



International  
Labour  
Organization

► Evaluation Office



i-eval Discovery



## Decent Work in the Garment Sector Supply Chains in Asia

ILO DC/SYMBOL: [RAS/18/05/SWE]

Type of Evaluation: Project

Evaluation timing: Final

Evaluation nature: Independent

Project countries: [Bangladesh, Cambodia, Indonesia, Pakistan, Vietnam, and Myanmar, plus a regional component]

P&B Outcome(s): [ILO-P&B 2018-19 Outcome 7 - Promoting safe work and workplace compliance including in global supply chains]

SDG(s): [SDG 8, as well as: SDG1, SDG5, SDG10, SDG12, SDG13 and SDG17]

Date when the evaluation was completed by the evaluator: 31 December 2022

Date when evaluation was approved by EVAL: 10 October 2022

ILO Administrative Office: [ILO ROAP, Bangkok]

ILO Technical Office(s): [ILO INWORK - Inclusive Labour Markets, Labour Relations and Working Conditions Branch]

Joint evaluation agencies: [Not Applicable]

Project duration: [15 January 2019 until 31 December 2021 (3 years) plus a no-cost extension of 12 months until 31 December 2022]

Donor and budget: [Government of Sweden; Budget: US\$ 3,999,622]

Name of consultant(s): [Mr. Theo van der Loop (Team Leader/International Evaluator) and Ms. Naila Usman (National Evaluator)]

Name of Evaluation Manager: [Ms. Jennifer Santos, M&E Officer, ILO CO-Manila]

Evaluation Office oversight: [Mr. Craig Russon, Senior Evaluation Officer, ILO EVAL]

Evaluation budget: US\$ 27,000

*Key Words: Decent Work, Global Supply Chains, Garment Sector, Industrial Relations, Gender Equality, Productivity, Environmental Sustainability, Knowledge Management, South-East and South Asia, Bangladesh, Cambodia, Indonesia, Pakistan, Vietnam, and Myanmar. [Use the ILO Thesaurus](#)*

# Table of Contents

<b>Table of Contents</b> .....	<b>ii</b>
<b>List of Tables</b> .....	<b>iv</b>
<b>List of Abbreviations</b> .....	<b>v</b>
<b>Executive Summary</b> .....	<b>viii</b>
<b>1 Introduction</b> .....	<b>1</b>
1.1 Background and Objectives of the Project.....	1
1.2 Purpose and Scope of the Final Independent Evaluation .....	4
1.3 Contents of the Report.....	5
<b>2 Methodology of the Evaluation</b> .....	<b>6</b>
2.1 Conceptual Framework.....	6
2.2 Methodology, Key Deliverables and Work Plan .....	7
<b>3 Overall Findings</b> .....	<b>11</b>
3.1 Relevance and Strategic Fit.....	11
3.2 Validity of Design .....	12
3.3 Coherence .....	13
3.4 Effectiveness.....	14
3.5 Efficiency.....	21
3.6 Impact .....	25
3.7 Sustainability .....	26
3.8 Cross-cutting Themes.....	27
<b>4 Conclusions and Recommendations</b> .....	<b>29</b>
4.1 Conclusions .....	29
4.2 Recommendations .....	33
<b>5 Lessons Learned and Good Practices</b> .....	<b>36</b>
<b>ANNEXES</b> .....	<b>37</b>
<b>Annex 1: Terms of Reference (TOR)</b> .....	<b>38</b>
<b>Annex 2: Data Collection Worksheet</b> .....	<b>53</b>
<b>Annex 3: Evaluation Work Plan</b> .....	<b>57</b>
<b>Annex 4: Theory of Change</b> .....	<b>58</b>
<b>Annex 5: M&amp;E Framework</b> .....	<b>60</b>
<b>Annex 6: List of Stakeholders Interviewed</b> .....	<b>61</b>
<b>Annex 7: PAC, TERN and GTF</b> .....	<b>64</b>
<b>Annex 8: Pakistan: Reports of Factory Visits and Interviews</b> .....	<b>65</b>

<b>Annex 9: MTE Recommendations and follow-up by ILO .....</b>	<b>75</b>
<b>Annex 10: Attendees at Stakeholder Workshop .....</b>	<b>77</b>
<b>Annex 11: Communication and Visibility .....</b>	<b>78</b>
<b>Annex 12: Lessons Learned (LL) and Good Practices (GP) .....</b>	<b>81</b>
<b>Annex 13: Documents Consulted .....</b>	<b>85</b>

# List of Tables

## Tables:

<b>1</b>	The Allocation of financial resources and the Expenditures (actuals plus encumbrances)	<b>22</b>
<b>2</b>	Partnerships with the project and the associated financial contributions.	<b>22</b>
<b>3</b>	Updates to the Risk Register (Source: Third Progress Report March 2022: 37-38).	<b>24-25</b>

# List of Abbreviations

ACE	ASEAN Confederation of Employers (ACE)
ACT/EMP	Bureau for Employers' Activities (ILO)
ACTRAV	Bureau for Workers' Activities (ILO)
ADB	Asian Development Bank
AEC	ASEAN Economic Community
AFTEX	ASEAN Federation of Textile Industries
AGH	Asia Garment Hub
ASEAN	Association of Southeast Asian Nations
ATUC	ASEAN Trade Union Council
BCI	Better Cotton Initiative
BEF	Bangladesh Employers' Federation
BFC	Better Factories Cambodia
BGMEA	Bangladesh Garment Manufacturers and Exporters Association
BKMEA	Bangladesh Knitwear Manufacturers and Exporters Association
BSR	Business for Social Responsibility
BW	Better Work
CCAWDU	Coalition of Cambodia Apparel Worker Democratic Union
CGTI	Cambodian Garment Training Institute
CMT	Cut-Make-Trim
CO	Country Office
COP-26	Conference of the Parties - 26
CPO	Country Program Outcome
CSO	Civil Society Organisation
CTA	Chief Technical Adviser
DAC	Development Assistance Committee
DG	Directorate General
DSG	Dicks Sporting Goods
DWCP	Decent Work Country Programme
DWGSC	Decent Work in Garment Supply Chains Asia
DWT	ILO Decent Work Team
EA	Evaluability Assessment
EBMO	Employers' and Business Member Organizations
EFP	Employers Federation of Pakistan
ENTERPRISES	Enterprises Department ILO
EO	Employers' Organisation
FABRIC	Promoting Sustainability in the Textile and Garment Industry in Asia (GIZ)
FES	Friedrich-Ebert-Stiftung
FIT	Factory Improvement Toolset
FPRW	Fundamental Principles and Rights at Work
FUNDAMENTALS	Fundamental Principles and Rights at Work Branch ILO
FWF	Fair Wear Foundation
GBVH	Gender-Based Violence and Harassment
GED	Gender Equality and Diversity Branch ILO
GEEW	Gender Equality and Empowerment of Women

GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
GMAC	Garment Manufacturers Association in Cambodia
GOVERNANCE	Governance and Tripartism Department
GREEN	Green Jobs team ILO
GTF	Gender Taskforce
H&M	Hennes & Mauritz
IFC	International Finance Corporation
ILES	International Labour & Environmental Standards Application in Pakistan's SMEs (ILO Project)
ILO	International Labour Organization
ILS	International Labour Standards
INWORK	Inclusive Labour Markets, Labour Relations and Working Conditions Branch ILO
IR	Industrial Relations
ISF	Institute for Sustainable Futures (University of Technology Sydney)
ITC-ILO	International Training Centre of the ILO
ITUC-AP	International Trade Union Confederation Asia Pacific
KIBS	Knowledge Intensive Business Services
KSBSI	Konfederasi Serikat Buruh Seluruh (Confederation of All Indonesian Trade Union)
KSP	Knowledge Sharing Platform
LABADMIN/OSH	Labour Administration, Labour Inspection and Occupational Safety and Health Branch
MGMA	Myanmar Garment Manufacturers Association
MIS	Management Information System
MNE	Multinational Enterprise
MOP&HRD	Ministry of Overseas Pakistanis and Human Resource Development
MSME	Micro and Small and Medium Enterprises
NGO	Non-Governmental Organization
NORMES	International Labour Standards Department ILO
NPO	National Productivity Organisation (Pakistan)
OECD	Organisation for Economic Co-operation and Development
OSH	Occupational Safety and Health
P&B	Programme & Budget
PAC	Project Advisory Committee
PAGE	Partnership for Action on Green Economy (UN)
PARDEV	Partnering for Development Department ILO
PRODOC	Project Document
ROAP	Regional Office for Asia and the Pacific
SAARC	South Asian Association for Regional Cooperation
SAFE	South Asian Forum of Employers
SCORE	Sustaining Competitive and Responsible Enterprises (ILO)
SDG	Sustainable Development Goal
SECTOR	Sectoral Policies Department ILO
Sida	Swedish International Development Cooperation Agency
SIYB	Start and Improve Your Business programme
SGSF	Sommilto Garments Sramik Federation
SMART	Specific, Measurable, Achievable, Relevant and Time-bound
STWI	Sweden Textile Water Initiative
TERN	Textile Eco-Innovation Research Network

ToC	Theory of Change
ToR	Terms of Reference
UN	United Nations
UNCT	United Nations Country Team
UNDAF	United Nations Development Assistance Frameworks
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group
UNEP	United Nations Environment Programme
UNFCCC	United Nations Framework Convention on Climate Change
UNIDO	United Nations Industrial Development Organization
UNITAR	United Nations Institute for Training and Research
UNSDCF	United Nations Sustainable Development Cooperation Framework
UN-SWAP	UN System-Wide Action Plan on GEEW
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
USD	United States Dollars
UTS	University of Technology Sydney
VGCL	Vietnam General Confederation of Labour
WB	World Bank
WEP	Women Empowerment Principles (UN Women)
WHO	World Health Organization
WLP	Women's Leadership Programme
WRC	Worker Rights Consortium

# Executive Summary

## **Background and project description**

The present evaluation report is mandated by the Terms of Reference (ToR) for the Final Independent Evaluation of the project entitled “**Decent Work in the Garment Sector Supply Chains in Asia**” (Annex 1). The project’s objective was to increase knowledge and capacity of garment industry stakeholders in Asia to advance decent work and promote long term improvements in gender equality, productivity, environmental sustainability and knowledge management. Originally designed as a 3-year Project, it was implemented by the ILO Regional Office for Asia and the Pacific (ROAP) since 15 January 2019 until 31 December 2022 following the approval of a 12-month no cost extension. It was financed by the Swedish International Development Cooperation Agency (SIDA) with an amount of almost USD 4 million and it was implemented in Bangladesh, Cambodia, Indonesia, Viet Nam, Myanmar and Pakistan, as well as at the regional level.

## **Purpose, Scope and Methodology of the Evaluation**

The present evaluation’s *purpose* is to promote accountability to tripartite constituents, beneficiaries, ILO regional, country and headquarter offices and donor, as well as learning. The *scope* of the Evaluation covers all interventions from its inception to the completion of its extension phase, and included regional, country and factory level coverage with a particular focus at the regional level. The evaluation included a field data collection in Pakistan, where country and factory level activities were implemented. The evaluation also examines the Project’s performance in relation to all relevant ILO’s *cross-cutting issues* including gender equality and non-discrimination. The *main clients* include the ILO management at regional (ROAP), country and Headquarter levels, ILO tripartite constituents at regional and country levels, the project partners, the members of the Project Advisory Committee (PAC), and the donor, the Government of Sweden/Sida. The *methodology* includes a desk study of the relevant documents and primary data collection through online and offline interviews with 34 Stakeholders (19 female). In addition, the international evaluator visited Bangkok from 20 to 27 November 2022 coinciding with the two-day project’s Closing Workshop, while the national evaluator in Pakistan made field visits to three factories. The participatory methodology further includes a critical reflection process by the key stakeholders in particular through the online stakeholders’ workshop and the inputs by stakeholders to the draft report. *Key deliverables* are the inception report, the preliminary presentation of findings at the online stakeholders’ workshop, the draft report, and the present final report taking into consideration the feedback on the draft report.

## **Findings**

The conclusions of the present final independent evaluation are below analysed according to the eight evaluation criteria used throughout this report. With respect to the first evaluation criteria, **Relevance and Strategic Fit**, the Evaluation found that the project objectives are generally consistent with the needs and priorities of key beneficiaries and of the ILO constituents. Although the project was initiated by Sida, the definition of the project objectives was the result of extensive consultations with the ILO and the Tripartite Constituents and resource persons from over 10 Asian countries. The MTE had found that each of the project’s five Outcomes were considered very relevant by stakeholders and concluded that the project remains as relevant today as it was when designed. The project’s objectives were aligned with ILO’s Global Decent Work Agenda and with Sweden’s strategy for regional development cooperation in Asia and the Pacific, as well as with SDG’s 5 and 8. It was further found that the project adapted well to the Covid-19 pandemic context and moved quickly to redesign and repurpose project modalities.



Concerning the *Validity of Design*, it was found that generally it was adequate to meet the project objectives and the Outcomes although it had its strengths and weaknesses. The project being funded by Sida was intended to be a regional project with four different Components in order to address different human, gender, environmental and social rights which was laid down in the PRODOC (2018) and Inception Report (2019). The Project started in January 2019 with the relevant ILO specialists of the Decent Work Team (DWT) in the regional office in Bangkok taking the lead in their respective areas of expertise. The Project Manager (PM) started later, in June 2019. One of the weaknesses of the design was formed by the lines of accountability: these specialists, or technical leads, are not directly accountable to the project. The original *Monitoring and Evaluation (M&E) Framework* attached to the PRODOC/Inception Report was revised as part of the annual reporting over 2019 and was approved by Sida. This version is dated 31 March 2020 and includes 5 Outcomes, with in total 15 Outputs and 81 Activities (See Annex 5). This is the version that is used here as the benchmark. This M&E framework is clearly linked to the Theory of Change (Annex 4). The coherence and complementarity between the different outcomes were not well developed in the project design, and the integration between the four Outcomes was often lacking.

In terms of *Coherence*, the project strategies fit with several other relevant ILO interventions at the regional level and at the national level in some of the target countries, in particular Better Work (BW) and SCORE in several Asian countries and ILES in Pakistan, as well as with ILO ACTRAV in Bangkok. The strategies of the project fit also with other interventions of relevant partners including GIZ's regional programme FABRIC, Care International, the East-West Center, the Institute of Sustainable Futures (University of Sydney), UN agencies/initiatives (UNIDO, PAGE and UNFCCC), two global apparel Brands, Cornell University and the University of Canada.

**Effectiveness:** The project has been effective and adaptive in achieving many of its intended objectives and results. While *Outcome 1* was discontinued, and was thus not achieved, all other **Outcomes** were at least partly achieved. Gender Equality (*Outcome 2*) in the garment sector in Asia might have *increased* a little as awareness among the involved stakeholders increased through the WLP, the GBVH activities, and the dissemination of the reports produced. Evidence-based policy advocacy suffered from the lack of involvement of governments in the project exacerbated by the particularly challenging policy environment (i.e. COVID), while gender mainstreaming was less successful among the other outcomes. On *Outcome 3*, as a result of the production of the FIT modules, the FIT pilots in three countries and the concrete scale-up plans through BW, ILES and NPO the assessment is that workers and managers in the piloted enterprises have *acquired better knowledge and capacity* to enhance productivity, competitiveness and working conditions. However, it has turned out more difficult to motivate the employers' and workers' *organizations* to actively spread the FIT message to their members and to the industry at large.

*Outcome 4* has focused on very relevant, albeit at times academic, knowledge in particular through the Just Transition Toolkit and the PhD projects, but the activities were more focused on knowledge production than on the application of knowledge. The regular meetings of TERN provided an expert forum to disseminate results, and the partnerships with international organisations could provide a basis for sustainability of results. Lastly, *Outcome 5* consists of two parts. Firstly, project integration and effectiveness underpinned by systematic *regional knowledge sharing* was achieved through the AGH jointly developed with GIZ. The second part of this outcome concerns *clear standards, guidelines, and action to mainstream gender and environmental sustainability*, and while selected activities have been undertaken towards such a

goal, this vast area remains a work in progress. The innovative work undertaken jointly with Cornell University and BW on examining the future of the industry after the COVID-19 pandemic is a noteworthy addition to the knowledge outcome.

The project encountered various *challenges*, of which the prolonged COVID-19 Pandemic was the most pervasive causing delays, but the project team was quick to redesign outcomes and outputs towards an online mode of delivery and designed adequate adjustment strategies. The level of involvement of Brands is a longstanding priority of Sida and the project tried to involve them in the DWGSC project as well, but this materialised only partly. The achievements of the project were facilitated by several pertinent *Success Factors* including the realisation among all stakeholders of the importance of Decent Work in Global Supply Chains and the rapidly increasing importance of Human Rights Due Diligence. Other such factors include: the various partnerships developed by the project; the regular stakeholder fora set up by the project; the commitment and adaptability of Sida and of ILO ROAP; and the high commitment and flexibility of the project team.

Another measure of effectiveness is the follow-up by the project on the eight *Recommendations made by the MTE* (Annex 9). The majority of recommendations were followed up, while two of them should be taken up in a follow-up intervention: Push for deeper engagement of ILO country offices (4), and Enhance project outreach and promotion to deepen stakeholder engagement (7).

**Efficiency:** Considering that it was a regional project with four distinct Outcomes whereby activities in six countries were involved as well as a regional component, the financial resources of US\$ 4 million were not excessive. Some savings were made by discontinuing Outcome-1, by leveraging key partnerships, and by undertaking many activities only online. The financial resources and other inputs seem to have generally been strategically allocated and efficiently used to achieve the expected outputs and outcomes with the necessary adjustments in activities as discussed above. About 12 to 18% of the budget was allotted to each one of the four main Outcomes. Project Management took up just over one quarter of the allocations. As of early December 2022 most of the budget was spent (87%), while a substantial part of the balance is expected to be used for Programme Support Costs and other smaller budget categories.

The *management arrangements* and the lines of accountability have been somewhat complex in this project and were not always conducive to smooth and consistent operational procedures. The ILO Project Responsible is the Deputy Regional Director in ROAP who oversees the project team. However, the outcome leads are embedded in the ILO Decent Work Team (DWT) in Bangkok and are thus not responsible or accountable to the Project Manager. Since the project team consists of just two persons, and since the outcome leads are only part-time available, a series of consultants were involved in each component. For networking and knowledge sharing the three committees (PAC, GTF and TERN; see Annex 7) played a useful role. The project has a *Communications Plan* which provides for an inclusive and gender-sensitive approach to building visibility of project interventions. The Third Progress Report (March 2022) provides an impressive number of activities dealing with various types of communications. Moreover, the project website is well maintained and up to date. The project team has been in very regular communication with Sida in Bangkok. The Risk Register was updated regularly and used as a monitoring instrument.

**Impact:** Being in essence a knowledge project, it is difficult to measure if the results achieved are likely to produce *longer-term effects*. It depends on the degree to which behaviour has been changed among stakeholders, and/or in how far the knowledge products produced are being used by stakeholders and will have an impact upon actual legislation, policies and plans. Such developments are at this point difficult to assess. However, there are some signs that the

achievement of longer-term effects could well be possible in the following selected areas: The figures provided in Section 3.4 demonstrating the use of both the AGH and the FIT are quite promising; FIT is already being implemented in some countries *outside* of the present project, including by the ILO projects ILES and Better Work; the Just Transition Toolkit is available on the website and can continue to be used; and, ILO HQ (e.g. SECTOR) is already using some of the results in global events in garments/textiles. In an indirect way the Project has contributed somewhat to *improving the rights and working conditions* of garment factory workers, in particular through the FIT component. In addition, the *awareness* of the importance of Decent Work in Global Supply Chains increased substantially among the project's stakeholders.

**Sustainability:** There was no *Sustainability or Exit Plan* in the PRODOC/Inception Report, but the project intends to include sustainability provisions in the Final Technical Progress Report (TPR) planned for January 2023. Nevertheless, some of the results are *likely to continue* even after the Project has ended, including: GIZ will continue to manage the AGH with possible support from ILO SECTOR; FIT will be embedded in the Better Work service model in Pakistan and Viet Nam; the Body-swaps Virtual Reality learning programme is expected to be taken forward by Better Work, the ILO-ITC and the ILO Outcome Lead on Gender; the various capacity building efforts (e.g. WLP, FIT, PhD's) are certainly durable; ILO ROAP/DWT will continue to liaise with key project partners (e.g. Care International and UNFCCC); and the TERN members have agreed to continue their regular meetings with ISF as coordinator. In addition, it is likely that future ILO work in the garment sector will benefit from the DWGSC project and build on its results. Another important element of Sustainability is ensuring *Ownership* of the project results, but this has not materialised much among the tripartite constituents, and this is partly due to the regional nature of the project, while the project period of 3-4 years may also not have been sufficient time for that.

The involvement of other development partners or donors than Sida has not been explored by the project as the focus was squarely on completing all the planned activities before the end of December 2022. The project has, however, developed a proposal for a follow-up intervention and it has submitted a draft concept note to Sida. Selected Project results are only likely to be durable *if* a follow-up intervention can build on the results of the current project. And it should be underscored that all stakeholders indicated that they would very much value if the cooperation with ILO in this area can be continued after the present project ends.

**Cross-cutting Themes:** *Gender equality* and *environmental sustainability* have been included as two major Outcomes (2 and 4) of the DWGSC project and as such have received significant attention as well as resources. However, at the project level there was relatively less integration of such considerations among each of the *other* Outcomes. *Gender inequalities* in the garment sector were clearly addressed by the project through the activities related to the garment sector conducted in Outcome 2, in particular the key report 'Moving the Needle' and accompanying regional roadmap for action. Such inequalities were at a broader level also discussed in the so-called Trends-report ("Employment, wages and productivity trends in the Asian garment sector"; 2022) produced by the project. Although more cooperation could have been useful between Outcome 2 and the other outcomes, the FIT modules and the AGH do address selected relevant issues related to gender inequalities in the garment sector. The normative context and the impact of *International Labour Standards (ILS)*, including the possible ratification of ILO Conventions, have not played a central role in this regional project as ratification is first and foremost a national affair involving Governments. Initially, *social dialogue* was included in a separate Outcome (No. 1) which was later discontinued, while the mainstreaming of social dialogue over the other Outcomes was undertaken but in a much-reduced scope. *Disability inclusion* did not receive specific attention by the project.

## Recommendations

The recommendations formulated on the basis of the findings of the present final independent evaluation are as follows:

1. **Explore the possibilities of a follow-up intervention with the financial support of Sida** and/or other donors in order to maintain the momentum gathered by the DWGSC project and to make the project results sustainable By building on the project and expanding its impact including in new areas / themes (e.g. Future of Work topics). The draft proposal for a follow-up project is an important first step into this direction. Significantly, all stakeholders interviewed would like the project to continue as they underscored the relevance and importance of its outputs and results.
2. **Enhance** in a follow-up intervention **the integration between the different Outcomes/Components** and **maintain the specific focus on and expand the mainstreaming of both Gender Equality and Environmental Sustainability considerations**, also in view of their key role in the rapidly increasing impact of Human Rights Due Diligence in global supply chains and especially in the garment sector.
3. **Broaden the scope for Governments as well as Trade Unions to be involved in the project** (and include the regional workers' organisation IndustriALL) and **include substantial capacity building on DW in GSC for all ILO Tripartite Constituents**, including employers' organisations.
4. *Following the Recommendation by the MTE as well as the suggestions made by several stakeholders during the interviews for the present evaluation, it is recommended to intensify the connections with the ILO Country Offices in the relevant countries.*
5. **Explore with Better Work from the design phase of a new intervention how certain project tools and approaches (incl. FIT) can be integrated into the BW service model.**
6. **Explore the involvement of Brands** and in particular those brands that have already global agreements with the ILO and have shown clear interest in the issues at stake **such as H&M.**
7. **Make sure the accountability of the Outcome Leads will be to the Project Manager** in a follow-up intervention.
8. **Explore increasing the Project Team** of a new intervention **with a Communications/M&E staff and possibly with staff attached to priority countries** (in ILO Country Offices).
9. **Target and support more directly the preparation for and ratification of key ILO Conventions**, including Convention 190 and the two new Fundamental Conventions on OSH (C.155 and C.187).

## Lessons Learned and Good Practices

From the experience gained by evaluating the present project two Lessons Learned (LL) and two Good Practices (GP) have been identified in this report as follows:

- **LL1** – *The regional approach in the project design resulted in less attention for the individual country contexts whereby the ownership of the national tripartite constituents was not sufficiently enhanced.*
- **LL2** – *For a project to run smoothly with consistent operational procedures, the lines of accountability have to be clear and consistent whereby in particular the Outcome Leads need to be accountable to the Project Manager.*
- **GP1** – *The extensive regional consultations of stakeholders and resource persons that took place before the project took its formal shape is considered a Good Practice*
- **GP2** - *Adaptability and flexibility of the Project Team, of the ILO offices and experts involved, as well as of the donor is critical.*

The details are discussed in Chapter 5 of the present report, while the ILO/EVAL Templates with the full description of these LL and GP are provided in Annex 12.

# 1 Introduction

The present report provides the findings of the Final Independent Evaluation of the project entitled “**Decent Work in the Garment Sector Supply Chains in Asia**”, and it is based on the Terms of Reference for this evaluation (see Annex 1).

## 1.1 Background and Objectives of the Project

**Global supply chains** have created employment opportunities and have contributed to economic growth, job creation, poverty reduction and social development, especially in developing countries. They can be an engine for development by supporting entrepreneurship, promoting technology transfer, adopting new production practices and transitioning to higher value-added activities.

The **garment industry** can be considered as the quintessential global value chain since it includes different stages of production in transforming raw materials into retail products which are carried out in different countries. For emerging economies, like in Asia and the Pacific, garments are considered a gateway to global markets which helps link local producers to international markets, facilitating knowledge spill-over and new skills for workers.

Asia is considered as the “**Garment Factory of the World**” as the region accounted for approximately 55 per cent of global textiles and clothing exports in 2019 (cf. the ‘Trends Report’).<sup>1</sup> Despite Asia’s 3 per cent decline from the 58 per cent in 2015, China’s dominance remains unmatched with 34 per cent of global garment, textiles, and footwear (GTF) exports in 2019, followed by Viet Nam (five per cent), Bangladesh and India (4.3 per cent each). In 2015, eight countries in the region namely Bangladesh, Cambodia, China, India, Indonesia, Myanmar, Sri Lanka, and Viet Nam collectively produced more than half of the world’s garments for export (UNCTAD, 2017). Between 2015 to 2019, the GTF sector contributed approximately two-thirds of manufacturing value added in Cambodia, 44 per cent in Bangladesh, and 28 to 30 per cent in Pakistan, Sri Lanka and Viet Nam and accounted for a significant share of these countries merchandise exports with 91 per cent in Bangladesh, 66 per cent in Cambodia, 58 per cent in Pakistan, 45 per cent in Sri Lanka and 22 per cent in Viet Nam.

Despite the significant contribution and potential for development, global supply chains are marked by **serious decent work deficits** in multiple areas such as occupational safety and health, wages, working time, job security, and social protection which deepened violation of workers’ rights. Critical decent work deficits and violations of labour standards in the garment sector global supply chains identified in the ToR are (1) industry wages remaining low and do not fulfil the needs of workers and their families; (2) long working hours and excessive overtime which often exceeds 12 hours per day with no days off during peak production seasons; (3) exposure to occupational safety and health hazards in the workplace including harassment, verbal and physical abuse; (4) prevalence of casualization of work or non-standard forms of employment, fixed term contracts of short duration and the use of intermediations to avoid payment of the

---

<sup>1</sup> ILO (2022): Employment, wages and productivity trends in the Asian garment sector. Data and policy insights for the future of work. [https://www.ilo.org/wcmsp5/groups/public/---asia/---ro-bangkok/documents/publication/wcms\\_848624.pdf](https://www.ilo.org/wcmsp5/groups/public/---asia/---ro-bangkok/documents/publication/wcms_848624.pdf)

minimum wage and other entitlements such as maternity leave, sick leave, among others; and (5) the presence of child labour and forced labour. ACTRAV would like to add one critical decent work deficit: discrimination against active union leaders and members and violation of labour rights and trade union rights. Many *women workers* in the garment sector global supply chains lacked access to social protection measures, adequate maternity protection and limited career opportunities. Negative *environmental and health impacts* on communities and ecosystems at large also results from the production processes and chemicals used in garment manufacturing which raises serious concerns in the garment production particularly in Asia. These situations may have been further exacerbated by *COVID-19*.

It is within this premise that the International Labour Organization and the Embassy of Sweden in Bangkok carried out **a scoping exercise** in 2017 which explored the possibility of a regional programme promoting decent work, environmental sustainability, and gender equality in garment supply chains in Asia. The “Decent Work in the Garment Sector Supply Chains in Asia” officially started on 15 January 2019 by the Government of Sweden and the ILO *to address decent work deficits in the garment global supply chain*.

### **Background of the Project**

The “Decent Work in the Garment Sector Supply Chains in Asia” Project is a 4-year ILO **regional initiative**, with support from the Swedish International Development Cooperation Agency (SIDA), which aims to strengthen knowledge and insight into “what works” in driving Decent Work in the garment sector and leverage these for enhanced regional coordination, action and impact across the supply chain in Asia. It aims to increase both the knowledge and capacity of garment sector stakeholders in Asia to safeguard – and strengthen – decent work for all factory workers. Originally designed as a 3-year Project, it is being implemented by the ILO Regional Office for Asia and the Pacific (ROAP) since 15 January 2019 until 31 December 2022 following the approval of a 12-month no cost extension.

Given the prevalent and emerging decent work deficits and violations of workers’ rights in the garment sector, the Project seeks to strengthen knowledge and improve coordination of stakeholders as it advances work in **four main thematic areas** that are critical to improving working conditions for women and men workers and to enhancing sustainability of the garment industry in Asia: 1) industrial relations, 2) gender equality, 3) productivity and competitiveness and 4) environmental sustainability. In addition, there is a fifth *crosscutting* component which is: 5) knowledge management.

### **Project Objective and Outcomes**

The Project’s **objective** is to increase knowledge and capacity of garment industry stakeholders in Asia to advance decent work and promote long term improvements in productivity and environmental sustainability. In so doing, the Project aims to support a transition that sees workers enjoying improved rights and working conditions in an industry that’s increasingly productive, gender responsive and environmentally sustainable. To achieve the Project’s objective, the Project sets forth **five Outcomes**, as follows:

**Outcome 1:** Constituents and industry stakeholders are better equipped to generate, apply and share knowledge and good practices in Industrial Relations. *This Outcome was discontinued in 2021 (in particular as result of the pandemic conditions; cf. Section 3.2).*

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

**Outcome 3:** Employers' and Business Member Organizations (EBMOs), Workers' Organizations and other actors have better knowledge and capacity to enhance productivity, competitiveness and working conditions in the sector, in a gender and environmentally responsive manner.

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

**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.

Outcome 5 emphasizes and strengthens the **regional dimension** of the project and ensures that activities foster industry dialogue and networks, and that project knowledge is disseminated in a systematic manner.

### **Key Stakeholders and Beneficiaries**

The Project takes on a multi-stakeholder approach and promote synergies, coordination of efforts and strengthening of networks as it also promotes and strengthens regional level dialogue and collaboration among the key stakeholders of the Project: ILO's tripartite constituents, i.e. governments, workers' and employers' organizations, the private sector and other industry stakeholders, as well as different multi-stakeholder initiatives. The main project beneficiaries are (a) garment enterprises, which will benefit from improved productivity and social and environmental sustainability (and access to tools and knowledge to promote such), and (b) garment workers (both male and female), whose conditions and rights at work will be strengthened.

### **Geographic Scope of Activities**

The Project covered originally the following target countries namely Bangladesh, Cambodia, Indonesia, Viet Nam and Myanmar, plus a regional component. Following the February 2021 military takeover in Myanmar, the project no longer has any work or plans in this country. It remains in contact with worker and employer representatives from the sector and maintains an open invitation for them to (continue to) participate in regional and online project activities as appropriate and/or desired. In a later stage, Pakistan was added to the project countries, in particular as a result of the request by the ILO ILES project in this country to integrate the FIT into their project.

The Project is implemented at the Regional Level with selected country and factory level implementation in Bangladesh, Cambodia, Pakistan, Viet Nam, and Indonesia.<sup>2</sup> The Theory of Change is premised on coordinated action at three levels (see also Annex 4):

- **Regional level.** The project will create an ecosystem for regional learning and knowledge sharing on Decent Work in the garment industry, as well as enhance the capacity of tripartite constituents and other industry stakeholders to produce, share and apply related knowledge and tools to strengthen rights and working conditions, advance gender equality, and boost enterprise competitiveness and environmental sustainability.
- **National level.** Knowledge and good practices shared at regional level will inform industry and policy dialogues aimed at enhancing the legislative and business environment for Decent Work and social and environmental sustainability.

---

<sup>2</sup> Limited activities in Pakistan were added in a later stage as there was an explicit request from the ILO country office to try out the FIT tools, which then expanded into a pilot programme.

- **Factory level.** The project aims to influence firm-level behaviours and practices both through direct pilot activities in target enterprises and through its influence over the broader regulatory and enabling environment for Decent Work at the national and regional levels.

## 1.2 Purpose and Scope of the Final Independent Evaluation

### *Purpose and Objectives of the Evaluation*

The evaluation was conducted in accordance with the ILO Evaluation Policy Guidelines (4<sup>th</sup> edition, August 2020) and the ILO Results-Based Evaluation Strategy. The evaluation was used to promote accountability and learning as it aims to understand why – and to what extent – intended and unintended results were achieved. The ILO considers that evaluation is an integral part of the implementation of development cooperation activities. The ILO applies the evaluation criteria established by the OECD / DAC Quality Standards for Development Evaluation and the UNEG Code of Conduct for Evaluation in the UN System.

In June – July 2021, the Project has been subjected to an independent **Mid-Term Evaluation** (MTE August 2021) which focused on three core objectives namely: Evaluation of Project progress achieved, including its response to changing industry conditions and external disruptors (most notably COVID-19); 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; and Examination and provision of advice on the value of and case for a Project extension.

The present evaluation's **purpose** is to promote accountability to tripartite constituents, beneficiaries, ILO regional, country and headquarter offices and donor, as well as learning. An objective assessment will be made of the extent to which the Project has achieved its objective and determine the relevance, efficiency, coherence, effectiveness, impact and sustainability of its accomplishments. Knowledge generated by the evaluation will feed in the design of future similar interventions and contribute to enriching management and delivery approaches especially on similar thematic area or focus.

The **specific objectives** of the present evaluation are:

- Assess the relevance and/or validity of the Project design, theory of change and the implementation strategy in light of the results achieved by the Project, and national and global development frameworks;
- Assess the extent to which the Project has achieved its stated objective and expected results, including identifying supporting factors and constraints that have led to the achievement and nonachievement including implementation modalities chosen; and partnership arrangements;
- Identify unexpected results, both positive and negative, that emerged from the Project;
- Assess to what extent Project results or gains are likely to continue or be sustainable, and in particular how the most impactful elements of the project could be continued/supported beyond 2022 including through a potential second phase of the project; and
- Identify recommendations, lessons learned and good practices (regional, national and factory levels).



### *Scope of the Evaluation*

The evaluation covered the Project in its entirety – from its inception to the completion of its extension phase (excluding the final month of this phase, which for sequencing reasons cannot be covered). The evaluation included regional, country and factory level coverage with a particular **focus at the regional level** to reflect the predominant focus of project orientation and activity. The evaluation included a field data collection in Pakistan, where country and factory level activities were implemented, which was conducted by a National Evaluator.

The evaluation addressed all relevant **cross-cutting themes** for ILOs work which include gender equality and non-discrimination, disability inclusion, promotion of international labour standards, tripartite processes and social dialogue, constituent capacity development and environmental sustainability. It also included the evaluation of the project interventions in relation to the ILO's programme and policy frameworks at the national and global levels, UNDAF/UNSDCF and other relevant national sustainable development strategy or development frameworks.

The evaluation was conducted with **gender equality** as a mainstreamed approach and concern. This implied (i) applying gender analysis by involving both men and women in consultation and evaluation's analysis, (ii) inclusion of data disaggregated by sex and gender in the analysis and justification of project documents; (iii) the formulation and/or analysis of gender sensitive strategies and objectives and gender-specific indicators; (iv) inclusion of qualitative methods and utilization of a mix of methodologies, (v) forming a gender-balanced team, and (vi) assessing outcomes to improve lives of women and men. Thus, analysis of gender-related concerns was based on the ILO Guidance Note 3.1: Integrating Gender Equality in Monitoring and Evaluation.

### *Clients of the Evaluation*

The clients and users of this independent evaluation include the ILO management at regional (ROAP), country and Headquarter levels, ILO tripartite constituents at regional and country levels, the project partners, the members of the Project Advisory Committee (PAC), and the donor, the Government of Sweden/Sida. The evaluation ensured that the issues and inputs from stakeholders/tripartite constituents were adequately covered in the objectives of the evaluations and that they were given different opportunities to provide inputs and feedback throughout the evaluation process.

## 1.3 Contents of the Report

The present Evaluation Report provides in the next section an overview of the Conceptual Framework based on the eight Evaluation Criteria and of the methodology, deliverables, management arrangements and work plan. In Chapter 3 the findings will be presented for each of the eight evaluation criteria identified. The Conclusions and Recommendations will be presented in Chapter 4, while the final Chapter (5) will discuss the Lessons Learned and the Good Practices identified.

# 2 Methodology of the Evaluation

## 2.1 Conceptual Framework

The Evaluation has been conducted in compliance with the UNEG Evaluation's Norms and Standards and the OECD/DAC evaluation criteria as well as with the principle for programme evaluation set forth in the ILO policy guidelines for evaluation: Principles, rationale, planning and managing for evaluations, 4th edition (Aug 2020). The ToR for the present evaluation identifies the following eight *Evaluation Criteria* (cf. Annex 1, Section 5):

- A. Relevance and Strategic Fit
- B. Validity of Design
- C. Coherence
- D. Effectiveness
- E. Efficiency
- F. Impact
- G. Sustainability
- H. ILO Cross-cutting themes

For each of these eight criteria, a series of *Evaluation Questions* (in total 24 questions) were identified in the Inception Report (dated 16 November 2022) as follows:

### A. Relevance and Strategic Fit

- 1) To what extent were the project objectives consistent with the key beneficiaries needs, demands and priorities of ILO constituents (government, employers and workers) and other stakeholders?
- 2) How has the Project supported ILO Decent Work Country Programmes, Sustainable Development Goals – particularly Goal 5 and Goal 8, and relevant ILO Conventions?
- 3) To what extent had the intervention been adapted to remain relevant?

### B. Validity of Design

- 4) Was the project design adequate to meet project objectives and identified outcomes? To what extent does the Project's Theory of Change link the outputs to the intended outcomes and objectives?
- 5) To what extent was the project design adequate and effective in the coherence and complementarity between the different project components?

### C. Coherence

- 6) How well do the strategies and interventions of the project fit with other interventions and strategies of the ILO at the regional level and in each of the target countries?
- 7) How well does the interventions of the project fit with other interventions of relevant partners?
- 8) To what extent were the Project's established partnerships and synergies supporting the designing, implementation, monitoring and evaluation of the Project?

### D. Effectiveness

- 9) To what extent have the project objectives and results been achieved? What are the factors that are prerequisite for achieving intended outcomes and impact? To what extent has the project contributed to create them?
- 10) To what extent has the project contributed to social security, freedom of association and occupational safety and health in the garment sector?
- 11) To what extent does the project contribute to strengthening knowledge and insight into "what works" in driving Decent Work in the garment sector? How had these been leveraged for enhancing regional coordination, action and impact across the supply chain in Asia?"
- 12) Have there been any unintended results (positive or negative)?
- 13) How adaptable (and responsive) has the project been to changing national and industry contexts, particularly the pandemic, during the implementation period?

- 14) To what extent has the project adapted to the evolving situation that came because of the COVID-19 pandemic? To what extent has the project contributed to COVID-19 response/recovery?
- E. Efficiency**
- 15) Given the size of the project and scope, were existing project management arrangements, resources and technical capacity sufficient and adequate?
- 16) How well were the project's resources (human, financial and technical) been managed to ensure timely, cost effective and efficient delivery of Project results?
- 17) Are there any alternatives / alternative ways which the project could have done to better manage its resources?
- F. Impact**
- 18) Were the results achieved likely to produce long term effects? What actions or mechanisms did the Project set-up to ensure achievement of long-term effects?
- 19) To what extent does the Project contribute to improving rights and working conditions of garment factory workers?
- G. Sustainability**
- 20) What mechanisms and actions did the Project put in place to ensure ownership of the project's results at the regional, country, and factory level?
- 21) Are the results achieved likely to continue even after the Project's implementation?
- H. Cross-cutting themes**
- 22) To what extent were gender and inclusion, and environmental sustainability considerations been mainstreamed throughout the project (design, planning, implementation, M&E), including that of implementation partners? To what extent and how are the gender inequalities in the garment sector addressed through the project?
- 23) To what extent has normative context contributed to the meeting of the Project objectives? Have project results been relevant for improved integration or implementation of standards?
- 24) To what extent has social dialogue contributed to the intervention's effectiveness in meeting its objectives?

### ***Data Collection Worksheet***

The ILO Template for the *Data Collection Worksheet* describes the way that the chosen data collection methods, data sources, sampling and indicators support the evaluation questions identified above. In the Inception Report (16 November 2022) it has been discussed in detail, and the Data Collection Worksheet itself is included here in Annex 2. This annex has in particular also been used as *the interview guide*.

## **2.2 Methodology, Key Deliverables and Work Plan**

### ***Methodology***

The evaluation has adopted multiple methods with analysis of both quantitative and qualitative data to capture the project contributions to the achievements of expected and unexpected outputs and outcomes. The collected data were triangulated to ensure validity and rigour of the evaluation findings. The evaluation methodology included the following activities:

- **Desk review:** Desk review of all relevant documents: PRODOC (project document), funding agreement, relevant minute sheets, inception report including the revised Theory of Change, midterm evaluation report, project extension documents, implementation plan, performance evaluation plan, revised and approved monitoring and evaluation (M&E) framework of March 2020, progress reports, financial data, project website, and other documents produced as outputs of the Project. Relevant secondary documents that are of significance to the Project will also be included in this review (see Annex 13).
- **Meetings with the Evaluation Manager, the backstopping officer, the Project Manager and the National Evaluator:** These meetings were intended to reach a common

understanding on the evaluation process and agree on logistical arrangements, including the Mission to Bangkok by the international evaluator and the field visit in Pakistan by the national evaluator.

- **Data Collection Phase: Field visits, collection of data, and interviews with stakeholders:** Interviews were conducted with the key stakeholders of the project, including the Project team, the ILO management at country, regional, and headquarters levels, the ILO tripartite constituents, the Project partners, and the donor (see Annex 6). Part of these interviews were conducted online, and part were in person during the missions/field visits as follows:

- **Mission to Bangkok:** The international evaluator visited Bangkok from 20 to 27 November 2022 coinciding with the two-day project's Closing Workshop "Decent Work in Garment Supply Chain Asia - Experience and Knowledge Sharing from the ILO-Sida project (2019-2022)" in Bangkok on 22-23 November 2022. Apart from attending the workshop, in person interviews with stakeholders were conducted on the side-lines, and on Thursday/Friday 24/25 November with experts and staff from ILO ROAP/DWT in Bangkok.

- **Field visit to Karachi, Pakistan:** Pakistan has been selected as field visit location through the ToR (Annex 1) because several factories there were deeply involved in the piloting of FIT modules in combination with the synergy with other key ILO interventions in the country (ILES, BW). The National Evaluator, based in Lahore, made a field visit to Karachi from 28 November to 1 December 2022 and visited three factories. Interviews in factories were conducted with management, human resource staff, male & female factory workers and factory union representatives. Other stakeholders in Pakistan were interviewed as well (ILO Country Office, BW, tripartite constituents, partners) by the national evaluator either online or in person.

The complete list of informants interviewed (Annex 6) was developed by the evaluators with the support of the project team and the evaluation manager and contains **34 Stakeholders** of which 19 are female (or 56%) and **3 Factories** (where meetings were held with in total 15 staff of which 4 are female (or 27%; see Annex 6).

The **criteria** for selecting these particular stakeholders for interviews used purposive sampling based on their level of involvement and engagement in the preparation and implementation of the project, while also taking into account the gender aspect.

The **questions** asked to these stakeholders relate to all of the eight evaluation criteria discussed in Chapter 3, whereby the 24 Evaluation Questions listed in Annex 2 were used as a checklist for these interviews.

- **Debriefing phase:** After the data collection phase was completed, the initial, preliminary findings were presented to all key stakeholders for validation in a *virtual stakeholders' workshop*. Feedback received during the workshop was integrated into the draft report.
- **Submission of the first draft of the report:** The evaluator has submitted the first draft of the report to the evaluation manager for review who has circulated it to the backstopping units, relevant ILO specialists and the key regional, national and factory level partners.
- **Collection of feedback on the first draft:** the evaluation manager collected the feedback on the first draft, consolidated and provided it to the evaluator as basis for improving or revising the draft report.
- **Submission of the final report:** the evaluator incorporated the feedback as appropriate and has sent the final report to the evaluation manager.
- **Quality control of the report:** the evaluation manager and ILO Evaluation Unit ensure the quality of the report following ILO EVAL guidelines.

- **Dissemination:** the evaluation report will be submitted to the key stakeholders and uploaded in the EVAL public repository of evaluation reports (e-discovery).

The data collection, analysis and presentation has been responsive to and included issues relating to gender equality, diversity and non-discrimination. Gender concerns were addressed in accordance with ILO Guidance note 4: “Considering gender in the monitoring and evaluation of programmes”. In particular, the evaluation team has made sure that women's views and perceptions are also reflected in the interviews, focus group discussions and that gender-specific questions were included.

### *Deliverables*

The following five deliverables were provided:

**Deliverable 1: Inception Report with methodology.** The Inception Report has been prepared as per the ILO EVAL Checklist 3: Writing the inception report, and it includes a workplan (Section 4.4). It was approved by the evaluation manager on 16 November 2022.

**Deliverable 2: Presentation of initial findings** A PowerPoint presentation was developed by the international evaluator including the preliminary findings of the evaluation for validation with key stakeholders. It was delivered during a virtual Stakeholders Workshop on Friday 9 December 2022. The presentation was followed by a general discussion. Key stakeholders participated in this workshop which resulted in a very useful discussion (see Annex 10).

**Deliverable 3: A first draft of the evaluation report.** The draft evaluation report was prepared in accordance with the “EVAL Checklist 5: Preparing the Evaluation Report”.<sup>3</sup> The structure of the draft and final reports followed closely the tentative outline of chapters and annexes given in the ToR (cf. Annex 1).

**Deliverable 4: Final Evaluation Report** (not more than 50 pages excluding executive summary and annexes). The final evaluation report was submitted to the evaluation manager who reviewed the draft prior to circulation with project stakeholders and key ILO officials. The quality of the report was determined based on quality standards defined by the ILO Evaluation Office. Draft and Final evaluation reports include the sections listed in the ToR (cf. Annex 1).

**Deliverable 5: A stand-alone Evaluation Summary (in the ILO standard template);** (key information and findings). The final evaluation report approved by ILO was converted into a stand-alone summary that details the key aspects of the evaluation methodology, findings and recommendations.

### *Management Arrangements*

The final evaluation was managed by an independent evaluation manager, Ms. Jennifer Santos M&E Officer of ILO Manila, and was conducted by an evaluation team composed of an international evaluator, Mr. Theo van der Loop (Team Leader) and a national evaluator, Ms. Naila Usman (Team Member). As it is a participatory evaluation, the key stakeholders were consulted throughout the evaluation process.

The evaluation manager was responsible for the overall coordination and management of this evaluation. The evaluation manager has consulted all key stakeholders before finalising the ToR,

---

<sup>3</sup> [https://www.ilo.org/wcmsp5/groups/public/---ed\\_mas/---eval/documents/publication/wcms\\_165967.pdf](https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_165967.pdf)

and they were given the opportunity to provide inputs and comments to the evaluators during the data collection and reflection process. The project team handled all contractual arrangements and provide logistic and administrative support to the evaluation throughout the process. They also provided all relevant and updated project and non-project documents to be reviewed. The ToR (Annex 1, Section 8) describes in detail the responsibilities for the Evaluation Manager, the Project Team and the Evaluation Team. The International Evaluator reported to the Evaluation Manager.

### ***Work Plan***

The duration of this evaluation fell in the period of October to December 2022 with the timeframe, tasks and responsibilities indicated in detail in Annex 3.

### ***Legal and ethical matters***

The evaluation complied with UN Norms and Standards. UN Evaluation Group (UNEG) ethical guidelines were followed. The evaluators abided by the EVAL's Code of Conduct for carrying out the evaluations. Evaluators had personal and professional integrity and abided by the UNEG Ethical Guidelines for evaluation and the Code of Conduct for Evaluation in the UN system to ensure that the rights of individuals involved in an evaluation are respected. Evaluators have acted with cultural sensitivity and pay particular attention to protocols, codes and recommendations that may be relevant to their interactions with women. Evaluators signed the respective ILO Code of Conduct to show that they have read and understood the UNEG Code of Conduct for Evaluation in the UN System process.

### ***Limitations***

The Evaluation assignment is clearly laid out in the ToR (Annex 1) and the list of stakeholders to be interviewed is comprehensive and is considered to be representative of the main stakeholders. However, the sheer number of stakeholders (cf. Annex 6) is quite large, and in combination with an extensive M&E Framework which includes five Outcomes, 15 Outputs and no less than 81 Activities spread over 6 countries and a key regional component the timeframe for the present evaluation is quite tight.

## 3 Overall Findings

For the Final Independent Evaluation of the programme entitled “Decent Work in the Garment Sector Supply Chains in Asia”, **eight Evaluation Criteria** have been identified in the previous chapter which will be discussed in depth in the present chapter (Sections 3.1 – 3.8). These criteria have been analysed with the help of the **24 Evaluation Questions** (listed in Section 2.1 above).

### 3.1 Relevance and Strategic Fit

#### *Consistency of project objectives with the needs and priorities of stakeholders*

The Evaluation found that the project objectives are generally consistent with the needs and priorities of key beneficiaries and of the ILO constituents. Although the project was initiated by Sida, the definition of the project objectives was the result of consultations with the ILO and with stakeholders, and in particular through the comprehensive Regional Meeting in October 2017 with the active participation of all the Tripartite Constituents from no less than 10 Asian countries<sup>4</sup> as well as a large number of other stakeholders and resource persons (in total 111 participants). It is important to underscore that there was room for transparent discussions, and, for example, the employers expressed concerns about the industrial relations component and underlined that compliance with Labour Standards is not their responsibility *as long as* it has not been laid down in National Legislation. Employers decided to participate anyway because they welcomed other components, such as the productivity Outcome and the knowledge hub. Workers’ groups suggested the project to promote regional dialogue and support stronger industrial relations institutions and improved practices across the region at various levels. Other stakeholders expressed concerns that, by taking a regional approach, individual country contexts and needs may not be adequately addressed. In other words, the needs and priorities of stakeholders were being taken into account.

The Mid-Term Evaluation (MTE, August 2021) had found already after in-depth investigations that each of the 5 Outcomes were considered very relevant by stakeholders and concluded: “The project remains as relevant today as it was when designed; it responds well to key industry challenges and remains aligned with the needs and priorities of constituents and other industry stakeholders.”

#### *Alignment to International priorities of ILO, Sweden and UN*

The MTE’s finding was that the Project is providing good solutions and plays an important role in contributing to the ILO’s Global Decent Work Agenda. The present Evaluation found that this applies much less to the ILO Decent Work Country Programmes (DWCP) in the countries involved; in the PRODOC it is mentioned on the cover page that the DWCP Outcome is ‘not applicable’, and there are no further references to DWCP’s. However, by working with and through programmes like BW and ILES (which are an integral part of the respective DWCPs), the project was *indirectly* aligned with and supporting the delivery of these DWCPs in selected countries. The only ILO Conventions mentioned in the PRODOC are those dealing with international standards related to the duration of maternity leave (No. 183) and to minimum wages (131), but these were not particularly targeted in the project objectives or outputs.

---

<sup>4</sup> Apart from the six countries involved in the DWGSC project, that also included: China, India, Sri Lanka and Thailand.

Concerning the project's structure and outcomes, it was found that they were fully aligned with Sweden's strategy for regional development cooperation in Asia and the Pacific 2016 – 2021, which makes explicit reference to workers' rights and capacity development of social partners.

The only UN Sustainable Development Goal (SDG) discussed in the PRODOC and Inception Report is SDG 8.5 on equal pay, although it is clear that by targeting Decent Work in the project countries there is a clear alignment to selected SDG's, in particular Goal 8 and Goal 5. Being a regional project the *national* UNDAF/UNSDCF's of those countries involved in the project were not specifically investigated in the PRODOC/Inception Report.

#### ***Adaptations of the intervention to remain relevant***

Both the MTE as well as the present evaluation found that the project team adapted well to the unprecedented Covid-19 pandemic context which suddenly took on giant proportions in early 2020, and with the full support of ILO and Sida the team moved quickly to redesign and repurpose project modalities to meet both current/emerging needs (pandemic response) and long-term project priorities (i.e. in the project document).

## **3.2 Validity of Design**

#### ***Adequacy of Project Design to meet objectives and outcomes***

The project design was *initially* adequate to meet the project objectives and the Outcomes although it had its strengths and weaknesses. The COVID Pandemic, in particular, made adaptations necessary.

The project is funded by the Regional Development Cooperation Section at the Embassy of Sweden in Bangkok in line with the Swedish Regional Strategy for Asia and the Pacific 2016-2021. The initiative for this project came, as we already saw, also from Sida: They were interested to develop a Regional project with four different Components in order to address different human, gender, environmental and social rights. The project design was the result of extensive consultations with the ILO as the implementing partner and with other stakeholders (as mentioned in the above). It also provides concrete follow-up to the ILC Resolution adopted in 2016 concerning DWGSC. After extensive further discussions between Sida and ILO the project design was laid down about one year later in the PRODOC in November 2018, and subsequently in the financing agreement between Sida and ILO in December 2018 and in its final shape in the Inception Report of July 2019.

In terms of staffing, Sida had expressed its preference for a small project team (a Project Manager and an Administrative staff), and for an adaptive management approach. The Project officially started in January 2019, but the mobilisation of the Project Team took time and the Project Manager (PM) started in June 2019. In the meantime, the relevant ILO specialists of the Decent Work Team (DWT) in the regional office in Bangkok already started work from January 2019 onwards and, in the absence of the PM, they took the lead in their respective areas of expertise (four different specialist for the original four Outcomes). It was for them also an opportunity to develop and support their own regular work. One of the weaknesses of the design was formed by the lines of accountability: these specialists, or technical leads, are not directly accountable to the project (to the PM), but they are part of the DWT (with its own Director).



An oversight in the design was that the Better Work (BW) country programmes implemented jointly by ILO and IFC were not integrated into the project *from the beginning*. This would have benefited certain project activities. In later years of the project period BW Teams undertook lots of activities for the project.

The original ***Monitoring and Evaluation (M&E) Framework*** attached to the PRODOC/Inception Report was ***revised*** as part of the annual reporting over 2019 and this revision was approved officially by Sida. This version is dated 31 March 2020 and includes 5 Outcomes, with in total 15 Outputs and 81 Activities (See Annex 5). While the numbers of Outcomes and Outputs remained the same, there were significant differences in the numbers and types of activities with widely diverging wordings. The MTE (2021: 34) investigated it in detail: “A review of the M&E framework shows that it .... 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.” On Outcome 3 the MTE noted that the Outcome Lead uses a digital evaluation tool, “Qualtrics”, for their factory level FIT programme, which may support but is not integrated into the overall Project M&E framework.

The M&E Framework was again revised in July 2022 following the recommendation from the MTE in August 2021. However, Sida assessed that by that time there were only a few months left in the project to implement it and therefore did not approve it formally. As a result, the version of March 2020 is thus considered as the final version that will be used as the benchmark in this evaluation.

### ***Theory of Change***

According to the MTE (2021: 34) the M&E framework is clearly linked to the Theory of Change (ToC), which has been added here as Annex 4. The Visualization of the ToC in this annex shows how the Means of Action are connected to the Outputs, to the first-, second- and third-order Outcomes as well as to the Impact.

### ***Integration between the different project components***

The coherence and complementarity between the different outcomes were not well developed in the project design, and the integration between the four Outcomes was often lacking. The design proposed four different outcomes, based on Sida’s proposal (as explained in the above) and the outcomes each had a different focus (as will become clear in Section 3.4). There were a few exceptions, in particular the innovative working paper developed jointly by Outcomes 2 and 4: ‘Turning up the heat: Exploring potential links between climate change and gender-based violence and harassment in the garment sector’, as well as some knowledge generation activities (see further Section 3.4).

## **3.3 Coherence**

The strategies and interventions of the project fit with several other relevant ILO interventions at the regional level and at the national level in some of the target countries. The project cooperated well for example with Better Work (BW) in Bangladesh, Cambodia, Indonesia and Viet Nam, and since the start of the pilot BW programme in Pakistan close relations have already developed there. In addition, there were ties with SCORE in several countries, and in Pakistan also with the

project entitled “International Labour and Environmental Standards Application in SMEs” (ILES), where, for example, the Factory Improvement Toolset (FIT) worked effectively with the ILES and SCORE interventions and was carried forward by selected factories in a successful manner. With ILO ACTRAV in Bangkok joint research was undertaken. With respect to the ILO Country Offices and their DWCP’s it was already indicated in the above that in some countries there were indirect interactions with the DWCPs through the cooperation of the project with BW and ILES.

The interventions of the project fit also with other interventions of several relevant partners. In particular, the project has pioneered a collaborative best practice through its unique and wide-ranging partnership with the GIZ regional programme entitled “Promoting Sustainability in the Textile and Garment Industry in Asia” (FABRIC) through the Asia Garment Hub (AGH) and various other joint activities. FABRIC supports the Asian textile industry in its transformation towards fair production for people and the environment, in particular in Bangladesh, Cambodia, Myanmar, Pakistan, Viet Nam and with China. Since both projects (FABRIC and DWGSC) had a substantial knowledge component, they jointly decided to join forces and work together on that component, which turned out to be quite important for the effectiveness, efficiency and sustainability of th AGH as we will analyse in Sections 3.4, 3.5 and 3.7.

In addition, the project developed several collaborations and partnerships with varying levels of scope and formality: in *Outcome 2* with the University of Canada, Care International and the East West Center; in *Outcome 3* with Better Work and with two Brands, i.e. Dicks Sporting Goods and Amazon; in *Outcome 4* with the ISF of the University of Sydney, the UN Partnership for Action on Green Economy (PAGE), the United Nations Framework Convention on Climate Change (UNFCCC), and the United Nations Industrial Development Organization (UNIDO); and, in *Outcome 5*, next to the partnership with GIZ also with Cornell University. Such partnerships supported the implementation of the DWGSC Project substantially in their specific areas of operation.

## 3.4 Effectiveness

### *Achievements*

The project has been effective and adaptive in achieving many of the project objectives and results. The key results of each Outcome (in green) are provided below as well as in how far the Outcome itself has been achieved.

#### **Outcome 1. Industrial Relations:**

- ✓ Publication of the Trends-report: ‘Employment, wages and productivity in the Asian garment sector. Employment, wages and productivity trends in the Asia garment sector; Data and policy insights for the future of work’ (June 2022).
- ✓ The analytical report on the impact of technology on employment and industrial relations in Vietnam was led by the ACTRAV specialist (forthcoming).
- ✓ COVID 19 case studies (use of social dialogue).
- ✓ After discontinuing this outcome, social dialogue mainstreaming was supported in other thematic outcomes. This includes for example support/technical inputs provided by the former Outcome 1 lead to Just Transition and women’s leadership workstreams, as well as regional knowledge sharing events like webinars.

As this outcome was discontinued, it was thus largely not achieved (with few minor exceptions as indicated in the above). A few selected constituents and industry stakeholders have become a little *better equipped* to generate, apply and share knowledge and good practices in Industrial Relations due to the documents produced and disseminated jointly and due to some mainstreaming over the other outcomes, but most stakeholders underlined that social dialogue was difficult under the pandemic conditions, and that is why the Outcome 1 lead advised the project to close Outcome 1.

### **Outcome 2. Gender Equality:**

- ✓ Publication of 'Moving the Needle: Gender equality and decent work in Asia's garment sector' (May 2021) and the accompanying Road Map.
- ✓ Report and Video on 'Promising practices, experiences and lessons learned in eliminating gender inequality in the garment sector in Asia' (February 2022).
- ✓ Case studies (x10) based on submissions from organizations.
- ✓ Profiles of Women leaders in the garment sector (with the East West Center).
- ✓ ILO Infostory on women in the garment sector (with BW and ILO Geneva)
- ✓ Tackling Gender-Based Violence and Harassment (GBVH) through virtual reality (VR) learning: the VR scenario training through *bodyswaps* was tested in BW Indonesia factories.
- ✓ Supporting alumni of the Women's leadership Programme (WLP): developing alumni networks and capturing their personal stories through visual media. Promoting stakeholder uptake of WLP modules.
- ✓ The project co-hosted a webinar with Care International and Better Factories Cambodia (BFC) on eliminating violence and harassment at work, promoting concrete guidelines adopted by tripartite constituents in Cambodia.
- ✓ Gender Taskforce (GTF): quarterly meetings and follow up for regional roadmap implementation.
- ✓ One innovative working paper developed *jointly with Outcome 4*: 'Turning up the heat: Exploring potential links between climate change and gender-based violence and harassment in the garment sector' (May 2021).

Whether Gender Equality in the garment sector in Asia has actually *increased* as a result of the DWGSC project is difficult to say and may also have been a bit of an ambitious target. Awareness among the involved stakeholders has indeed increased as a result of in particular the WLP and the GBVH activities, as well as of the dissemination of and communication on the very useful reports produced in this Outcome. As national governments were only marginally involved in the project it is difficult to see how evidence-based policy advocacy could be undertaken, although the road map accompanying the 'Moving the Needle' publication may provide opportunities for that in the future. Gender mainstreaming was certainly successful within Outcome 2, but less so among the other outcomes.

### **Outcome 3. Productivity:**

- ✓ Expanding the FIT toolset: In total now a suite of 80 modules.
- ✓ More than 60,000 downloads of FIT tools from the website at [www.learninghub.ilo.org](http://www.learninghub.ilo.org).
- ✓ FIT Pilots completed in 27 enterprises in Bangladesh, Cambodia & Pakistan (employing over 40,000 workers). For Pakistan this was documented during this evaluation through the visits to three of these factories in Karachi. It was found for example that after the initial FIT training, all three factories *independently* implemented also 1 - 3 additional modules or projects. Some also established a female committee to deal with harassment (for details see Annex 8, which will be summarized later in this section).

- ✓ Scale up plans: finalizing industry rollout plans with industry associations in Pakistan (in Cambodia and Bangladesh there is still some reluctance among the industry associations to take this up fully and they also experienced difficulties to reach factories, or are giving priority to their other undertakings).
- ✓ Discussing to embed FIT in BW service model; for example, in Pakistan collaboration is ongoing with BW and the Employers Federation of Pakistan (EFP) to support domestic SMEs, and coordination with the ILO-ILES project and the National Productivity Organisation (NPO) of the Ministry of Industries and Production.
- ✓ Geographical Expansion was explored: India, Sri Lanka and Vietnam, and other countries outside of the DWGSC project.
- ✓ Brand uptake: two brands have already started using the FIT Modules (Dicks Sporting Goods and Amazon), plus several other brands have shown their interest in it.
- ✓ FIT pilots have shown promising results for business and working conditions (for example FEWER accidents or near misses, LOWER defect rates, REDUCED energy and water consumption, and IMPROVED team communication / workplace relations). The factory visits in Karachi pointed towards other important achievements, such as progress towards a transparent complaint system, more organized workplaces, and a female praying area (cf. Annex 8).
- ✓ Reports and case studies of FIT pilots are completed or forthcoming.
- ✓ Publication of the ACTRAV led joint research on labour impacts of technological innovation, entitled 'Productivity and decent work: A workers' manual' (August 2022). This was produced under Outcome 3, but it does relate to Outcome 1 as well (cross-outcome).

As a result of the production of the FIT modules, the FIT pilots in three countries and the concrete scale-up plans through BW, ILES and NPO, the assessment is that workers, managers and other staff in the piloted enterprises have *acquired better knowledge and capacity* to enhance productivity, competitiveness and working conditions in the sector. Their awareness of gender and environmental sustainability has also increased. However, it has turned out more difficult to motivate the employers' and workers' *organizations* to actively participate and spread the FIT message properly to their members.

#### **Outcome 4. Environment:**

- ✓ Development of the Just Transition Toolkit<sup>5</sup> including the recent addition of 'explainer' videos making research accessible to a wider industry audience, as well as the conducting of workshops to discuss country level sustainability roadmaps.
- ✓ The completion of the Delphi study into eco-innovation with the participation of 31 enterprises and 59 other stakeholders. The outputs included four country reports and a synthesis report, as well as a Regional Build Back Better policy analysis. It was redesigned to incorporate gender dimensions.
- ✓ Analysing the enabling environment for Environmental Sustainability through several workshops on Knowledge Intensive Business Services (KIBS).
- ✓ Two PhD projects jointly with the University of Sydney; recently a knowledge sharing seminar was held, while fieldwork is ongoing.
- ✓ Regular meetings of the Textile Eco-Innovation Research Network (TERN), with two meetings in 2022 (in July and November).
- ✓ Regional Exchange and Advocacy ongoing e.g. with PAGE, UNFCCC, UN Fashion Charter, and UNIDO.

<sup>5</sup> [https://www.ilo.org/asia/media-centre/news/WCMS\\_806222/lang--en/index.htm](https://www.ilo.org/asia/media-centre/news/WCMS_806222/lang--en/index.htm)

This Outcome has focused on very relevant, although at times academic, knowledge in particular through the Just Transition Toolkit and the PhD projects. Whether this resulted in the achievement of the actual outcome, i.e. industry stakeholders *apply more effectively* knowledge and tools to promote environmental sustainability across the sector, is not yet sure. While the activities were more focused on knowledge production than on the application of knowledge, there were several activities that made involved broadening access to thematic knowledge and helping key stakeholders apply it in industry contexts (such as explainer videos and just transition workshops). In addition, the regular meetings of TERN provided an expert forum to disseminate results and the partnerships with international organisations could provide a basis for sustainability of results.

#### **Outcome 5. Knowledge Sharing:**

- ✓ Strengthening the role and position of the Asia Garment Hub (AGH) which was officially launched on 11 August 2021, for example:
  - Membership has risen to 180 (early December 2022).
  - A growing resource library of currently about 700 resources.
  - 500 - 600 new visitors per month.
  - Average of 30 resource downloads per month.
  - Relatively new features such as ‘Supplier meet-ups’ and ‘Ask-an Expert’.
- ✓ Integrated and cross-cutting research was continued jointly with Cornell University and Better Work on Part 3 of the brief series examining the future of the industry after the COVID-19 pandemic (the first two briefs were: ‘The supply chain ripple effect’, and ‘The post-COVID-19 garment industry in Asia’).
- ✓ Support to partnerships and events across the project (thematic outcome level), including e.g. the 2021 OECD Due Diligence Forum and the ILO Tripartite Regional Meeting held in October 2021 (with the DWGSC project as the lead organizer); the latter event helped elevate the project and advance its stakeholder engagement and advocacy objectives.

This outcome consists of two parts. Firstly, project integration and effectiveness underpinned by systematic *regional knowledge sharing* was achieved through the AGH jointly developed and maintained with GIZ. This is an important hub which includes many resources and figures indicate that it is being used (albeit a little bit more in Western than in Asian countries).<sup>6</sup> It does, however, need an explicit plan for future support and maintenance in order to become sustainable in the longer term. The second part of this outcome concerns *clear standards, guidelines, and action to mainstream gender and environmental sustainability*, and while selected activities have been undertaken towards such a goal, this vast (and ambitious) area remains a work in progress. The innovative work undertaken jointly with two very relevant partners, i.e. Cornell University and Better Work, on examining the future of the industry after the COVID-19 pandemic were part of the additional activities created under this Outcome after the COVID pandemic started.

In sum, while Outcome 1 was discontinued and thus not achieved as such, all four other Outcomes were at least partly achieved, and this is a significant achievement by a comprehensive project that has suffered substantially from the conditions of the COVID-19 pandemic and from various other challenges as we will analyse in the next paragraphs.

#### **Challenges Encountered**

In terms of challenges the project encountered quite a few. There were several overall key challenges and several more specific to each Outcome and to Pakistan as found during the field

---

<sup>6</sup> This may well also reflect a ‘globalized’ supply chain and the use of VPN (i.e. people setting their locations as Europe and North America to circumvent local restrictions/censorship).

work there. One particular issue will receive separate attention since it was discussed on different occasions between Sida and ILO, and that is the involvement of brands in the project.

The following **key challenges** were found that impacted more or less on the implementation of the DWGSC project:

- 1) The COVID-19 Pandemic caused delays and, in particular, it was challenging to address labour relations online. Currently the industry situation is better than in 2020/2021 according to several employers' and workers' organisations, with many orders flowing into the countries involved and most factories which has earlier closed have now reopened and most workers are now re-employed. However, one problem from the buyer side is the downward price pressure on local manufacturers, which makes it hard for them and workers to survive. Workers continue to face a number of challenges, among them low salaries amid rising inflation, a deterioration of fundamental rights (particularly those protected by ILO Conventions 87 and 98), and the fact that many workers are not yet vaccinated. At the same time, employers' organisations emphasize that the industry has made no significant inroads in terms of productivity and that re-skilling and up-skilling of workers is crucial as digitalisation in the industry has been accelerated during the pandemic (like in Vietnam). The COVID impact was mitigated by the project team which was quick to redesign outcomes and outputs towards an online mode of delivery and designed adequate adjustment strategies.
- 2) As a knowledge project it was always challenging how the knowledge produced would be made use of, but the project developed various ways to bring the knowledge to the attention of the relevant stakeholders (networking, workshops, videos, advocacy, etc.).
- 3) The difference between the Regional and Country Levels was challenging, for example "Think Regional" does not come naturally for PAC Members representing their own country.
- 4) The fact that there was no country staff in the Project Team and that there were only few links to ILO Country offices were related challenges.
- 5) The small Project Team and the subsequent reliance on DWT specialists and BW country teams proved also challenging in particular combined with the diffuse accountability of specialists vis-à-vis the PM. Hence, coordination became an enormous task.
- 6) For the DWT Specialists and the BW country teams it was a challenge to combine the additional work in the DWGSC project with their regular tasks.
- 7) ILO Geneva (e.g. PARDEV) was not always willing to share info with the donor if this was not specifically in line with the financing agreement. For example, Sida requested information on the consultants involved in the project but this was rejected on the above formal grounds. Sida further experienced, along with H&M, that the implementation of certain activities were quite slow as they always involved the ILO having to conduct lots of (tripartite) negotiations.
- 8) There was relatively little scope for Governments and Trade Unions to be involved in the project, besides participation in regional policy and knowledge sharing fora.
- 9) Establishing links between the four Outcomes and thus arrive at integrated implementation was another challenge.

The **involvement of Brands** in projects is one of Sida's longstanding priorities already since 2010/11 and also for the present project they would have preferred more involvement with the *international* private sector. Although ILO has more a focus on the *national* private sector (employers organisations) and trade unions (its institutionally mandated social partners) as well as on the value chain as a whole, brand involvement is certainly not new to the ILO and for example there is the global Framework Agreement of 2014 between ILO and H&M creating a formal partnership to promote sustainable global supply chains in the garment industry resulting in common intervention models (Public Private Development Partnership, PPDP) being

implemented for example in Cambodia (2014), Ethiopia (2015) and Myanmar (2016). In addition, in the DWGSC project there was some involvement of Brands, e.g. Dick's Sporting Goods, and recently also Amazon, with which the project worked at the technical/activity level.

The project also tried indeed to establish collaboration specifically with H&M but communication was not always smooth and key personnel in H&M changed during the project period. H&M did participate in regional knowledge sharing, and, subsequently, agreed to pilot FIT in their factories but amid the pandemic this did not materialise. Within Outcome 4 a joint study was conducted with H&M with the report currently being in its final stages. At a global level, there is clear interest from H&M in Environmental Sustainability and how ILO-HQ is approaching this topic; last month a meeting was held in Geneva on these issues on their request. Therefore, the involvement of H&M in any follow-up intervention should be explored.

Several **challenges** were identified that are specific to certain outcomes:

- ✓ **Outcome-1:** Industrial Relations and Social Dialogue: It is generally difficult to consider labour relations as 'regional'; they are typically implemented at national, sectoral or enterprise level. In addition, the conditions of the pandemic were especially detrimental to enhancing social dialogue.
- ✓ **Outcome-2:** Gender Equality: It was challenging to enhance cooperation with some of the other outcomes. The lack of a dedicated COMMS staff in the project team was also felt especially in the advocacy and networking activities.
- ✓ **Outcome 3:** FIT: The methodology is a challenge as people are used to facilitation and in-person training as opposed to self-learning. At national level the capacity constraints and priorities of counterparts to implement project activities was also challenging; for example, in Pakistan this was experienced also by ILES, and the partner of choice for FIT which is envisaged to formally replicate the project activities is the NPO, but they have key technical and financial capacity shortages. In addition, the field visits to factories in Pakistan brought further detailed challenges to light, such as the relatively high turnover of staff trained for FIT especially women (mostly as they get married and leave the job), various IT challenges, and adaptation of modules to the specific country including the relevant language (cf. Annex 8).
- ✓ **Outcome-4:** Environment: In the preparation stage Sida expressed their preference to build on "what is already there" instead of focusing on conducting more new research but the outcome lead considered the latter essential at the time of starting the project (early 2019). Some of the work undertaken under Outcome 4 was considered by several stakeholders as theoretical or academic, and less practical. A challenge was further to live up to the expectations of countries which usually are focused on implementation and scaling-up (e.g. they are behind on all the relevant SDGs in this area of environmental sustainability).
- ✓ **Outcome-5:** Knowledge: The overall coordination of the staff involved, the implementing partners and the stakeholders was challenging, as was the promotion of the interaction between the different outcomes.

### **Enabling/Success factors**

While thus a large number of challenges were identified in the above, the project did manage to achieve good progress as we saw in the above. This was facilitated by several pertinent Success Factors identified by the evaluation as follows:

1. The significant realisation among all stakeholders of the importance of Decent Work in Global Supply Chains and the rapidly increasing impact of Human Rights Due Diligence (for example, it comes up in every meeting with buyers in Better Work).

2. The COVID-19 pandemic underlined this importance substantially by demonstrating vividly the fragilities and vulnerabilities of many groups of workers and of enterprises (especially MSEs and informal).
3. The preparation of the project with the large Regional Meeting in late 2017 informing the tripartite constituents and other stakeholders and resource persons, and subsequently engaging part of them in the project.
4. The different partnerships developed by the project were quite solid, such as with BW, GIZ, ISF/Sydney, Care International, UNIDO, PAGE, University of Canada, ILES, and others.
5. The regular fora set up by the project to discuss progress in the project as a whole (the PAC), in Outcome 2 (GTF) and in Outcome 4 (TERN).
6. The commitment and adaptability of Sida and of ILO ROAP/DWT.
7. The high commitment and flexibility of the project team.

#### ***Follow-up on the MTE Recommendations***

Another measure of effectiveness is the follow-up by the project on the eight Recommendations made by the MTE (August 2021). While the full details are included as Annex 9, a summary is provided as follows. Four Recommendations have been followed-up completely and have been implemented:

1. Propose to extend the Project for an additional 12 months
2. Discontinue Outcome 1 and reallocate the budget to other Outcomes
3. Devise a new Work Plan and Budget
6. Revise and update the project risk matrix

For some other recommendations the intention was expressed to follow-up, but lack of time and staff resources did not permit concrete actions, such as:

4. Push for deeper engagement of ILO country offices
7. Enhance project outreach and promotion to deepen stakeholder engagement

Another recommendation was followed up and a new M&E Framework was designed although it took quite some time to finalize it in July 2022. At that time Sida assessed that the time left in the project period did not merit a formal approval procedure, and thus it was not implemented:

5. Improve M&E and reporting

The eight and last recommendation is planned for the final weeks of the project period to be included as part of the final reporting:

8. Design an exit strategy with sustainability provisions

In sum, therefore the majority of recommendations were followed up, while two of them (4 and 7) should be taken up in a follow-up intervention.

#### ***Specific contributions of the project***

The project, being essentially a knowledge project, has not generally **contributed to** actual improvements in "...social security, freedom of association and occupational safety and health in the garment sector" (cf. ToR, Annex 1). It has produced knowledge and enhanced networking and advocacy that could benefit such developments in the future, and through the FIT pilots it has likely enhanced OSH awareness and promoted freedom of association in those pilot factories (see also Annex 8).



The project did, however, contribute a lot to strengthening knowledge and insights into “**what works**” in driving Decent Work in the garment sector through the knowledge development and knowledge sharing activities conducted in Outcome 5 but also in all other individual Outcomes. Leveraging such knowledge and insights “...for enhancing regional coordination, action and impact across the supply chain in Asia” (cf. ToR, Annex 1) seems rather a long-term objective but with the Asia Garment Hub (AGH) a first step has been made to arrive at the creation of a Repository of all documents as a legacy of the project, including possibly the digital training modules and information on the virtual reality (VR) learning.

There have been various “**unintended results**” (cf. ToR) especially due to the re-design of the project following the start of the COVID-19 pandemic. While Outcome-5 had already been added in the Inception Report of July 2019, the discontinuation of Outcome-1 only materialized in 2021. Given the radically altered Industrial Relations context following the onset of the pandemic, the original programme of work under Outcome-1 was no longer deemed viable or in-demand by the constituents. On the recommendation of the outcome lead (and subsequent agreement of ILO and SIDA) it was discontinued. While some limited activity lines were completed (e.g. knowledge products) and social dialogue itself remained as much as possible mainstreamed in project operations, the residual budget from the outcome was redistributed across the remaining 4 project outcomes under an official one-year extension.

All project stakeholders have been very **adaptable and responsive** to the changing national and industry contexts, particularly the pandemic, as was discussed already in detail in the above. The project has further contributed substantially to COVID-19 **response and recovery** through for example the research brief series with Cornell University and Better Work in Outcome-5, and the COVID-19 case studies in Outcome 1.

### 3.5 Efficiency

#### **Management of the project's resources (human, financial and technical)**

Considering that it was a Regional project with four distinct Outcomes and activities at country level in five priority countries as well as a regional component, the financial resources of US\$ 4 million were not excessive. Some significant savings were made by discontinuing Outcome-1, by forging partnerships (for example with GIZ), and by undertaking many activities only online (as a result of the pandemic).

The financial resources and other inputs seem to have generally been strategically allocated and efficiently used to achieve the expected outputs and outcomes with the necessary adjustments in activities as discussed above. The allocation given in Table 1 shows that about 12 to 18% was allotted to each one of the four main Outcomes (2 – 5). Project Management, including the expenditures for the small project team, is the largest budget category with just over one quarter of the allocations which is very modest for an ILO project of this size. The last budget category concerns the ILO Programme Support Costs which is a standard category. The table further indicates that as of early December 2022, most of the budget was spent: the expenditures (actuals plus encumbrances) amounted to 87% (with actual expenditures of 79% plus encumbrances of 8%). In this respect there was very little difference between the budget categories (all between 78% and 90%) As a result, a substantial balance is remaining of about US\$ 555,000 or 14% of the total budget with only about four weeks left to go in the project. However, a large part of this

balance is expected to be used for Programme Support Costs and other smaller budget categories.

**Table 1: The Allocation of financial resources and the Expenditures (actuals plus encumbrances).**

Budget Category	Total Allocation	% of Total	Expenditures up to early Dec 2022
<b>Outcome 1 (Industrial relations)</b>	47.524	1,2%	88,5%
<b>Outcome 2 (Gender)</b>	489.984	12,3%	84,2%
<b>Outcome 3 (Productivity)</b>	731.662	18,3%	89,9%
<b>Outcome 4 (Environment)</b>	727.161	18,2%	83,1%
<b>Outcome 5 (Knowledge)</b>	471.439	11,8%	89,8%
<b>Project Management &amp; Oversight</b>	1.067.492	26,7%	88,4%
<b>Programme Support Costs (ILO)</b>	459.586	11,5%	77,7%
<b>Total</b>	<b>3.994.848</b>	<b>100,0%</b>	<b>86,7%</b>

### Partner contributions

The project leveraged partnerships to maximize programmatic synergies, expand access to expertise and resources, generate resource efficiencies, and amplify the reach and impact of its work. Significant examples of such partnerships and collaborations that came with associated substantial financial contributions are illustrated in Table 2.

**Table 2: Partnerships with the project and the associated financial contributions.**

Product / Output	Partner(s)	Arrangement	Partner contribution
Asia Garment Hub (AGH) Digital knowledge platform	GIZ	50:50 cost share (development and ongoing management)	USD 240,000 (approx.)
Regional events, webinars and associated products (incl. Covid webinar series, the AGH launch event, production of videos)	GIZ	Consultant cost-sharing; in-kind staff support (both sides)	USD 20,000 (approx.)
Research Collaboration Two-part study examining the impact of Covid-19 and the future of the industry after the pandemic	ILO (RESA), Better Work, Cornell University	DWGSC & BW cost-share the Cornell U. contract; in-kind technical and drafting inputs from ILO RESA. All research outputs are co-authored (all partners)	USD 12,000 (BW)
ILO Tripartite Regional Meeting (Oct 2021)	ILO SECTOR, Better Work	Co-funded by ILO SECTOR; staffing support from SECTOR and Better Work.	USD 3,325 (SECTOR)
Two PhD projects/students	ISF, University of Sydney	One funded by the Project and one by the University of Sydney	To be determined (ISF)

### Project management arrangements and technical capacity

The *management arrangements* and the lines of accountability have been somewhat complex in this project and were not always conducive to smooth and consistent operational procedures. The ILO Project Responsible is the Deputy Regional Director in ROAP who oversees the project team. However, the outcome leads are embedded in the ILO Decent Work Team (DWT) in Bangkok. As already mentioned, the Project Team consists of just two staff members, a Project Manager (PM) and an Administrative Assistant. It was found that the right *technical capacity* was present

within DWT-Bangkok, but the Outcome-Leads could be involved in the project *only part-time* as most of them have about 20 to 30 countries to cover in Asia and the Pacific. As a result, a series of consultants were involved in each component. *Reporting* to Sida by the project team has been on time and complete following the requirements of Sida, although the annual Progress Reports are primarily activity focused.

The composition of the **Project Advisory Committee (PAC)** included representatives from ILO (1), government (1), employers (2), workers (2), international-regional (2), as well as ILO resource persons as required (for the participating organisations see Annex 7). The individual persons changed at times, and it could have been useful to include the donor in the PAC (as is the case in most ILO projects evaluated by the international evaluator). Four annual PAC meetings were held during the project period. The PAC meetings were mostly used for knowledge sharing and networking and did not so much have a direct impact on project proceedings. For example, the re-design of the project was not discussed in the PAC.

The participating organisations in the **Gender Task Force (GTF)** are listed in Annex 7. The GTF discussed in particular Project Updates, End of Project Plans, Gaps and Needs in the Garment Sector, and Updates from GTF Members. The fact that the GTF met 12 times over the course of the project (and COVID) is considered as quite positive as is the fact that ad-hoc consultations were done on WhatsApp among the members. While the project had to ask for nominations of GTF members, some of the nominees were not so connected to the topic. The suggestion is to have smaller *national* level taskforces, which also could meet 1-2 times a year as a *regional* taskforce (preferably in-person). In hindsight, establishing a GTF would be more conducive for an ILO Flagship Programme like Better Work and not for a project like DWGSC. Addressing unpaid *Care Work* was recommended to be an additional area that could be included moving ahead, through work-family policies and services (e.g. childcare provision; referrals; contributions at sectoral and company levels).

The participating organisations in the **Textile Eco-Innovation Research Network (TERN)** are listed in Annex 7. The members of the TERN discussed current topics of interest in the area of environmental sustainability, such as economic recovery measures in various countries, the COP-26 meeting in Glasgow (Oct 2021), the observation that carbon emissions are but one form of pollution, and the chemical use and water pollution in garment and textiles industry. In its meeting in November 2022 in Bangkok the TERN members came to a consensus to continue the TERN even though the larger DWGSC project is coming to an end. The Institute for Sustainable Futures of the University of Technology, Sydney, has agreed to continue as convener of the network thus providing sustainability beyond project-end.

The diverse members of the PAC, GTF and TERN (cf. Annex 7) played also a prominent role in supporting wider project objectives from ensuring that interventions reflect stakeholder needs and perspectives, to securing political support and buy-in for national level pilots and related activities. Efforts have been made to ensure that the project's engagement with represented organizations is institutional rather than personal (i.e. limited to the individual taskforce member), in order to both mitigate risks and enhance sustainability prospects. Examples in this regard include the participation of additional staff from VGCL (Vietnam) and Care International in the Women's Leadership Programme, and the broad institutional engagement of industry associations in supporting (and co-administering) FIT rollouts in Cambodia, Bangladesh and Pakistan.

### Communications and Visibility

The project has a Communications Plan which provides for an inclusive and gender-sensitive approach to articulating core project messages, influencing and guiding key stakeholders, and building impact and visibility of project interventions. Despite challenging conditions and changing priorities amid the pandemic, the project undertook a lot of activities under this plan. The MTE (2021: 38) found that this Communications Plan "... clearly lays out methods of informing donors, partners, and beneficiaries, and that all media awareness is clearly identified with the Project, and all media applications are clearly identified and visible as an ILO project ... Visibility has been enhanced by the Project making excellent use of Facebook, WhatsApp, and other social media channels to provide information on activities." In addition, the Asia Garment Hub is also a key vehicle/platform for project visibility and communication of project outputs.

The present evaluation found that the project has been in very regular communication with Sida in Bangkok and that the visibility of the donor has been safeguarded at all times. The Third Progress Report (March 2022) provides an impressive number of activities dealing with various types of communications, among others related to The Asia Garment Hub, Multilingual Content, Email & Websites, Industry Events, Communications Partnerships, Social Media, Project Branding and Identity, Media Coverage and Donor Visibility (for details reference is made to Annex 11). Moreover, the project website is well maintained and up to date. Nevertheless, it was also found that some stakeholders indicated that a special project team member for Communications combined with M&E expertise would have been useful in particular in this type of project with separate components and many stakeholders and partners spread over multiple countries.

### Risk Register

The PRODOC (2018) contains a Risk Register identifying eight potential key risks for the project as well as proposing various necessary mitigation measures for each risk. The MTE (2021: 44) recommended to revise and update it in order 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." Since then, the Project has developed an updated Risk Register with new contextual considerations affecting partner commitment and capacity, and the full version is available in the Third Progress Report (2022: 49 – 55), while the key changes are summarized in Table 3 below. This table shows that the risk levels were reduced for three risks and elevated for two risks while three remained unchanged. This risk register has thus generally been used well as a monitoring instrument.

**Table 3: Updates to the Risk Register (Source: Third Progress Report March 2022: 37-38).**

Risk (abbreviated)	Statement	Updates to Risk Evaluation
1. Lack of willingness of stakeholders to share knowledge and engage in regional collaboration		RISK UNCHANGED. The pandemic continues to disrupt the industry, but signs of recovery will likely gather pace in 2022. With this will come growing space for the project to engage with stakeholders on project priorities, particularly if delivered through a recovery and future of work lens.
2. Lack of partner capacity		RISK REDUCED. As pandemic disruptions ease (as is likely), delivery capacity among implementing partners should increase. Continued engagement with existing partners in 2021 despite the disruptions also means they are more familiar with the work of the project and better equipped to deliver as required.
3. The possibility of unequal power relations		RISK UNCHANGED.

between stakeholders (e.g. gender)	Unequal power relations are underlying structural dynamics in the external environment, and these remain essentially unchanged between reporting periods.
4. The project produces insufficient information and knowledge	RISK REDUCED. Despite earlier delays and disruptions, the bulk of required project knowledge has already been generated, hence the risk of failure in this regard is very low. The main focus in 2022 will be on dissemination and uptake of existing knowledge within/across the industry.
5. An unstable political and security environment	RISK REDUCED. The regional outlook for political and security risk is likely to remain unchanged from 2021, with the exception of Myanmar. But project risks in this area are now reduced as the project has no further work planned in Myanmar (although social partners may remain connected through knowledge sharing activities).
6. The possibility of corruption in the industry	RISK UNCHANGED. Corruption is an underlying structural dynamic in the external environment, and does not fundamentally change between reporting periods.
7. Inability to find common ground on solutions and response strategies among stakeholders	RISK ELEVATED. Although project stakeholders are generally aligned in support of the project's mandate and approach (even amid the altered recent context), securing wider industry common ground (on solutions and strategies for the industry) is beyond the realistic scope of this project or any single initiative. The risk level is thus adjusted slightly upwards to recognize these limitations (and redress earlier under-estimation in the original risk matrix).
8. The project lacks commitment and support from government and social partners	RISK ELEVATED. The risk was first elevated in 2021, recognizing the fact the pandemic has reduced both the capacity and -in some cases- the commitment of partners to support the project. In 2022 (the final year), the project will look to stakeholders to offer stronger commitment to take up and sustain key deliverables (i.e. applying knowledge, tools and approaches in the industry). Amid these added expectations, the risk level compared with 2021 is slightly elevated.

### **Alternatives to better manage the resources**

There are a few alternative ways in which the project could have better managed its resources, such as more involvement of the ILO Country Offices, earlier coordination with the Better Work Country Teams and more involvement of Brands. These alternatives are all further explored in Section 4.2 presenting the present evaluation's Recommendations.

## **3.6 Impact**

Being in essence a knowledge project, it is difficult to measure if the results achieved are likely to produce **longer-term effects**. It depends on the degree to which behaviour has been changed among stakeholders, and/or in how far the knowledge products produced are being used by stakeholders and will have an impact upon actual legislation, policies and plans. Such developments are at this point difficult to assess. However, there are some signs that the achievement of longer-term effects could well be possible in the following selected areas:

- 1) The figures provided in Section 3.4 demonstrating the use of both the Asia Garment Hub (AGH) and the Factory Improvement Toolset (FIT) Modules are quite promising for the continued use of these project products beyond the project period. GIZ is planning an evaluation of the use of the AGH later this month which will provide further data.
- 2) FIT is already being implemented in some countries *outside* of the present project, including by the ILO projects ILES and Better Work with the support of the NPO in Pakistan, and by Better Work in Viet Nam guaranteeing an impact beyond the life of the project. During the factory visits in Pakistan, managers and workers indicated the following 'impact' of the project (cf. Annex 8):

- Relationships between workers and management improved, and workers are provided with opportunities to participate in the identification and solution of issues.
  - Improvements in compliance with national and international labour and environment standards which might contribute to increased productivity.
  - The integration of FIT into the Better Work pilot programme.
  - Harassment related projects were developed and implemented creating a positive impact in the enterprise.
  - Female staff has been empowered and became somewhat more confident.
  - Knowledge was increased among workers/management in workplace related issues and their solutions.
  - The workers' motivation as well as their loyalty with the industry has increased.
- 3) The Just Transition Toolkit is available on the website and can continue to be used; it does need, however, a plan for the future maintenance of the website.
- 4) SECTOR/Geneva is using some of the results in global events in garments/textiles which they are (co-)organizing; this applies for example to the joint paper by Outcome 2 and 4 entitled "Turning up the heat".

In an indirect way the Project has contributed somewhat to **improving the rights and working conditions** of garment factory workers, and in particular the FIT component has made some concrete contributions to that following the above-mentioned findings during the factory visits in Karachi. In addition, the **awareness** of the importance of Decent Work in Global Supply Chains increased substantially among the project's stakeholders and partners as this was underscored by most stakeholders interviewed for the present evaluation.

### 3.7 Sustainability

There was no **Sustainability or Exit Plan** in the PRODOC or in the Inception Report, and in the Third Progress Report it was stated that such a plan would be documented in the Final Report planned for December 2022. The absence of such a plan may limit efforts towards sustainability by project stakeholders as there is no explicit guidance for such efforts. On the other hand, some of the results achieved are **likely to continue** even after the Project's implementation, such as:

- ✓ The Asia Garment Hub (AGH) website, the FIT modules and the Just Transition Toolkit are here to stay on the internet and can be used by partners and enterprises.
- ✓ The second phase of GIZ's regional project entitled "Promoting Sustainability in the Textile and Garment Industry in Asia" (FABRIC-2) which is likely to start in April 2023 will take over the management of the AGH, although GIZ would prefer to share the responsibility with ILO or another organisation, which would also be important for the ILO as GIZ has a somewhat greater focus on the commercial private sector than the ILO. At the time of writing this report information was provided that the ILO's Sectoral Policies Department (SECTOR) has proposed to commit between 1 and 2 work months of a technical officer (P2 level) a year to support the ILO's continued role in the Hub although the details of this arrangement are yet to be formalized.
- ✓ FIT is expected to be further embedded in the Better Work service model, starting with Pakistan and Viet Nam.
- ✓ With the NPO of the Ministry of Industries and Production in Pakistan discussions are ongoing for the continuation of project activities in the area of FIT.

- ✓ The Body-swaps Virtual Reality learning programme on gender-based violence and harassment is expected to be taken forward by Better Work, the ILO-ITC and the ILO Outcome Lead on Gender.
- ✓ The various capacity building efforts, for example the WLP, the FIT training and the PhD students, are certainly durable.
- ✓ Care International has been quite active in the DWGSC project with their participation in the PAC, GTF and WLP as well as in selected other activities (cf. Section 3.4) and is considered likely continue some of the work undertaken by the DWGSC project.
- ✓ The partnership with UNFCCC has the potential according to some interviewees to be further deepened (including the Fashion Industry Charter for climate action).
- ✓ The TERN members have agreed to continue the regular meetings beyond the DWGSC project especially focusing on knowledge sharing and networking. The ISF of the University of Sydney has agreed to be the coordinator for the coming year or so.

An important element of Sustainability is ensuring **Ownership** of the project's results. At the regional level, there was not a clear regional entity or counterpart which felt ownership of the projects results (for example, in some other ILO projects the ASEAN acts as such a counterpart). One could look at the ILO or at another international organization, but this has not yet been further explored by the project. At the *national* level, we have seen in the above that Governments and Trade Unions were not as much involved in the project, while selected *Employers' Organisations* (in particular in Bangladesh, Pakistan, Cambodia and Indonesia) showed clear interest in the project's activities but have not developed a sense of ownership. The project period of 3-4 years may also not have been sufficient time to instil genuine ownership in the relevant stakeholders.

The involvement of other development partners or donors than Sida has not been explored by the project as the focus was squarely on completing all the planned activities before the end of December 2022. The project, however, has just submitted a proposal for a follow-up intervention to Sida who will review it in the coming months. Further discussions between ILO and Sida are required to arrive at a more final proposal. As we have seen in the above, selected Project results are only likely to be durable *if* a follow-up intervention can solidify and continue activities that were already initiated, in other words when a follow-up project can build on the results of the current project. And it should be underscored that all stakeholders indicated that they would very much value if the cooperation with ILO in this area can be continued after the present project ends.

## 3.8 Cross-cutting Themes

### ***Mainstreaming of gender and environmental sustainability considerations***

Gender, Non-Discrimination and inclusion, as well as environmental sustainability considerations have been included as two major Outcomes (2 and 4) of the DWGSC project and as such have received significant attention as well as resources (cf. Table 1). On the one hand, it was found that these considerations have as a result been included throughout the respective Outcome activities: they were included in the project design and planning and took up respectively three and four Outputs in the M&E Framework (out of a total of 15 Outputs); a series of activities were implemented under both these Outputs as was detailed in Section 3.4; and awareness raising of these considerations also occurred among staff members of the implementation partners. On the other hand, at the project level there was relatively less integration of such considerations among

each of the other Outcomes, except for one specific activity whereby Outcome 2 and 4 worked together ('Turning up the heat').

### **Gender inequalities in the garment sector**

Gender inequalities in the garment sector were clearly addressed by the project through the activities related to the garment sector conducted in Outcome 2, in particular the key report 'Moving the Needle' and several other documents produced by the project as discussed in Section 3.4. Such inequalities were at a broader level also discussed in the so-called Trends-report produced by the project. Although more cooperation could have been useful between Outcome 2 and the other outcomes, the FIT modules and the AGH do address selected relevant issues related to gender inequalities in the garment sector.

### **Normative context and International Labour Standards**

The normative context and the impact of International Labour Standards (ILS), including the possible ratification of ILO Conventions, have not played a central role in this regional project as ratification is first and foremost a national affair involving Governments. As we saw in Section 3.1 ILO Conventions were not specifically targeted in the PRODOC/Inception Report. Therefore, the project results have not directly contributed to (the ratification of) the relevant Conventions. Nevertheless, in some activities (e.g. 'Turning up the heat') selected conventions have been part of the analysis, such as Convention 190 on Violence and Harassment in Outcome 2.

In addition, Occupational Safety and Health (OSH) has been an important part in certain activities (e.g. in FIT) and thereby the project has enhanced the knowledge and awareness on OSH and thus the project is likely to have stimulated the process of the ratification of the *new Fundamental Conventions* following the 110th Session in June 2022 of the International Labour Conference (ILC)<sup>7</sup>, namely the Occupational Safety and Health Convention (C.155 of 1981, and its Protocol of 2002) and the Promotional Framework for Occupational Safety and Health Convention (C.187 of 2006). Therefore, the promotion of the ratification and the subsequent implementation of these new fundamental conventions would be advised to be part of any follow-up intervention.

### **Social Dialogue**

Initially, social dialogue was included in a separate Outcome (No. 1) which was later discontinued. The mainstreaming of social dialogue over the other Outcomes was undertaken but in a much-reduced scope than would have been possible under a stand-alone Outcome.

### **Other Cross-Cutting Issues**

*Disability inclusion* did not receive specific attention by the project.

---

<sup>7</sup> [https://www.ilo.org/ilc/ILCSessions/110/reports/texts-adopted/WCMS\\_848632/lang--en/index.htm](https://www.ilo.org/ilc/ILCSessions/110/reports/texts-adopted/WCMS_848632/lang--en/index.htm)



# 4 Conclusions and Recommendations

## 4.1 Conclusions

The conclusions of the present independent final evaluation are analysed in the present section according to the eight evaluation criteria used throughout this report. With respect to the first evaluation criteria, *Relevance and Strategic Fit*, the Evaluation found that the project objectives are generally consistent with the needs and priorities of key beneficiaries and of the ILO constituents. Although the project was initiated by Sida, the definition of the project objectives was the result of extensive consultations with the ILO and the Tripartite Constituents and resource persons from over 10 Asian countries. The MTE had found that each of the five Outcomes were considered very relevant by stakeholders and concluded that the project remains as relevant today as it was when designed. The project's objectives were aligned with ILO's Global Decent Work Agenda and with Sweden's strategy for regional development cooperation in Asia and the Pacific, as well as with SDG's 5 and 8. It was further found that the project adapted well to the Covid-19 pandemic context and moved quickly to redesign and repurpose project modalities.

Concerning the *Validity of Design*, it was found that generally it was adequate to meet the project objectives and the Outcomes although it had its strengths and weaknesses. The project being funded by the Regional Development Cooperation Section at the Embassy of Sweden in Bangkok was intended to be a regional project with four different Components in order to address different human, gender, environmental and social rights. The design was laid down in the PRODOC in November 2018 and in its final shape in the Inception Report of July 2019. The Project officially started in January 2019, but the mobilisation of the Project Team took time and the Project Manager (PM) started in June 2019. In the meantime, the relevant ILO specialists of the Decent Work Team (DWT) in the regional office in Bangkok already started work from January 2019 onwards and, in the absence of the PM, they took the lead in their respective areas of expertise. One of the weaknesses of the design was formed by the lines of accountability: these specialists, or technical leads, are not directly accountable to the project (to the Project Manager), but they are part of the Decent Work Team (DWT) with its own Director.

The original *Monitoring and Evaluation (M&E) Framework* attached to the PRODOC/Inception Report was revised as part of the annual reporting over 2019 and this revision was approved officially by Sida. This version is dated 31 March 2020 and includes 5 Outcomes, with in total 15 Outputs and 81 Activities (See Annex 5). This is the version that is used here as the benchmark. This M&E framework is clearly linked to the Theory of Change (Annex 4). The coherence and complementarity between the different outcomes were not well developed in the project design, and the integration between the four Outcomes was often lacking.

In terms of *Coherence*, the project strategies fit with several other relevant ILO interventions at the regional level and at the national level in some of the target countries, in particular Better Work (BW) and SCORE in several Asian countries and ILES in Pakistan, as well as with ILO ACTRAV in Bangkok. The strategies of the project fit also with other interventions of relevant partners including GIZ's regional programme FABRIC, Care International, the East-West Center, the Institute of Sustainable Futures (University of Sydney), UN agencies and initiatives such as UNIDO, PAGE and UNFCCC, two global apparel Brands, (i.e. Dicks Sporting Goods and Amazon), Cornell University and the University of Canada.

**Effectiveness:** The project has been effective and adaptive in achieving many of its intended objectives and results. While *Outcome 1* was discontinued, and was thus not achieved, all other Outcomes were at least partly achieved. Gender Equality (*Outcome 2*) in the garment sector in Asia might have *increased* a little as awareness among the involved stakeholders increased through the WLP, the GBVH activities, and the dissemination of the reports produced. Evidence-based policy advocacy suffered from the lack of involvement of governments in the project exacerbated by the particularly challenging policy environment (i.e. COVID), while gender mainstreaming was less successful among the other outcomes. On *Outcome 3*, as a result of the production of the FIT modules, the FIT pilots in three countries and the concrete scale-up plans through BW, ILES and NPO the assessment is that workers and managers in the piloted enterprises have *acquired better knowledge and capacity* to enhance productivity, competitiveness and working conditions. However, it has turned out more difficult to motivate the employers' and workers' *organizations* to actively spread the FIT message to their members and to the industry at large.

*Outcome 4* has focused on very relevant, albeit at times academic, knowledge in particular through the Just Transition Toolkit and the PhD projects, but the activities were more focused on knowledge production than on the application of knowledge. The regular meetings of TERN provided an expert forum to disseminate results and the partnerships with international organisations could provide a basis for sustainability of results. Lastly, *Outcome 5* consists of two parts. Firstly, project integration and effectiveness underpinned by systematic *regional knowledge sharing* was achieved through the AGH jointly developed with GIZ. The second part of this outcome concerns *clear standards, guidelines, and action to mainstream gender and environmental sustainability*, and while selected activities have been undertaken towards such a goal, this vast area remains a work in progress. The innovative work undertaken jointly with Cornell University and BW on examining the future of the industry after the COVID-19 pandemic is a noteworthy addition to the knowledge outcome.

The project encountered various *challenges*, of which the prolonged COVID-19 Pandemic was the most pervasive causing delays, but the project team was quick to redesign outcomes and outputs towards an online mode of delivery and designed adequate adjustment strategies. Another issue that was debated between Sida and ILO is the level of involvement of Brands, a longstanding priority of Sida. At a global level, ILO has an agreement with H&M, and the project tried to involve them in the DWGSC project as well, but this materialised only partly. The project did have involvement of two Brands, e.g. Dick's Sporting Goods and Amazon. The report also identified several specific challenges for each outcome.

The achievements of the project were facilitated by several pertinent *Success Factors* including the realisation among all stakeholders of the importance of Decent Work in Global Supply Chains and the rapidly increasing importance of Human Rights Due Diligence. Other such factors include: the various partnerships developed by the project; the regular stakeholder fora set up by the project (PAC, GTF and TERN); the commitment and adaptability of Sida and of ILO ROAP/DWT; as well as the high commitment and flexibility of the project team.

Another measure of effectiveness is the follow-up by the project on the eight *Recommendations made by the MTE* (Annex 9). The majority of recommendations were followed up, while two of them should be taken up in a follow-up intervention (i.e. 4. Push for deeper engagement of ILO country offices; and 7. Enhance project outreach and promotion to deepen stakeholder engagement). The project contributed a lot to strengthening knowledge and insights into "what

works” in driving Decent Work in the garment sector through the knowledge development and knowledge sharing activities conducted in Outcome 5 but also in all other individual Outcomes. All project stakeholders have been adaptable and responsive to the changing national and industry contexts as a result of the pandemic, and the project has also contributed substantially to COVID-19 response and recovery through the provision of knowledge, (forums for) exchange, and guidance.

**Efficiency:** Considering that it was a regional project with four distinct Outcomes whereby activities in six countries were involved as well as a regional component, the financial resources of US\$ 4 million were not excessive. Some savings were made by discontinuing Outcome-1, by leveraging key partnerships (for example with GIZ, BW and ISF), and by undertaking many activities only online (as a result of the pandemic). The financial resources and other inputs seem to have generally been strategically allocated and efficiently used to achieve the expected outputs and outcomes with the necessary adjustments in activities as discussed above. About 12 to 18% of the budget was allotted to each one of the four main Outcomes (2 – 5). Project Management took up just over one quarter of the allocations. While as of early December 2022 most of the budget was spent (87%), a substantial balance was remaining of about US\$ 555,000 with only about four weeks left to go in the project. However, a large part of this balance is expected to be used for Programme Support Costs and other smaller budget categories.

The *management arrangements* and the lines of accountability have been somewhat complex in this project and were not always conducive to smooth and consistent operational procedures. The ILO Project Responsible is the Deputy Regional Director in ROAP who oversees the project team. However, the outcome leads are embedded in the ILO Decent Work Team (DWT) in Bangkok and are thus not responsible or accountable to the Project Manager. Since the project team consists of just two persons, and since the outcome leads are only part-time available, a series of consultants were involved in each component. For networking and knowledge sharing the three committees (PAC, GTF and TERN; see Annex 7) played a useful role.

The project has a *Communications Plan* which provides for an inclusive and gender-sensitive approach to articulating core project messages, influencing and guiding key stakeholders, and building impact and visibility of project interventions. The Third Progress Report (March 2022) provides an impressive number of activities dealing with various types of communications (see Annex 11). Moreover, the project website is well maintained and up to date. The project team has been in very regular communication with Sida in Bangkok. The PRODOC (2018) further contains a Risk Register identifying eight potential key risks for the project as well as proposing various necessary mitigation measures for each risk. This risk register has been updated regularly and was used as a monitoring instrument.

**Impact:** Being in essence a knowledge project, it is difficult to measure if the results achieved are likely to produce *longer-term effects*. It depends on the degree to which behaviour has been changed among stakeholders, and/or in how far the knowledge products produced are being used by stakeholders and will have an impact upon actual legislation, policies and plans. Such developments are at this point difficult to assess. However, there are some signs that the achievement of longer-term effects could well be possible in the following selected areas: The figures provided in Section 3.4 demonstrating the use of both the AGH and the FIT are quite promising; FIT is already being implemented in some countries *outside* of the present project, including by the ILO projects ILES and Better Work; the Just Transition Toolkit is available on the website and can continue to be used; and, ILO HQ (e.g. SECTOR) is already using some of the results in global events in garments/textiles. In an indirect way the Project has contributed

somewhat to *improving the rights and working conditions* of garment factory workers, in particular through the FIT component. In addition, the *awareness* of the importance of Decent Work in Global Supply Chains increased substantially among the project's stakeholders.

**Sustainability:** There was no *Sustainability or Exit Plan* in the PRODOC/Inception Report, but the project intends to include sustainability provisions in the Final Technical Progress Report (TPR) planned for January 2023. Nevertheless, some of the results are *likely to continue* even after the Project has ended, including: GIZ will continue to manage the AGH with possible support from ILO SECTOR; FIT will be embedded in the Better Work service model in Pakistan (incl. NPO) and Viet Nam; the Body-swaps Virtual Reality learning programme is expected to be taken forward by Better Work, the ILO-ITC and the ILO Outcome Lead on Gender; the various capacity building efforts (e.g. WLP, FIT, PhD's) are certainly durable; ILO ROAP/DWT will continue to liaise with key project partners (e.g. Care International and UNFCCC); and the TERN members have agreed to continue their regular meetings with ISF as coordinator.

In addition, it is likely that future ILO work in the garment sector will benefit from the DWGSC project and build on its results, both through technical cooperation projects (including Better Work and other supply chains projects) and the 'regular budget' work programmes of technical specialists. ILO ROAP/DWT will also continue working closely with tripartite organisations and key project partners such as Care International and UNFCCC on issues of mutual concern/interest in the Asian garment sector.

Another important element of Sustainability is ensuring *Ownership* of the project results, but this has not materialised much among the tripartite constituents, and this is partly due to the regional nature of the project, while the project period of 3-4 years may also not have been sufficient time for that.

The involvement of other development partners or donors than Sida has not been explored by the project as the focus was squarely on completing all the planned activities before the end of December 2022. The project has, however, developed a proposal for a follow-up intervention and it has submitted a draft concept note to Sida. Selected Project results are only likely to be durable *if* a follow-up intervention can build on the results of the current project. And it should be underscored that all stakeholders indicated that they would very much value if the cooperation with ILO in this area can be continued after the present project ends.

**Cross-cutting Themes:** *Gender equality* and *environmental sustainability* have been included as two major Outcomes (2 and 4) of the DWGSC project and as such have received significant attention as well as resources. However, at the project level there was relatively less integration of such considerations among each of the other Outcomes. *Gender inequalities* in the garment sector were clearly addressed by the project through the activities related to the garment sector conducted in Outcome 2, in particular the key report 'Moving the Needle' and accompanying regional roadmap for action. Such inequalities were at a broader level also discussed in the so-called Trends-report ("Employment, wages and productivity trends in the Asian garment sector"; 2022) produced by the project. Although more cooperation could have been useful between Outcome 2 and the other outcomes, the FIT modules and the AGH do address selected relevant issues related to gender inequalities in the garment sector.

The normative context and the impact of *International Labour Standards (ILS)*, including the possible ratification of ILO Conventions, have not played a central role in this regional project as ratification is first and foremost a national affair involving Governments (except maybe Convention

190 on Violence and Harassment in Outcome 2). Initially, *social dialogue* was included in a separate Outcome (No. 1) which was later discontinued, while the mainstreaming of social dialogue over the other Outcomes was undertaken but in a much-reduced scope. *Disability inclusion* did not receive specific attention by the project.

## 4.2 Recommendations

On the basis of the findings of the present final independent evaluation of the DWGSC project **Nine Overall Recommendations** have been formulated as well as several specific recommendations for each of the project's Outcomes.

### Overall Recommendations

1. **Explore the possibilities of a follow-up intervention with the financial support of Sida** and/or other donors in order to maintain the momentum gathered by the DWGSC project and to make the project results sustainable By building on the project and expanding its impact including in new areas / themes (e.g. Future of Work topics). The draft proposal for a follow-up project is an important first step into this direction. Significantly, all stakeholders interviewed would like the project to continue as they underscored the relevance and importance of its outputs and results.

Responsible Unit	Priority	Time Implication	Resource Implication
Project Team, ILO-ROAP/DWT, Sida and/or other donors, ILO HQ	Very High	Coming months	None

2. **Enhance** in a follow-up intervention **the integration between the different Outcomes/Components** and **maintain the specific focus on and expand the mainstreaming of both Gender Equality and Environmental Sustainability considerations**, also in view of their key role in the rapidly increasing impact of Human Rights Due Diligence in global supply chains and especially in the garment sector.

Responsible Unit	Priority	Time Implication	Resource Implication
Project Team, ILO-ROAP/DWT, Sida and/or other donors, ILO HQ	Medium	Coming months	Design of follow-up intervention

3. **Broaden the scope for Governments as well as Trade Unions to be involved in the project** (and include the regional workers' organisation IndustriALL) and **include substantial capacity building on DW in GSC for all ILO Tripartite Constituents**, including employers' organisations.

Responsible Unit	Priority	Time Implication	Resource Implication
Project Team, ILO-ROAP/DWT, Sida and/or other donors, ILO HQ, Tripartite Constituents in the relevant countries, IndustriAll	Medium	Coming months	Design of follow-up intervention

4. *Following the Recommendation by the MTE as well as the suggestions made by several stakeholders during the interviews for the present evaluation, it is recommended to intensify the connections with the ILO Country Offices in the relevant countries.*

Responsible Unit	Priority	Time Implication	Resource Implication
Project Team, ILO-ROAP/DWT, Sida and/or other donors, ILO HQ, ILO Country Offices and Tripartite Constituents in the relevant countries	High	Coming months	Design of follow-up intervention

5. *Explore with Better Work from the design phase of a new intervention how certain project tools and approaches (incl. FIT) can be integrated into the BW service model.*

Responsible Unit	Priority	Time Implication	Resource Implication
Project Team, ILO-ROAP/DWT, Better Work, Sida and/or other donors, ILO HQ, ILO Country Offices in the relevant countries	High	Coming months	Design of follow-up intervention

6. *Explore the involvement of Brands and in particular those brands that have already global agreements with the ILO and have shown clear interest in the issues at stake such as H&M.*

Responsible Unit	Priority	Time Implication	Resource Implication
Project Team, ILO-ROAP/DWT, Sida and/or other donors, ILO HQ, Brands incl. H&M	Medium	Coming months	Design of follow-up intervention

7. *Make sure the accountability of the Outcome Leads will be to the Project Manager in a follow-up intervention.*

Responsible Unit	Priority	Time Implication	Resource Implication
ILO-ROAP/DWT, ILO HQ	Very High	Coming months	Design of follow-up intervention

8. *Explore increasing the Project Team of a new intervention with a Communications/M&E staff and possibly with staff attached to priority countries (in ILO Country Offices).*

Responsible Unit	Priority	Time Implication	Resource Implication
Project Team, ILO-ROAP/DWT, Sida and/or other donors, ILO HQ, ILO Country Offices in priority countries	Medium	Coming months	Design of follow-up intervention

9. **Target and support more directly the preparation for and ratification of key ILO Conventions**, including Convention 190 and the two new Fundamental Conventions on OSH (C.155 and C.187).

Responsible Unit	Priority	Time Implication	Resource Implication
Project Team, ILO-ROAP/DWT, ILO HQ, ILO Country Offices and Tripartite Constituents in the relevant countries	Medium	Coming months	Design of follow-up intervention

### *Specific Recommendations by Outcome*

#### **Industrial Relations**

- Make sure Industrial Relations and Social Dialogue are included in a follow-up phase (separate outcome or mainstreamed).

#### **Gender Equality:**

- Include the CARE Sector in the project (for example, the G20 pushes for a Care Framework within ASEAN).
- Make sure that Gender Equality and Environmental Sustainability are linked.

#### **Productivity:**

- ✓ Stimulate the employers' organisations and other relevant organisations (including government) to spread FIT to their members.
- ✓ Provide training for the pivotal mid-level staff in factories to promote FIT (including communication/soft skills).
- ✓ Translate FIT modules into local languages (e.g. Urdu) including illustrations.
- ✓ Management staff and workers interviewed during the factory visits in Pakistan made various specific recommendations which are included in Annex 8.

#### **Environment Sustainability:**

- ✓ Deepen the partnerships with UNFCCC (including the Fashion Industry Charter for climate action) and with PAGE (in which India, China and Mongolia are represented).
- ✓ Enhance the knowledge of Just Transition among workers and workers' organisations.

#### **Knowledge:**

- ✓ ILO ROAP should look for ways to continue to support the Asia Garment Hub (AGH) in close cooperation with GIZ, in order to sustain its role and impact, and to ensure continued influence on its future growth trajectory, according to the ILO's principles of Tripartism and Social Dialogue.

## 5 Lessons Learned and Good Practices

This chapter identifies two lessons learned (LL) and two good practices (GP) from the experience gained by the evaluation in the present report.

### *Lessons Learned*

One of the purposes of evaluations in the ILO is to improve project or programme performance and promote organizational learning. Evaluations are expected to generate lessons that can be applied elsewhere to improve programme or project performance, outcome, or impact. The present evaluation has identified two Lessons Learned (LL) and these are briefly introduced below while the full descriptions in the ILO/EVAL Templates are included in Annex 12.

*LL1 – The regional approach in the project design resulted in less attention for the individual country contexts whereby the ownership of the national tripartite constituents was not sufficiently enhanced.*

*LL2 – For a project to run smoothly with consistent operational procedures, the lines of accountability have to be clear and consistent whereby in particular the Outcome Leads need to be accountable to the Project Manager.*

### *Good Practices*

ILO evaluation sees lessons learned and emerging good practices as part of a continuum, beginning with the objective of assessing what has been learned, and then identifying successful practices from those lessons which are worthy of replication. The present evaluation has identified two Good Practices (GP) and these are briefly introduced below while the full ILO/EVAL Templates are included in Annex 12.

*GP1 – The extensive regional consultations of stakeholders and resource persons that took place before the project took its formal shape is considered a Good Practice*

*GP2 - Adaptability and flexibility of the Project Team, of the ILO offices and experts involved, as well as of the donor is critical.*

### *Templates in Annex 12*

The ILO/EVAL Templates with the full description of these Lessons Learned (LL) and Good Practices (GP) are provided in Annex 12.



# ANNEXES

# Annex 1: Terms of Reference (TOR)

## Terms of Reference Independent Final Evaluation

### Terms of Reference Decent Work in the Garment Sector Supply Chains in Asia Final Independent Evaluation

#### 1. Key facts

Title of project being evaluated	Decent Work in the Garment Sector Supply Chains in Asia
Project DC Code	RAS/18/05/SWE
Type of evaluation	Final Independent Evaluation
Timing of evaluation	Final
Donor	Government of Sweden
Administrative Unit in the ILO responsible for administrating the project	The ILO Regional Office for Asia and the Pacific (ROAP)
Technical Unit(s) in the ILO responsible for backstopping the project	Inclusive Labour Markets, Labour Relations and Working Conditions Branch (INWORK)
P&B outcome (s) under evaluation	Outcome 7
SDG(s) under evaluation	SDG1, SDG5, SDG8, SDG10, SDG12, SDG13, SDG17
Budget	US\$ 3,999,622
Evaluation period	October 2022 – December 2022

#### 2. Introduction and Rationale for the Finale Independent Evaluation

This Terms of Reference (TORs) concerns the final independent evaluation of the Decent Work in the Garment Sector Supply Chains in Asia which covers the following target countries namely

Bangladesh, Cambodia, Indonesia, Pakistan, Vietnam, and Myanmar<sup>8</sup>, plus a regional component.

The overall objective of the final evaluation is to assess the effectiveness (achievements vis-à-vis the intended objectives/outcomes and the outputs), relevance, coherence, efficiency, impact, project sustainability, and ILO cross-cutting themes.

The specific objectives of this final evaluation are to assess the extent to which the project expected outputs and outcomes have been achieved, the extent to which the project has made a difference in enhancing gender equality, social dialogue, productivity and competitiveness and environmental sustainability in the garment sector in Asia, and the likelihood of project sustainability beyond the current project phase. It will also look at the validity of the project design especially the linking of its outputs and outcomes, and identify lessons learned and emerging practices from project implementation which could serve as input for future similar projects.

The evaluation will also examine other aspects of the project from relevance, coherence with other initiatives at national and regional level, and efficiency on resource utilisation. Furthermore, it will provide a set of strategic recommendations for how the most impactful elements of the project could be continued/supported beyond 2022, including through a potential second phase of the project.

The final evaluation will be carried out between October and December 2022. It will be conducted in compliance with the UNEG Evaluation's Norms and Standards and with the principle for project evaluation set forth in the ILO Policy Guidelines for Evaluation: Principles, Rationale, Planning and Managing for Evaluations, 4th edition (Aug 2020) .

The final evaluation will be managed by an independent evaluation manager and will be conducted by an evaluation team composed of an international evaluator and a national evaluator. Key stakeholders, including tripartite constituents, and partners in all the four countries covered under the project which includes the donor - SIDA, and the ILO's SECTOR Unit which is the technical backstopping unit, other ILO technical Units (INWORK, GED, ENTERPRISES, GREEN, ACTRAV, ACT/EMP, BETTERWORK and SECTOR (at DWT/BKK, DWT-Delhi and HQ), and the ILO Country Offices in Bangladesh, Cambodia, Indonesia, Pakistan, and Vietnam will be consulted throughout the evaluation process.

The evaluation will also need to address all relevant cross-cutting drivers for ILOs work which includes gender equality and non-discrimination, disability inclusion, promotion of international labour standards, tripartite processes and constituent capacity development and environmental issues.

### **3. Background information**

Global supply chains have created employment opportunities and have contributed to economic growth, job creation, poverty reduction and social development, especially in developing countries. They can be engine for development by supporting entrepreneurship, promoting technology transfer, adopting new production practices and transitioning to higher value-added activities.

The garment industry can be considered as the quintessential global value chains since it includes different stages of production in transforming raw materials into retail products which are carried out in different countries. For emerging economies, like in Asia and the Pacific, garments are considered a gateway to global markets which helps link local producers to international markets, facilitating knowledge spill-over and new skills for workers.

---

<sup>8</sup> Following the February 2021 military takeover, the project no longer has any work or plans in Myanmar. It remains in contact with worker and employer representatives from the sector and maintains an open invitation for them to (continue to) participate in regional and online project activities as appropriate and/or desired.

Asia is considered as the main garment manufacturer of the world as the region accounted for approximately 55 per cent of global textiles and clothing exports in 2019<sup>9</sup>. Despite Asia's 3 per cent decline from the 58 per cent in 2015, China's dominance remains unmatched with 34 per cent of global garment, textiles, and footwear (GTF) exports in 2019, followed by Viet Nam (five per cent), Bangladesh and India (4.3 per cent each)<sup>10</sup>. In 2015, eight countries in the region namely Bangladesh, Cambodia, China, India, Indonesia, Myanmar, Sri Lanka, and Viet Nam collectively produced more than half of the world's garments for export (UNCTAD, 2017). Between 2015 to 2019, the GTF sector contributed approximately two-thirds of manufacturing value added (MVA) in Cambodia, 44 per cent in Bangladesh, and 28 to 30 per cent in Pakistan, Sri Lanka and Viet Nam and accounted to a significant share of these countries merchandise exports with 91 per cent in Bangladesh, 66 per cent in Cambodia, 58 per cent in Pakistan, 45 per cent in Sri Lanka and 22 per cent in Viet Nam.<sup>11</sup>

Despite the significant contribution and potential for development, global supply chains are marked by serious decent work deficits in multiple areas such as occupational safety and health, wages, working time, job security, and social protection which deepened violation of workers' rights.

Critical decent work deficits and violations of labour standards in the garment sector global supply chains include industry wages remaining low and do not fulfil the needs of workers and their families; long working hours and excessive overtime which often exceeds 12 hours per day with no days off during peak production seasons; exposure to occupational safety and health hazards in the workplace including harassment, verbal and physical abuse; prevalence of casualization of work or non-standard forms of employment, fixed term contracts of short duration and the use of intermediations to avoid payment of the minimum wage and other entitlements such as maternity leave, sick leave, among others; and the presence of child labour and forced labour. Many women workers in the garment sector global supply chains lacked access to social protection measures, adequate maternity protection and limited career opportunities. Negative environmental and health impacts on communities and ecosystems at large also results from the production processes and chemicals used in garment manufacturing which raises serious concerns in the garment production particularly in Asia. These situations may have been further exacerbated by COVID – 19.

It is within this premise that the International Labour Organization and the Embassy of Sweden in Bangkok carried out a scoping exercise in 2017 which explored the possibility of a regional programme promoting decent work, environmental sustainability, and gender equality in garment supply chains in Asia. The "Decent Work in the Garment Sector Supply Chains in Asia" officially started in 15 January 2019 by the Government of Sweden and the ILO to address decent work deficits in the garment global supply chain.

## **The Project**

The "Decent Work in the Garment Sector Supply Chains in Asia" Project is a 4-year ILO regional initiative, with support from the Swedish International Development Cooperation Agency (SIDA), which aims to strengthen knowledge and insight into "what works" in driving Decent Work in the garment sector and leverage these for enhance regional coordination, action and impact across the supply chain in Asia. It aims to increase both the knowledge and capacity of garment sector stakeholders in Asia to safeguard – and strengthen – decent work for all factor workers.

---

<sup>9</sup> [Employment, wages and productivity \(ILO, 2022\)](#)

<sup>10</sup> Ibid

<sup>11</sup> [Employment, wages and productivity \(ILO, 2022\)](#)

Originally designed as a 3-year Project, it is being implemented by the ILO Regional Office for Asia and the Pacific (ROAP) since 15 January 2019 until 31 December 2022 following the approval of a 12-month no cost extension. The Project is a direct response to the resolution adopted in 2016 by the International Labour Conference concerning decent work in global supply chains and contribute to advancing Agenda 2030 which places decent work for all. It is also fully aligned with Sweden's strategy for regional development cooperation in Asia and the Pacific 2016 – 2021, which makes explicit reference to workers' rights and capacity development of social partners, as well as to promoting the establishment of regional platforms for cooperation in accordance with the ILO's Decent Work Agenda and for environmentally sustainable production. The Project interventions are also foreseen to have a positive impact on several Sustainable Development Goals with impacts focusing more on Goal 8 – Decent Work and Economic Growth but have significant contribution to the achievement of Goal 1 – No Poverty, Goal 5 – Gender Equality, Goal 10 – Reduced Inequalities, Goal 12 – Responsible Consumption and Production, Goal 13 – Climate Action and Goal 17 - Partnership for Goals.

### Project Approach and Strategies

Given the prevalent and emerging decent work deficits and violations of workers' rights in the garment sector, the Project seeks to strengthen knowledge and improve coordination of stakeholders as it advances work in four main thematic areas that are critical to improving working conditions for women and men workers and to enhancing sustainability of the garment industry in Asia.

These four thematic areas are industrial relations, gender equality, productivity and competitiveness and environmental sustainability, along with a fifth crosscutting component which is knowledge management.

1. **Strengthening social dialogue and industrial relations** (institutions, actors and processes), through enhanced knowledge generation and dissemination<sup>12</sup>
2. **Closing gender gaps and advancing gender equality**, through evidence-based policy-making and improved opportunities for women's voice and leadership
3. **Improving productivity and competitiveness**, and their links with environmental sustainability and rights and conditions at work
4. **Enhancing environmental sustainability**, by promoting new technologies, production processes, and workplace policies that reduce the sector's environmental footprint and mitigate climate risks.

The Project takes on a multi-stakeholder approach and promote synergies, coordination of efforts and strengthening of networks as it also promotes and strengthens regional level dialogue and collaboration among ILO's tripartite constituents and other industry stakeholders. Among others, governments, workers' organizations, employers' organizations, and the private sector, along with different multistakeholder initiatives, are the key stakeholders of the Project. The main project beneficiaries will be (a) garment enterprises, which will benefit from improved productivity and social and environmental sustainability (and access to tools and knowledge to

---

<sup>12</sup> This outcome was discontinued in 2021 on the recommendation of the outcome lead (and subsequent agreement of ILO and SIDA). Given the radically altered IR context following the onset of the Covid-19 pandemic, the original programme of work under Outcome 1 was no longer deemed viable or in-demand by the constituents. While some limited activity lines were completed (e.g. knowledge products) and social dialogue itself remained operationally mainstreamed in project operations, Outcome 1 was formally discontinued in late 2021. The residual budget from the outcome was redistributed across the remaining 4 project outcomes under an official one-year extension

promote such), and (b) garment workers (both male and female), whose conditions and rights at work will be strengthened.

The Project is implemented at the Regional Level with selected country and factory level implementation in Bangladesh, Cambodia, Pakistan, Viet Nam, and Indonesia.

- **Regional level.** The project will create an ecosystem for regional learning and knowledge-sharing on Decent Work in the garment industry, as well as enhance the capacity of tripartite constituents and other industry stakeholders to produce, share and apply related knowledge and tools to strengthen rights and working conditions, advance gender equality, and boost enterprise competitiveness and environmental sustainability.
- **National level.** Knowledge and good practices shared at regional level will inform industry and policy dialogues aimed at enhancing the legislative and business environment for Decent Work and social and environmental sustainability.
- **Factory level.** The project aims to influence firm-level behaviours and practices both through direct pilot activities in target enterprises and through its influence over the broader regulatory and enabling environment for Decent Work at the national and regional levels

### Project Outcomes and Results

The Project's objective is to increase knowledge and capacity of garment industry stakeholders in Asia to advance decent work and promote long term improvements in productivity and environmental sustainability. In so doing, the Project aims to support a transition that sees workers enjoying improved rights and working conditions in an industry that's increasingly productive, gender responsive and environmentally sustainable.

To achieve the Project's objective, the Project sets forth five outcomes focusing on industrial relations, gender equality, productivity and competitiveness, environmental sustainability and knowledge management.

**Outcome 1:** Constituents and industry stakeholders are better equipped to generate, apply and share knowledge and good practices in Industrial Relations [outcome now discontinued]<sup>13</sup>

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

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

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

**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

Outcome 5 emphasize and strengthen the regional dimension of the project and ensure that activities foster industry dialogue and networks and to disseminate project knowledge in a systematic manner.

#### 4. Purpose, objectives, and scope of the evaluation

---

<sup>13</sup> "This outcome was discontinued in 2021 on the recommendation of the outcome lead (and subsequent agreement of ILO and Sida). Given the radically altered IR context following the onset of the Covid-19 pandemic, the original programme of work under Outcome 1 was no longer deemed viable or in-demand by the constituents. While some limited activity lines were completed (e.g. knowledge products) and social dialogue itself remained operationally mainstreamed in project operations, Outcome 1 was formally discontinued in late 2021. The residual budget from the outcome was redistributed across the remaining 4 project outcomes under an official one-year extension."

The evaluation will be conducted in accordance with the ILO Evaluation Policy and the ILO Results-Based Evaluation Strategy. The evaluation will be used to promote accountability and learning as it aims to understand why – and to what extent – intended and unintended results were achieved.

The ILO considers that evaluation is an integral part of the implementation of development cooperation activities. The ILO applies the evaluation criteria established by the OECD / DAC Quality Standards for Development Evaluation and the UNEG Code of Conduct for Evaluation in the UN System.

In June – July 2021, the Project has been subjected to an independent Mid-Term Evaluation which focused on three core objectives namely: Evaluation of Project progress achieved, including its response to changing industry conditions and external disruptors (most notably COVID-19); 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; and Examination and provision of advice on the value of and case for a Project extension.

### Evaluation Purpose and Objectives

The evaluation's purpose is to provide an objective assessment of the extent to which the Project has achieved its objective and determine the relevance, efficiency, coherence, effectiveness, impact and sustainability of its accomplishments. Knowledge generated by the evaluation will feed in the design of future similar interventions and contribute to enriching management and delivery approaches especially on similar thematic area or focus.

Specifically, the evaluation will have to:

- **Assess the relevance** and/or validity of the Project design, theory of change and the implementation strategy in light of the results achieved by the Project, and national and global development frameworks;
- **Assess the extent to which the Project has achieved its stated objective and expected results**, including identifying supporting factors and constraints that have led to the achievement and nonachievement including implementation modalities chosen; and partnership arrangements;
- **Identify unexpected results**, both positive and negative, that emerged from the Project;
- **Assess to what extent are Project results or gains likely to continue or be sustainable**; and
- **Identify recommendations**, lessons learned and good practices (regional, national and factory levels)

### Evaluation Scope

The evaluation will cover the Project in its entirety – from its inception to the completion of its extension phase (excusing for the final 2 months of this phase, which for sequencing reasons cannot be covered). The evaluation will include regional, country and factory level coverage with a particular focus at the regional level to reflect the predominant focus of project orientation and activity. The evaluation will also include a field data collection in Pakistan, to be led by a National Evaluation Consultant whom ILO will procure, where country and factory level activities have been implemented.

The evaluation will also consider all documents linked to the Project including the project document, inception report, progress reports (including reports documenting agreed project adaptations), results of the midterm evaluation and other documents produced as outputs of the Project. Relevant secondary documents that are of significance to the Project should also be included by the evaluator in their document review.

The evaluation will integrate gender equality and non-discrimination, international labour standards, social dialogue, and environmental sustainability as part of the ILO crosscutting themes. It will also include the evaluation of the project interventions in relation to the ILO's programme and policy frameworks at the national and global levels, UNDAF/UNSDCF and other relevant national sustainable development strategy or development frameworks.

Where possible, the evaluation must be conducted with gender equality as a mainstreamed approach and concern. This implies (i) applying gender analysis by involving both men and women in consultation and evaluation's analysis, (ii) inclusion of data disaggregated by sex and gender in the analysis and justification of project documents; (iii) the formulation and/or analysis of gender-sensitive strategies and objectives and gender-specific indicators; (iv) inclusion of qualitative methods and utilization of a mix of methodologies, (v) forming a gender-balanced team, and (vi) assessing outcomes to improve lives of women and men. Thus, analysis of gender-related concerns will be based on the [ILO Guidance Note 3.1: Integrating Gender Equality in Monitoring and Evaluation](#). The evaluation will be conducted following [UN evaluation standards and norms](#) and the Glossary of key terms in evaluation and results-based management developed by the OECD's Development Assistance Committee (DAC).

## 5. Evaluation criteria and questions (including Cross-cutting issues/ issues of special interest to the ILO)

This evaluation will utilize the Organisation for Economic Co-operation and Development Assistance Committee (OECD DAC) evaluation criteria and the ILO cross-cutting themes.

The following questions (below) intends to guide and facilitate the evaluation. Other questions or aspects that are of relevant to the evaluation based on the inception phase and consultation with stakeholders can be added in accordance with the evaluation purpose and consultation with the evaluation manager.

Evaluation Criteria	Evaluation Questions
<p><b>Relevance and Strategic Fit:</b> looks at the extent to which the objectives are aligned with national, regional, and local priorities and needs, the stakeholders', including donor priorities for each project countries, priorities and needs</p>	<ul style="list-style-type: none"> <li>▪ To what extent were the project objectives consistent with the key beneficiaries needs, demands and priorities of ILO constituents (government, employers, and workers) and other stakeholders?</li> <li>▪ How has the Project supported ILO Decent Work Country Programmes, Sustainable Development Goals – particularly Goal 5 and Goal 8, and relevant ILO Conventions?</li> <li>▪ To what extent had the intervention been adapted to remain relevant?</li> </ul>
<p><b>Validity of the Design:</b> Assesses the overall project design including the linking of its results and complementarity of the different project components</p>	<ul style="list-style-type: none"> <li>▪ Was the project design adequate to meet project objectives and identified outcomes? To what extent does the Project's Theory of Change link the outputs to the intended outcomes and objectives?</li> <li>▪ To what extent was the project design adequate and effective in the coherence and complementarity between the different project components?</li> </ul>
<p><b>Coherence:</b> assess the extent to which other interventions (particularly policies) support or undermine the intervention, and vice versa. Also includes assessment of synergies and</p>	<ul style="list-style-type: none"> <li>▪ How well does the strategies and interventions of the project fit with other interventions and strategies of the ILO at the regional level and in each of the target countries?</li> </ul>



Evaluation Criteria	Evaluation Questions
interlinkages between the intervention and other interventions carried out by the ILO and its partners, and consistency of the intervention with other actors' interventions in the same context (i.e., harmonisation or coordination to avoid possible duplication).	<ul style="list-style-type: none"> <li>▪ How well does the interventions of the project fit with other interventions of relevant partners?</li> <li>▪ To what extent were the Project's established partnerships and synergies supporting the designing, implementation, monitoring and evaluation of the Project?</li> </ul>
<b>Efficiency:</b> Assess the extent to which the intervention delivers results in an economic and timely way.	<ul style="list-style-type: none"> <li>▪ Given the size of the project and scope, were existing project management arrangements, resources and technical capacity sufficient and adequate?</li> <li>▪ How well were the project's resources (human, financial and technical) been managed to ensure timely, cost effective and efficient delivery of Project results?</li> <li>▪ Are there any alternatives / alternative ways which the project could have done to better manage its resources?</li> </ul>
<b>Effectiveness:</b> Assess the extent to which the intervention achieved, or is expected to achieve, its objectives and results.	<ul style="list-style-type: none"> <li>▪ To what extent have the project objectives and results been achieved? What are the factors that are prerequisite<sup>14</sup> for achieving intended outcomes and impact? To what extent has the project contributed to create them?</li> <li>▪ To what extent has the project contributed to social security, freedom of association and occupational safety and health in the garment sector?</li> <li>▪ To what extent does the project contribute to strengthening knowledge and insight into "what works" in driving Decent Work in the garment sector? How had these been leveraged for enhancing regional coordination, action and impact across the supply chain in Asia?"</li> <li>▪ Have there been any unintended results (positive or negative)?</li> <li>▪ How adaptable (and responsive) has the project been to changing national and industry contexts, particularly the pandemic, during the implementation period?</li> <li>▪ To what extent has the project adapted to the evolving situation that came because of the COVID-19 pandemic? To what extent has the project contributed to COVID-19 response/recovery?</li> </ul>
<b>Impact:</b> Assess the extent to which the intervention has generated or is expected to generate significant positive or negative, intended or unintended, higher-level effects	<ul style="list-style-type: none"> <li>▪ Were the results achieved likely to produce long term effects? What actions or mechanisms did the Project set-up to ensure achievement of long-term effects?</li> </ul>

<sup>14</sup> Prerequisite may be including, but not limited to, change in knowledge, attitude, behaviour, capacity, relationship, coordination among the actors

Evaluation Criteria	Evaluation Questions
	<ul style="list-style-type: none"> <li>▪ To what extent does the Project contribute to improving rights and working conditions of garment factory workers?</li> </ul>
<p><b>Sustainability:</b> Assess the extent to which the net benefits of the intervention continue or are likely to continue.</p>	<ul style="list-style-type: none"> <li>▪ What mechanisms and actions did the Project put in place to ensure ownership of the project's results at the regional, country, and factory level?</li> <li>▪ Are the results achieved likely to continue even after the Project's implementation?</li> </ul>
<p><b>ILO Cross-Cutting Themes:</b> Assess the extent to which ILO cross-cutting themes has been mainstreamed, addressed and leveraged by the Project</p>	<ul style="list-style-type: none"> <li>▪ To what extent were gender and inclusion, and environmental sustainability considerations been mainstreamed throughout the project (design, planning, implementation, M&amp;E), including that of implementation partners? To what extent and how are the gender inequalities in the garment sector addressed through the project?</li> <li>▪ To what extent has normative context contributed to the meeting of the Project objectives? Have project results been relevant for improved integration or implementation of standards?</li> <li>▪ To what extent has social dialogue contributed to the intervention's effectiveness in meeting its objectives?</li> </ul>

## 6. Methodology

The details of the evaluation methodology will be defined during the evaluation's inception phase by the evaluation team in coordination with the evaluation manager. The inception phase will include an inception workshop which will allow the evaluation team to consult the methodology and its scope to the Project's key partners.

For required quality control of the whole process, the evaluator will follow the EVAL evaluation policy guidelines and the ILO/EVAL checklists.

The evaluation methodology will include:

- **Desk review:** desk review of all relevant documents: project document and its logical framework, funding agreement, relevant minute sheets, project extension documents, implementation plan, performance evaluation plan, monitoring and evaluation framework, progress reports, other relevant documents, and studies.
- **Meetings with the project staff, and ILO backstopping/supporting units:** the evaluator will meet the project staff to reach a common understanding for the evaluation process and level off on some logistical arrangements
- **Field visits, collection of data, and interviews with stakeholders:** the evaluator will facilitate the meeting with the national key partners of the project on the national, regional and factory level. Meetings can be done online using online platforms where the evaluator will meet with number of project beneficiaries and organize focus group discussions or interviews with them. The evaluator will oversee the field visit and data collection of the National Evaluation Consultant. The evaluator will develop a questionnaire / interview guide as part of the inception report to guide the interviews, capture qualitative and quantitative data and ensure objectivity and consistency of interviews across different contexts/countries.
- **Debriefing phase:** at the end of the fieldwork the evaluator will organize a debriefing meeting for the key partners and relevant stakeholders, ILO, and the donor to present and discuss the preliminary findings and the lessons learned. The workshop will be in English.

- **Submission of the first draft of the report:** the evaluator will submit the first draft of the report to the evaluation manager, for review and who will then circulate it to the backstopping units, relevant ILO specialists, the key regional, national and factory level partners
- **Collection of feedback on the first draft:** the evaluation manager will collect the feedback on the first draft, consolidate and provide it to the evaluator as basis for improving or revising report
- **Submission of the final report:** the evaluator will incorporate the feedback as appropriate and send the final report to the evaluation manager.
- **Quality of the report:** the evaluation manager and ILO Evaluation Unit will ensure the quality of the report following ILO guidelines
- **Dissemination:** the evaluation report will be submitted to the key stakeholders and uploaded in the EVAL public repository of evaluation reports (e-discovery)

The methodology should include examining the Project’s and Theory of Change. The evaluation methods should be selected for their rigor and ability to produce empirical evidence to meet the evaluation criteria, answer the evaluation questions and meet the objectives of the evaluation. During the data collection process, the evaluation team will compare and cross-validate data to ensure accuracy and validity of the results. The evaluation team will ensure that women’s views and perceptions are also reflected in the interviews, focus group discussions and that gender-specific questions are also included.

It is expected that the evaluator will define or identify best possible platform for data collection in relation to the COVID – 19 situation in the Region and Countries covered.

### Key Stakeholders

Stakeholders identified who will be part of the evaluation will be from, but not limited to the, following:

Donor and Key Partners	ILO staff and Specialists	Project Committees & Networks
<ul style="list-style-type: none"> <li>▪ SIDA</li> <li>▪ Lead / technical consultants for all project outcomes</li> <li>▪ Institute for Sustainable Futures (Australia)</li> <li>▪ GIZ</li> <li>▪ Bangladesh Employers Federation (BEF)</li> <li>▪ Garment Manufacturers Association of Cambodia (GMAC)</li> <li>▪ The Cambodia Garment Training Institute (CGTI)</li> <li>▪ KSBSI (Confederation of All Indonesian Trade Unions)</li> <li>▪ Dick’s Sporting Goods (Apparel Brand)</li> </ul>	<ul style="list-style-type: none"> <li>▪ DWGSC Project Manager</li> <li>▪ Project Outcome Leads (x4): ILO specialists for Environment, Enterprise Development, Gender, and Social Dialogue</li> <li>▪ ILO regional ACTRAV and ACTEMP specialists</li> <li>▪ Better Work Programme</li> <li>▪ ILO Deputy Regional Director</li> <li>▪ Other project staff (past and present)</li> <li>▪ Selected staff from ILO country offices, SECTOR and INWORK (ILO HQ)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Project Advisory Committee (PAC)</li> <li>▪ Gender Task Force (GTF)</li> <li>▪ Women’s Leadership Programme</li> <li>▪ Textile Eco-Innovation Research Network (TERN)</li> </ul>

### 7. Main deliverables

The evaluation consultant is expected to deliver the following:

**Deliverable 1: Inception Report with methodology** (not more than 20 pages excluding annexes)

The Inception Report will include the details on how the evaluator understands what is being evaluated and how the evaluation questions and has to elaborate the methodology being proposed in the TOR, with changes if applicable, including proposed methods, data sources, and data collection procedures. The report shall also include selection criteria or sampling methodology for the selection for individuals for interviews or group discussions, and selection of country to be visited, and list of stakeholders that will be included in the evaluation. A detailed timeline / workplan will also be part of the inception report.

**Deliverable 2: Presentation of initial findings** (PowerPoint presentation to be submitted by the evaluator and delivered during a workshop)

A presentation should be prepared for the ILO, it's key partners and SIDA on the evaluation's initial findings. The Project team will organize and coordinate with its stakeholders for the workshop where the initials findings will be presented to validate information and data collected through the various data collection methods

**Deliverable 3: A first draft of the evaluation report** (not more than 50 pages excluding annexes)

The draft evaluation report will have to be written in English and answers the questions related to the evaluation criteria, including the recommendations, lessons learned, good practices, technical recommendations for the key stakeholders. The draft evaluation report should be in the format of the ILO [https://www.ilo.org/wcmsp5/groups/public/---ed\\_mas/---eval/documents/publication/wcms\\_165967.pdf](https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_165967.pdf)

**Deliverable 4: Final Evaluation Report** (not more than 50 pages excluding executive summary and annexes)

The final evaluation report will be submitted to the evaluation manager who will review the draft prior to circulation with project stakeholders and key ILO officials.

The quality of the report will be determined based on quality standards defined by the ILO Evaluation Office. Draft and Final evaluation reports include the following sections:

1. Cover page with key project data (project title, project number, donor, project start and completion dates, budget, technical area, managing ILO unit, geographical coverage); and evaluation data (type of evaluation, managing ILO unit, start and completion dates of data collection, name(s) of evaluator(s), date of submission of evaluation report).
2. Acronyms
3. Executive Summary (*standard ILO format*) with key findings, conclusions, recommendations, lessons and good practices (*each lesson learned, and good practice need to be annexed using standard ILO format*)
4. Description of the project and its intervention logic
5. Purpose, scope, and clients of the evaluation
6. Evaluation questions
7. Methodology and limitations
8. Presentation of findings for each criterion
9. Conclusions and recommendations, (including to whom they are addressed)
10. Lessons learned, potential good practices and models of intervention/possible future direction (including verifying the validity of the theory of change).
11. Appropriate Annexes
  - a table presenting succinct answer and data source, to each of the agreed evaluation questions and derived evaluation recommendations,
  - a table presenting the key project results (i.e., figures and qualitative results) achieved per objective (expected and unexpected),
  - list of meetings and interviews,
  - other relevant documents, and

- lesson learn and good practice using standard ILO format).
12. Standard evaluation instrument matrix (*adjusted version of the one included in the Inception report*)

**Deliverable 5: An Infographic Summary of the final Evaluation Report (key information and findings)**

The final evaluation report approved by ILO should be converted to an infographic that will detail summary of the evaluation methodology and findings.

**8. Management arrangements and work plan (including timeframe)**

The evaluation will be undertaken for approximately 3 months from October 2022 – December 2022. Data collection will be in November 2022. A detailed timetable will be included in the inception report developed by the evaluator.

Below is an estimated timeline for the evaluation:

Tasks	No of Days (Lead Evaluator)	No of Days (National Evaluator)	Tentative Dates
<ul style="list-style-type: none"> <li>▪ Desk Review of Project related documents</li> <li>▪ Preparation and finalizing of the inception report</li> </ul>	8 days	4 days	7 - 16 November
<ul style="list-style-type: none"> <li>▪ Data collection: Interviews, surveys and/or group discussions with key partners, ILO staff and project team; beneficiaries at the factory level</li> <li>▪ Debriefing with the Project Team</li> <li>▪ Stakeholders' workshop</li> </ul>	13 days	6 days	17 Nov – 5 Dec
<ul style="list-style-type: none"> <li>▪ Report drafting and finalization</li> </ul>	8 days	4 days	6 - 15 December
<ul style="list-style-type: none"> <li>▪ Sharing the draft report to all concerned for comments</li> </ul>			16 - 26 December
<ul style="list-style-type: none"> <li>▪ EM consolidate the comments and send to IE</li> </ul>			23 December 2022
<ul style="list-style-type: none"> <li>▪ finalization of evaluation report</li> </ul>	1 days		27 - 28 December
<ul style="list-style-type: none"> <li>▪ Approval of the final evaluation report by ILO EVALUATION OFFICE</li> </ul>			28-31 December 2022
Total number of days	30 days	14 days	

The International Evaluator is also expected to conduct one evaluation mission in Bangkok, Thailand to attend the end-of-Project workshop. All logistics costs associated with the evaluation mission will be covered by the Project.

The international evaluator will report to the Evaluation Manager. Any technical, logistical, and methodological matters should be discussed with evaluation manager.

**Role of the ILO's Evaluation Manager**

- Develop the Terms of Reference in consultation with the Project team, ILO staff and specialists and key stakeholders

- Review the inception report including evaluation questions, data collection methods and tools together with the evaluation team and coordinate with concerned stakeholders, whenever applicable
- Monitor the conduct or implementation of the evaluation, as appropriate, particularly adherence to ILO principles and guidelines and timelines
- Review the evaluation report and provide initial comments;
- Circulate the draft evaluation report to all concerned stakeholders;
- Collect comments on the draft report and forward to the evaluator;
- Liaise with Project staff whenever necessary especially in arranging procurement and logistical processes
- Liaise with the Regional Evaluation on issues and other concerns regarding the management of the evaluation

#### Role of the Project Team

- Provide all documentary and information requirements of the Project including list of key stakeholders
- Provide assistance on logistical arrangements such as facilitating scheduling of meetings or evaluation activities with stakeholders

#### Role of the Evaluation Team

- Conduct the final independent evaluation
- Coordinate with the evaluation manager on the conduct of the evaluation process including facilitating workshops with stakeholders
- Oversee data collection at the country level and ensure that all outputs are submitted on time and integrated to the evaluation report
- Conduct desk review of all Project documents and relevant secondary documents
- Conduct data collection with stakeholders including field mission, whenever necessary, as indicated in the agreed inception report
- Ensure that all reports – inception report and the evaluation report – are clear and incorporates comments from stakeholders and the ILO
- Draft comments Log for all comments received for the inception and evaluation report
- Participate to debriefings, and when necessary, facilitate such workshops, with main stakeholders on the main results and recommendations of the evaluation

## 9. Qualifications and responsibilities

**The Lead Evaluation Consultant** has the responsibility to undertake the evaluation and deliver all the required deliverables as per this TOR. For data collection in Pakistan, he/she will be supported by a national consultant who conduct field data collection with beneficiaries in Pakistan where the Project piloted training materials.

The table below described desired competencies and responsibilities for an evaluation team leader

Responsibilities	Profile
<ul style="list-style-type: none"> <li>✓ Designing, planning and conducting the evaluation and the evaluation report, in accordance with the ILO's guidelines, specifications and timeline</li> <li>✓ Identifying lessons learned and good practices which will be annexed to the report</li> <li>✓ Conduct evaluation and deliver all deliverables under this TOR</li> </ul>	<ul style="list-style-type: none"> <li>✓ Advanced university degree preferably in social sciences, economics, development studies, evaluation or related fields, with demonstrated strong research experience;</li> <li>✓ A minimum of 7 years of professional experience in evaluating international programmes, projects and development initiatives with particular experience in evaluating labour and supply chain related programmes;</li> <li>✓ Strong background in results – based management, logical framework/ Theory of Change and other strategic</li> </ul>

Responsibilities	Profile
<ul style="list-style-type: none"> <li>✓ Desk review of project documents and other related documents</li> <li>✓ Develop evaluation instrument and draft inception report</li> <li>✓ Organize and schedule all necessary stakeholder consultations, in coordination / consultation with ILO and partners;</li> <li>✓ Participate in briefings and discussions in line with the work outlined in the TOR</li> <li>✓ Facilitate stakeholders' workshop/ debriefing with the project and key stakeholders</li> <li>✓ Draft evaluation report</li> <li>✓ Finalize evaluation</li> <li>✓ Draft stand-alone evaluation summary as per standard ILO format</li> <li>✓ Supervising other team members, such as national consultant (to be contracted separately by the ILO) and ensure quality assurance for their deliverables</li> </ul>	<ul style="list-style-type: none"> <li>approaches, evaluation methods and approaches, information analysis and report writing,</li> <li>✓ Has professional experience evaluating or conducting research on labour context in particularly in garment supply chain / garment sector</li> <li>✓ Ability to bring gender-sensitive and disability-inclusive dimensions into the evaluation in the design, data collection, analysis and report writing of the evaluation</li> <li>✓ Knowledge of ILO's roles and mandate and its tripartite structure as well as UN evaluation norms and its programming is desirable and extensive international experience in the fields of project formulation, execution, and evaluation is an advantage;</li> <li>✓ Excellent communication and interview skills,</li> <li>✓ Proven ability to produce analytical reports in good command of English</li> <li>✓ Excellent analytical skills with the ability to analyse and interpret data from a range of sources</li> <li>✓ Flexible and responsive to changes and demand and open to feedback</li> </ul>

The table below described desired competencies and responsibilities for the Evaluation National Consultant

Responsibilities	Profile
<ul style="list-style-type: none"> <li>✓ Desk review of project documents and other related documents</li> <li>✓ Assist the team leader in developing evaluation instrument and drafting inception report</li> <li>✓ Take part in the interviews with key stakeholders and assist in note taking during interviews in Pakistan</li> <li>✓ Undertake a field visit in Pakistan</li> <li>✓ Assist the team leader in facilitating stakeholders' workshop/ debriefing with the project and key stakeholders</li> <li>✓ Contribute to the drafting of the evaluation report prepared by the team leader</li> <li>✓ Might be requested to write certain sections in the draft report as requested by the team leader participate in and jointly facilitate the stakeholders workshop</li> <li>✓ Provide verbal interpretation for the team leader during the evaluation data collection as required</li> </ul>	<ul style="list-style-type: none"> <li>✓ Pakistani National based in Pakistan. Fluent in Urdu and English</li> <li>✓ University degree in social sciences, economics, development studies, evaluation or related fields</li> <li>✓ Extensive experience in applying, qualitative and quantitative research methodologies including participatory approaches</li> <li>✓ Has professional experience evaluating or conducting research on labour particularly in garment supply chain / garment sector</li> <li>✓ Excellent communication and interview skills,</li> <li>✓ Proven ability to produce analytical reports in good command of English</li> <li>✓ Excellent analytical skills with the ability to analyse and interpret data from a range of sources</li> <li>✓ Flexible and responsive to changes and demand and open to feedback</li> </ul>

## 10. Legal and ethical matters

This evaluation will comply with UN and ILO norms and standards for evaluation and ensure that ethical safeguards concerning the independence of the evaluation will be followed. The [United Nations Evaluation Group \(UNEG\) Ethical Guidelines for Evaluation](#) will be applied in the evaluation and must be followed.

The consultant should not have any links to project management, or any other conflict of interest that would interfere with the independence of the evaluation. The evaluator will follow ILO EVAL's Code of Conduct for carrying out the evaluations.

### **Confidentiality and non-disclosure**

All data and information received from the ILO or other stakeholders for the purposes of this assignment shall be treated as confidential and shall be used for the purpose of this independent evaluation.

Ownership of the data from the evaluation rests jointly between ILO and ILO consultants. The copyrights of the evaluation report rest exclusively with the ILO. Use of the data for publication and other presentations can only be made with the agreement of ILO. All intellectual property rights for this evaluation and its product are attributed to the ILO and may not be disclosed to third parties or published without the prior written consent of the ILO. Key stakeholders can make appropriate use of the evaluation report in line with the original purpose and with appropriate acknowledgement.



## Annex 2: Data Collection Worksheet

Below is the Data Collection Worksheet specifying the Evaluation Criteria and Questions, as well as the sources of data, stakeholder interviews and specific methods used in the present final independent evaluation (Source: Inception Report, 25 August 2022).

Evaluation Criteria and Questions	Sources of Data	Stakeholder Interviews	Specific Methods
<b>A. Relevance and Strategic Fit</b>			
1) To what extent were the project objectives consistent with the key beneficiaries needs, demands and priorities of ILO constituents (government, employers and workers) and other stakeholders?	PRODOC, Inception Report, MTE, Policies of Governments and of Social Partners, Donor policy	Tripartite Constituents, ROAP/DWT, Project Team, ILO CO, INWORK, Donor, Implementing partners	Documents review & Stakeholder Interviews
2) How has the Project supported ILO Decent Work Country Programmes, Sustainable Development Goals – particularly Goal 5 and Goal 8, and relevant ILO Conventions?	PRODOC, Inception Report, MTE, Donor policy, UNSDCF, SDGs, ILO-DWCP, CPO & P&B	ROAP/DWT, Project Team, ILO CO, INWORK, Donor, Implementing partners	Documents review & Stakeholder Interviews
3) To what extent had the intervention been adapted to remain relevant?	Progress Reports, M&E Framework (March 2020), MTE, No-Cost Extension Request, Minutes of PAC/GTF/TERN	Tripartite Constituents, ROAP/DWT, Project Team, ILO CO, INWORK, Donor, Implementing partners	Documents review & Stakeholder Interviews
<b>B. Validity of Design</b>			
4) Was the project design adequate to meet project objectives and identified outcomes? To what extent does the Project's Theory of Change link the outputs to the intended outcomes and objectives?	PRODOC, Inception Report, ToC, M&E Framework, MTE, Work Plan	ROAP/DWT, Project Team, INWORK, Donor	Documents review & Stakeholder Interviews
5) To what extent was the project design adequate and effective in the coherence and complementarity between the different project components?	PRODOC, Inception Report, ToC, M&E Framework, MTE, Work Plan	ROAP/DWT, Project Team, INWORK, Donor	Documents review & Stakeholder Interviews
<b>C. Coherence</b>			
6) How well do the strategies and interventions of the project fit with other interventions and strategies of the ILO at the regional level and in each of the target countries?	PRODOC, Inception Report, MTE	ROAP/DWT, Project Team, INWORK, ILO CO, Donor, Other ILO interventions (BW, ILES)	Documents review & Stakeholder Interviews
7) How well does the interventions of the project fit with other interventions of relevant partners?	PRODOC, Inception Report, MTE, Documents of other interventions	ROAP/DWT, Project Team, INWORK, ILO CO, Tripartite Constituents, Donor, GIZ and other development partners	Documents review & Stakeholder Interviews

8) To what extent were the Project's established partnerships and synergies supporting the designing, implementation, monitoring and evaluation of the Project?	PRODOC, Inception Report, MTE, Documents of other interventions	ROAP/DWT, Project Team, INWORK, ILO CO, Donor, GIZ and other development partners	Documents review & Stakeholder Interviews
<b>D. Effectiveness</b> (in sequence placed before Efficiency cf. text above table)			
9) To what extent have the project objectives and results been achieved? What are the factors that are prerequisite <sup>15</sup> for achieving intended outcomes and impact? To what extent has the project contributed to create them?	M&E Framework, MTE, Work Plan, Progress Reports, No-Cost Extension Request, Project products, Minutes of PAC/GTF/TERN	ROAP/DWT, Project Team, INWORK, ILO CO, Donor, Tripartite Constituents, Implementing partners	Documents review, Stakeholder Interviews & Factory visits/FIT
10) To what extent has the project contributed to social security, freedom of association and occupational safety and health in the garment sector?	Progress Reports, No-Cost Extension Request, Project products incl. FIT Reports, Minutes of PAC/GTF/TERN	ROAP/DWT, Project Team, INWORK, ILO CO, Donor, Tripartite Constituents, Implementing partners	Documents review, Stakeholder Interviews & Factory visits/FIT
11) To what extent does the project contribute to strengthening knowledge and insight into "what works" in driving Decent Work in the garment sector? How had these been leveraged for enhancing regional coordination, action and impact across the supply chain in Asia?"	Progress Reports, No-Cost Extension Request, Project products incl. FIT Reports, Minutes of PAC/GTF/TERN	ROAP/DWT, Project Team, INWORK, ILO CO, Donor, Tripartite Constituents, Implementing partners	Documents review, Stakeholder Interviews & Factory visits/FIT
12) Have there been any unintended results (positive or negative)?	Progress Reports, No-Cost Extension Request, Project products, Minutes of PAC/GTF/TERN	ROAP/DWT, Project Team, INWORK, ILO CO, Donor, Tripartite Constituents, Implementing partners	Documents review, Stakeholder Interviews & Factory visits/FIT
13) How adaptable (and responsive) has the project been to changing national and industry contexts, particularly the pandemic, during the implementation period?	Progress Reports, MTE, No-Cost Extension Request, Minutes of PAC/GTF/TERN	ROAP/DWT, Project Team, INWORK, ILO CO, Donor, Tripartite Constituents, Implementing partners	Documents review, Stakeholder Interviews & Factory visits/FIT
14) To what extent has the project adapted to the evolving situation that came because of the COVID-19 pandemic? To what extent has the project contributed to COVID-19 response/recovery?	Progress Reports, MTE, No-Cost Extension Request, Minutes of PAC/GTF/TERN	ROAP/DWT, Project Team, INWORK, ILO CO, Donor, Tripartite Constituents, Implementing partners	Documents review, Stakeholder Interviews & Factory visits/FIT
<b>E. Efficiency</b>			

<sup>15</sup> Prerequisite may be including, but not limited to, change in knowledge, attitude, behaviour, capacity, relationship, coordination among the actors.

15) Given the size of the project and scope, were existing project management arrangements, resources and technical capacity sufficient and adequate?	Progress Reports, No-Cost Extension Request, Minutes of PAC/GTF/TERN	ROAP/DWT, Project Team, INWORK, ILO CO, Donor	Documents review & Stakeholder Interviews
16) How well were the project's resources (human, financial and technical) been managed to ensure timely, cost effective and efficient delivery of Project results?	Financial Reports, Progress Reports, No-Cost Extension Request, Project products, Minutes of PAC/GTF/TERN	ROAP/DWT, Project Team, INWORK, ILO CO, Donor	Review of Financial Reports & Stakeholder Interviews
17) Are there any alternatives / alternative ways which the project could have done to better manage its resources?	Financial Reports, Progress Reports, MTE, No-Cost Extension Request, Minutes of PAC/GTF/TERN	ROAP/DWT, Project Team, INWORK, ILO CO, Donor, Tripartite Constituents, Implementing partners	Review of Financial Reports & Stakeholder Interviews
<b>F. Impact</b>			
18) Were the results achieved likely to produce long term effects? What actions or mechanisms did the Project set-up to ensure achievement of long-term effects?	Progress Reports, No-Cost Extension Request, Minutes of PAC/GTF/TERN, Project products incl. FIT Reports	ROAP/DWT, Project Team, INWORK, ILO CO, Donor, Tripartite Constituents, Implementing partners	Documents review, Stakeholder Interviews & Factory visits/FIT
19) To what extent does the Project contribute to improving rights and working conditions of garment factory workers?	Progress Reports, No-Cost Extension Request, Minutes of PAC/GTF/TERN, Project products incl. FIT Reports	ROAP/DWT, Project Team, INWORK, ILO CO, Donor, Tripartite Constituents, Implementing partners	Documents review, Stakeholder Interviews & Factory visits/FIT
<b>G. Sustainability</b>			
20) What mechanisms and actions did the Project put in place to ensure ownership of the project's results at the regional, country, and factory level?	Progress Reports, No-Cost Extension Request, Minutes of PAC/GTF/TERN, Project products	ROAP/DWT, Project Team, INWORK, ILO CO, Donor, Tripartite Constituents, Implementing Partners	Documents review, Stakeholder Interviews & Factory visits/FIT
21) Are the results achieved likely to continue even after the Project's implementation?	Progress Reports, No-Cost Extension Request, Pac Minutes, Project documents	ROAP/DWT, Project Team, INWORK, ILO CO, Donor, Tripartite Constituents,	Documents Review & Stakeholder Interviews
<b>H. Cross-cutting issues</b>			
22) To what extent were gender and inclusion, and environmental sustainability considerations been mainstreamed throughout the project (design, planning, implementation, M&E), including that of implementation partners? To what extent and how are the gender inequalities in the garment sector addressed through the project?	Progress Reports, No-Cost Extension Request, Minutes of PAC/GTF/TERN, Project products incl. FIT Reports	ROAP/DWT, Project Team, INWORK, ILO CO, Donor, Tripartite Constituents, Implementing partners	Documents review, Stakeholder Interviews & Factory visits/FIT
23) To what extent has normative context contributed to the meeting of the Project objectives? Have project	Progress Reports, No-Cost Extension	ROAP/DWT, Project Team, INWORK, ILO	Documents Review &

results been relevant for improved integration or implementation of standards?	Request, Minutes of PAC/GTF/TERN, Project products	CO, Donor, Tripartite Constituents, Implementing partners	Stakeholder Interviews
24) To what extent has social dialogue contributed to the intervention's effectiveness in meeting its objectives?	Progress Reports, No-Cost Extension Request, Minutes of PAC/GTF/TERN, Project products	ROAP/DWT, Project Team, INWORK, ILO CO, Donor, Tripartite Constituents, Implementing partners	Documents review, Stakeholder Interviews & Factory visits/FIT

## Annex 3: Evaluation Work Plan

**Evaluation Workplan: Timeframe, Tasks and Responsibilities are as follows:**

Tasks	Days of Team Leader	Days of National Evaluator	Timeframe (2022)
<ul style="list-style-type: none"> <li>• Desk Review of Project related documents</li> <li>• Preparation &amp; finalizing of the inception report</li> </ul>	8	4	7 - 16 November
<ul style="list-style-type: none"> <li>• Data collection: Interviews, surveys and/or group discussions with key partners, ILO staff and project team; beneficiaries at the factory level</li> <li>• Mission Bangkok 20-27 November</li> <li>• Field Visit Karachi 28 November – 1 December</li> </ul>	13	6	17 Nov – 5 Dec
<ul style="list-style-type: none"> <li>• Preparation of the PowerPoint</li> <li>• Stakeholders' workshop on 6 or 7 December</li> <li>• Report drafting and finalization</li> </ul>	8	4	6 - 15 December
<ul style="list-style-type: none"> <li>• Sharing the draft report to all concerned for comments</li> </ul>			16 - 26 December
<ul style="list-style-type: none"> <li>• Finalization of evaluation report</li> </ul>	1		27-28 December
<b>TOTAL Days</b>	<b>30</b>	<b>14</b>	

Source: *Inception Report*, 16 November 2022.

## Annex 4: Theory of Change

As per the Inception Report of the DWGSC Project (July 2019: 6-8), the **Theory of Change** is premised on coordinated action at three levels:

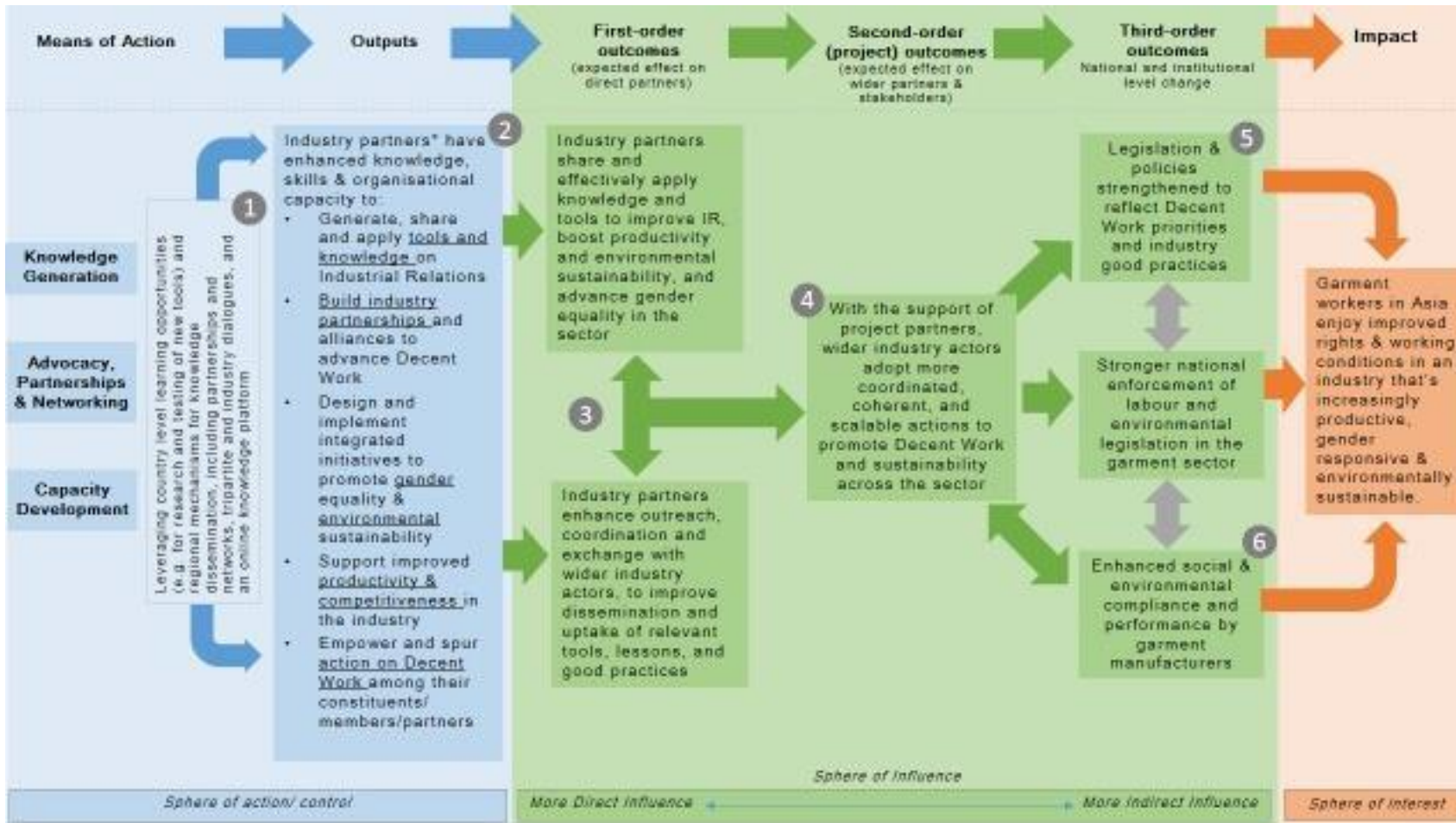
- ✓ **Regional level.** The project will create an ecosystem for regional learning and knowledge-sharing on Decent Work in the garment industry, as well as enhance the capacity of tripartite constituents and other industry stakeholders to produce, share and apply related knowledge and tools to strengthen rights and working conditions, advance gender equality, and boost enterprise competitiveness and environmental sustainability. Through this approach, the project will foster greater coherence, scalability and sustainability of initiatives applied in the sector, and with it, accelerate progress on Decent Work across key areas of the supply chain.
- ✓ **National level.** Knowledge and good practices shared at regional level will inform industry and policy dialogues aimed at enhancing the legislative and business environment for Decent Work and social and environmental sustainability (including the application of relevant international labour standards). Moreover, capacity development efforts -which will include practical toolkits, guidance and training- will be designed to enable key industry actors to (better) deliver services and apply industry good practices that contribute to better working conditions, productivity and gender and environmental outcomes across the sector.
- ✓ **Factory level.** The project aims to influence firm-level behaviours and practices both through direct pilot activities in target enterprises and through its influence over the broader regulatory and enabling environment for Decent Work at the national and regional levels. Pilot tools developed and tested in target factories will include an activity based learning toolkit for factory upgrading (production, productivity and working conditions), new IR training resources, and business-ready guidelines for a Just Transition in the sector. Among the key beneficiaries at this level will be garment workers themselves, who stand to benefit from improved legislation (e.g. to protect fundamental rights at work), improved skills and leadership opportunities, and better representation by their trade unions (which will have enhanced capabilities to negotiate and secure a better deal for them in the workplace).

### **Assumptions:**

1. Country testing produces results suitable for regional sharing; partners are willing to share knowledge; a viable and sustainable knowledge platform model is found
2. Industry partners have the incentive(s), interest and means to take action in these areas
3. Industry partners have the incentives and interest in applying knowledge and tools, and taking the lead in pushing them out to the wider industry (e.g. among their peers / members / constituents / partners)
4. Wider actors have the ability and willingness to apply the available knowledge and tools
5. National policymakers see value and relevance in the knowledge/tools generated, and are able to translate this into legal and policy changes.
6. Garment manufacturers have the incentives and resources to invest in and deliver improvements in compliance and sustainability

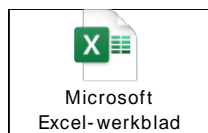
The **visualisation** of the Theory of Change is provided on the next page.

Theory of Change:



## Annex 5: M&E Framework

The approved M&E Framework of 31 March 2020 can be found on this link:





## Annex 6: List of Stakeholders Interviewed

The list of Partners, Stakeholders and Beneficiaries interviewed for the present evaluation is indicated in the tables below:

### List of stakeholders interviewed by the International Evaluator:

<b>Stakeholders</b>	<b>Job Position / Role</b>	<b>Date</b>	<b>Interview venue</b>	<b>Male/Female</b>
1) Jennifer Santos	Evaluation Manager, ILO Manila	3, 10 & 11 Nov.	Online	F
2) Rattanaorn Pongpattana	M&E Officer ROAP	10 Nov.	Online	F
3) Panudda Boonpala	ILO Deputy Regional Director	29 Nov.	Online	F
4) Graeme Buckley	ILO DWT Director	28 Nov.	Online	M
5) David Williams	ILO DWGSC Project Manager	11 & 24 Nov.	Bangkok & Online	M
6) John Ritchotte	ILO Technical Lead Outcome 1	25 Nov.	Online	M
7) Dong Eung Lee	Senior Specialist, Employers' Activities	25 Nov.	Bangkok	M
8) Joni Simpson	ILO Technical Lead Outcome 2	25 Nov.	Online	F
9) Charlie Bodwell	ILO Technical Lead Outcome 3	28 Nov.	Online	M
10) Simona Lepri	Outcome 3 Technical Consultant (productivity)	24 Nov.	Bangkok	F
11) Cristina Martinez	ILO Technical Lead Outcome 4	24 Nov.	Bangkok	F
12) Eric Roeder	Technical Consultant on Outcome 4	1 Dec.	Online	M
13) Pong-Sul Ahn	ILO Regional Specialist in Workers Education	25 Nov.	Bangkok	M
14) Asa Heijne	Sida (Bangkok)	30 Nov.	Online	F
15) Anne Kullman	Sida (Stockholm)	28 Nov.	Online	F
16) Migliore, Ambra	Technical Officer, INWORK Geneva	1 Dec.	Online	F
17) Beatriz da Cunha (Bia)	SECTOR Geneva	30 Nov.	Online	F
18) Conor Boyle	Head of Global Programmes, Better Work, Geneva	6 Dec.	Online	M
19) Sara Park	CTA Better Work Cambodia	5 Dec.	Online	F

20) Arron Goldman	Outcome 5 Technical Consultant (Knowledge & Comms) (former), Cambodia	5 Dec.	Online	M
21) Samantha Sharpe	Institute for Sustainable Futures (Australia)	22 Nov.	Bangkok	F
22) Constantia Chirnside	GIZ, Advisor FABRIC Asia	23 Nov.	Bangkok	F
23) Farooq Ahmed	Bangladesh Employers Federation (BEF)	12 Dec.	Online	M
24) Santosh Kumar Dutta	Bangladesh Employers Federation (BEF)	23 Nov.	Bangkok	M
25) Duan Pakpahan	KSBSI (Confederation of All Indonesian Trade Unions)	23 Nov.	Bangkok	M
26) Elly Rosita Silaban	KSBSI (Confederation of All Indonesian Trade Unions)	1 Dec.	Online	F
27) Josephine Lam	Dick's Sporting Goods (Apparel Brand)	2 Dec.	Online	F
28) Azhar Iqbal Malik	Deputy Secretary, Ministry of OP&HRD, Pakistan	1 Dec.	Online	M
29) Ken Loo	Garment Manufacturers Association of Cambodia (GMAC)	23 Nov.	Bangkok	M

**Pakistan: Interviews with resource persons interviewed by the National Evaluator:**

No.	Date & Time	Name of persons interviewed	Designation	Organization	Interview Venue	Male/Female
1	Thursday Nov 30, 2022 1500pm – 1600pm	Ms. Caroline Bates	Head Better Work Program- Pakistan	ILO Better Work office	ILO BW office in Karachi Pakistan	F
2	Nov 2022 (multiple short times)	Ms. Sadia Hameed	Sr. Program Officer	ILES project Pakistan	Online	F
3	Nov 2022 (multiple short times)	Mr. Ahmed Ullah Qazi	Project Officer	ILES Project Pakistan	Online	M
4	Thursday Nov 24, 2022 (Pak time) 0930am-1030am	Ms. Simona Lepri	Enterprise Expert	ILO Bangkok	Online	F
5	Thursday Dec 15, 2022 (Pak time) 1600 - 1700hrs	Ms. Ingvild Solberg Farstad	External Collaborator (e.g. author of Case studies)	Independent	Online	F

**Pakistan: Field Visits to three factories in Karachi by the National Evaluator:**

Sr. No	Date & Time	Name of persons interviewed	Designation	Organization	Interview Venue	Male/Female
1	Tuesday Nov 29, 2022 1030am- 1230noon	Mr. Mohammad Noshad	Head HR & Admin	Selimpex International Garments Exporters – Pakistan	Selimpex International Garments Factory – Karachi Pakistan	M
		Mr. Farrukh Ali	Store in-charge			M
		Mr. Adnan Hassan	Store Assistant			M
		Mr. Sayed Aslam	Quality Control			M
		Ms. Menam Gill	Audit program			F
		Ms. Komal Waseem	Quality Control			F
2	Wednesday Nov 29, 2022  1500pm- 1630pm	Mr. Ameer Hussain Thebo	Group Chief Officer (HR, Compliance & Sustainability)	Artistic Fabric Mills (Pvt.) Ltd.	Artistic Fabric Mills (Pvt.) Ltd. Factory Karachi - Pakistan	M
		Mr. Mohammad Awais	Supervisor			M
		Mr. Muhammad Shehryar	Fireman			M
		Mr. Atif Shahad	HR Executive			M
		Mr. Muhammad Rumail	Computer Operator in Production			M
3	Thursday Nov 30, 2022  1030am – 1230noon	Mr. Abdul Haseeb	Industrial Engineer Lead	Industrial Clothing Pvt Ltd. (Midas Safety)	Industrial Clothing Pvt Ltd. (Midas Safety) Factory – Karachi Pakistan	M
		Mr. Sheikh Muhammad Hassan	Maintenance Officer			M
		Ms. Areeba Rasheed	Industrial Relation Coordinator			F
		Ms. Rubab Haneef	Industrial Relation Officer			F

# Annex 7: PAC, TERN and GTF

The participating organisations in the PAC, TERN and GTF are listed below:

## **Project Advisory Committee (PAC) as of March 2022:**

- 1) ILO Regional Office for Asia & Pacific
- 2) Bangladesh Employers' Federation (BEF)
- 3) Bangladesh Jatio Stromik Federation (JSF)/National Garment Workers Federation 4
- 4) Garment Manufacturers' Association of Cambodia
- 5) Care International (Civil Society, Regional)
- 6) Institute for Sustainable Futures, University of Sydney
- 7) Ministry of Overseas Pakistanis & Human Resource Development, Government of Pakistan
- 8) Vietnam General Confederation of Labour (VGCL)

## **Textile Eco-Innovation Research Network (TERN) as of March 2022:**

No.	TERN Participating Organisations
1)	Centre for Policy Dialogue Bangladesh
2)	Cambodian Garment Training Institute
3)	Global Green Growth Institute Cambodia
4)	Institute of Technology Cambodia
5)	Geres Southeast Cambodia
6)	China Textile Engineering Society/China Textile Federation Testing Center
7)	China National Textile and Apparel Council
8)	International Labour Organization, China
9)	UNIDO – India and PAGE Partner for Knowledge Sharing, Regional Office India
10)	Self-Employed Women's Association (SEWA) 11 India
11)	Ministry of Skill Development & Entrepreneurship India
12)	Centre for Resource Efficient Cleaner Production (RECP) Indonesia
13)	Gerege Partners LLC Mongolia
14)	Stockholm Environment Institute, Thailand
15)	Center for Employment Relations (ERC) Viet Nam
16)	Vietnam Cleaner Production Centre Co. Ltd (VNCPCC) 18 Min Zar Ni
17)	Centre for Economic and Social Development (CESD) Myanmar
18)	International Labour Organization Pakistan
19)	PhD Student Australia
20)	Institute for Sustainable Futures, University of Technology Sydney

## **Gender Task Force (GTF) as of November 2022:**

- 1) Cambodian Labour Confederation (CLC)
- 2) Confederation of All Indonesian Trade Union (KSBSI), Indonesia,
- 3) Vietnam Chamber of Commerce & Industry (VCCI)
- 4) International Center For Research On Women (ICRW) India
- 5) Stockholm Environment Institute Thailand
- 6) Cambodia Federation of Employers and Business Associations (CAMFEBA)
- 7) Employers' Association of Indonesia (APINDO)
- 8) International Consultant

# Annex 8: Pakistan: Reports of Factory Visits and Interviews

## **This Annex consists of Two Parts:**

1. The three Reports of the Factory Visits to Karachi made by Naila Usman (National Evaluator).
2. The overall conclusions on FIT in Pakistan based on the factory visits and the interviews with key informants by Naila Usman in Pakistan (for the list of persons interviewed, see Annex 6).

## **Factory 1:**

**Enterprise:** Selimpex International  
Garments Exporters – Pakistan

**Place:** Karachi - Pakistan

**Key person:** Mr. Mohammad Noshad, Head of HR and Admin

**Date:** Nov 29, 2022

### **List of Participants:**

1. Mr. Noshad Khan
2. Mr. Farrukh Ali, Store in-charge
3. Mr, Adnan Hassan, Store Assistant
4. Mr. Sayed Aslam, Quality Control
5. Ms. Menam Gill, Audit programme
6. Ms. Komal Waseem, Quality Control

### **Introduction:**

#### **Enterprise:**

Selimpex International is garment exporters in Pakistan. Around 600 workers in the particular unit, comprising 50% female workers.

**Factory Improvement Toolset (FIT) implemented:** Dec 2021 – Feb 2022

**FIT facilitator:** Mr. Asim Masood

### **Questions/Responses:**

#### **1. In which Project activities were you involved?**

- Three projects implemented during FIT training.
  - o Fabric Cutting
  - o Fabric Checking on Receiving of Fabric
  - o Store Organizing, Receiving/Checking Material
- **New projects** developed and implemented after the FIT training, independently by enterprise are as follows:
  - o HR related (including staff benefits, other HR issues)
  - o Employees Harassment related

- Workers trained through FIT consisted about 2-3 teams in each project, comprising 8-10 people in each team. Due to turnover particularly in females (mostly as they get married and leave the job) the team number keeps on changing.
- The key person leading the FIT program had left and joined another company

## **2. What were the main achievements of the project?**

- Workers and workplaces more organized. In certain departments the change is observed gradually, but in few departments the dramatical changes observed.
- Store is organized, space recovered, retrieval time of material improved, cost reduction due to organized material. dead stock released. Accessibility improved and dependency on certain responsible store person decreased, due to tagging on the material.
- Training groups and Problem Identification Groups formed and procedures developed for appropriate solutions that contributed in enhancing the productivity.
- Procedure developed includes identification of common problems among different groups, determine effects on the cost, wastage, propose solutions and possible steps to solve the problem with involvement of relevant people. Based on the solution guidelines for suppliers are issued to be implemented.
- The training acquired have become continuous part of their daily routine.
- HR, staff related and employee's harassment related project developed and implemented creating positive impact.
- Procedures established for transparent complain/verification system to addressing the workers related matters and timely actions, that enabled effective and efficient operations contributing enhanced productivity.
- Female Committees established to deal with harassment related matters and to address the such issues effectively.
- OSH protocols followed and result improved.

## **3. What were the challenges faced by you in implementing these activities?**

- Insufficient time period for facilitators to impart trainings and for enterprises to benefit fully from the project activities. FIT intervention created a self-service atmosphere for enterprises for identification and implementation of the projects, which requires more collaboration and time.
- Training Material needs to be more comprehensive and country wise relevant to local based issues. For intense the solutions provided are of 3-4 level, while needed level 1-2 solution.
- Inadequate Technical capacity to cater IT related challenges, as it would require training from level one, while the FIT is on a bit advance level.
- Enterprise owner's lack of interest since meeting production targets in limited time periods is the priority and company's time is not compromised in other activities.
- Considering culture of workers dedicated multiple responsibilities, makes it difficult for them to take additional responsibility of project activities

- Lack of follow-up visits hindered the project continuation.
- 4. Were the funds well spent (as far as you can tell)?**
- Not Applicable
- 5. Which impact did the project make?**
- HR and Employees harassment related projects developed and implemented, creating a visible positive impact in the enterprise.
  - Workers and management relationship improved and visible at workplace, resulting in increased performance of the workers.
  - Workers/staff capacity enhanced by provision opportunities for improvements.
  - Female staff has been empowered and more confident.
- 6. Which activities will likely be sustainable i.e continued when the project ends on 31 December 2022? In what way? also financially?**
- Projects implemented through FIT trainings and developed independently (as mentioned above) are continuing.
- 7. Was Gender Equality sufficiently included in the activities in which you were involved?**
- Gender equality has been a main focus, and 60% are female in the enterprise.
  - Female Teams have been established. The females included in the FIT project proved to be confident and at frontline to lead the project and further disseminated the trainings to workers, coordinators and assistants.
- 8. Recommendations/any other issue (if any)?**
- Units should be established within enterprises dedicated to implement such initiatives, as all departments have their own priorities and deadlines to meet.
  - Such initiatives should be continued and for a longer duration to have proper results.
  - ILO to provide feedback after the evaluation, for improvements and addressing the short comings
  - Consideration of country based/local issues into the projects could make the results more realistic and effective.
  - IT training to be imparted responding to the IT capacity of the enterprise.

## **Factory 2:**

**Enterprise:** Artistic Fabric Mills (Pvt.) Ltd.  
**Place:** Karachi - Pakistan

**Key person:** Mr. Ameer Hussain Thebo  
Group Chief Officer (HR, Compliance & Sustainability)

**Interview taker:** Naila Usman

**Date:** Nov 29, 2022

**List of Participants:**

1. Mr. Mohammad Awais, Supervisor
2. Mr. Muhammad Shehryar, Fireman
3. Mr. Atif Shahad, HR Executive
4. Mr. Muhammad Rumail, computer operator in Production

**Introduction:**

**Enterprise:**

Artistic Fabric Mills is a textile processing factory produces denim fabric. Total employees in the factory are around 1000 with one percent (1%) of female representation.

**Factory Improvement Toolset (FIT) implemented:** September 2021 – January 2022

**FIT facilitator:** Mr. Delawar

**Questions/Responses:**

**1. In which Project activities were you involved?**

“Setting up your factory for FIT” and “Solving problems” implemented as mandatory projects

- Five projects implemented during FIT training.
  - o Waste Management
  - o House Keeping
  - o Preventive Maintenance
  - o FS-3 Managing machinery
- **New projects** developed and implemented after the FIT training, independently by enterprise are as follows:
  - o Water consumptions
  - o Fire Safety barriers in stalled
  - o Safety of Electric pannels
- FIT Team comprised of different departments of the enterprise including maintenance, production and IT.
- Three members of the FIT groups have left the enterprise and have been replaced by new members, who were however, not part of the initial training program of FIT.

**2. What were the main achievements of the project?**

- Housekeeping improved with visible changes.
- Fire safety initiative, Installation of barriers to remove blockages against firefighting equipment.
- Preventive Maintenance trainings provided, schedules and checklists developed and followed regularly.



- Improved coordination among different departments in particular for preventive maintenance.
- Waste management addressed, First In First Out (FIFO) methodologies being used.
- Remarkable change in the water consumption in the factory, as continued awareness sessions, posting posters, and preaching in factory mosque.
- Water sensors installed.
- Multiple teams created for different departments to identify and implement projects.

**3. What were the challenges faced by you in implementing these activities?**

- IT challenges on lower staff level because of low literacy rate, however explicable for management.
- Lack of follow-up, as the industry being production oriented prioritize meeting production targets.

**4. Were the funds well spent (as far as you can tell)?**

- Not Applicable

**5. Which impact did the project make?**

- Knowledge increased among workers/management in workplace related information/issues and their solutions.
- Coordination with multiple different departments improved to implement certain activities, in-particular in imparting preventive maintenance activities.
- Workers and Management relationship improved. Workers are provided with opportunities to participate in identification /solution of the issues.
- Maintenance and waste management is gradual and has long term impact in visibility terms, however immediate impact is evident in cost reduction.
- The workers motivated and loyalty with the industry increased.
- Socially and environmentally complying factory.

**6. Which activities will likely be sustainable i.e continued when the project ends on 31 December 2022? In what way? also financially?**

- Projects implemented through FIT trainings are still operational.

**7. Was Gender Equality sufficiently included in the activities in which you were involved?**

- Female induction is nominal due to nature of work.
- One female employee was also involved in the FIT team, however this replacement is was not involved in FIT and is new to project.

**8. Recommendations/any other issue (if any)?**

- Such project are beneficial and should be implemented.
- Frequent training to be imparted within the enterprise for wide spread and exposure of different workers.
- Orientation sessions on regular basis within the enterprise for information dissemination, knowledge increase of workers and implementation of projects.
- Follow-up on the projects.

## 9. Best Practices

- a. Fire Safety barriers in stalled
- b. Safety of Electric pannels

### **Factory 3:**

**Enterprise:** Industrial Clothing Pvt Ltd.  
(Midas Safety)

**Place:** Karachi - Pakistan

**Key person:** Mr. Abdul Haseeb  
Industrial Engineer Lead

**Interview taker:** Naila Usman

**Date:** Nov 30, 2022

**Participants:**

1. Mr. Sheikh Muhammad Hassan, Maintenance Officer
2. Ms. Areeba Rasheed, Industrial Relation Coordinator
3. Ms. Rubab Haneef, Industrial Relation Officer

**Introduction:**

**Enterprise:**

Industrial Clothing Pvt. Ltd. (Midas Safety) is an industrial clothing manufacturing unit, with 85-90% female workers.

**Factory Improvement Toolset (FIT) implemented:** 2021

**FIT facilitator:** Mr. Ijaz

**Questions/Responses:**

**1. In which Project activities were you involved?**

“Setting up your factory for FIT” and “Solving problems” implemented as mandatory projects

- Two projects implemented during FIT training.
  - o Sewing Line Planning
  - o Critical thinking & reasoning in factory
- **New projects** developed after the FIT training, independently by enterprise is as follow:
  - o OSH improvement

**2. What were the main achievements of the project?**

- Formulation of check list to ensure things been done prior the start of new style in the production.
- Daily Operations Meeting cards developed meeting machine and efficiency improvement.
- Female pray area with planned space and schedule.
- OSH related modifications in the stitching units by
  - o Installation of glass guard in the sewing machines
  - o Installation of bags to keep sharp materials

**3. What were the challenges faced by you in implementing these activities?**

- FIT considered a basic tool to start with, as compaire to already in place projects like planning and industrial engineering and SCORE.
- Inadequate Technical capacity to cater IT related challenges, as it would require training from level one, while the FIT is on a bit advance level.

**4. Were the funds well spent (as far as you can tell)?**

- Not Applicable

**5. Which impact did the project make?**

- Checklist designed in consultation with FIT Team helped in reducing troubleshooting at start of production of new orders in the line.
- Daily Operation Meetings increased efficiency and operation
- Team Management improved resulting lose reduction and enhancing ownership.

**6. Which activities will likely be sustainable i.e continued when the project ends on 31 December 2022? In what way? also financially?**

- Projects implemented through FIT trainings and developed independently (as mentioned above) are continuing.

**7. Was Gender Equality sufficiently included in the activities in which you were involved?**

- Female induction is almost 80-90% in the enterprise

**8. Recommendations/any other issue (if any)?**

- To include self identification of modules (by default in the portal) at the end of the need assessment done. It takes time in identification of right module to adopt.
- Predetermined motion time system (PMTs) to be in place as parallel activities. FIT or SCORE timelines are limited to learn those best practices.
- Real time problems should be included with solutions for better results.

## **Overall Findings and Conclusions of interviews and field visits in Pakistan:**

This report presents the evaluation's principal findings, conclusions, and recommendations of the Factory Improvement Toolkits (FIT) implemented in Pakistan.

### **Coherence**

- Factory Improvement Toolset (FIT) strategies and interventions due to its complimenting factor worked effectively with the ILES SCORE intervention and carried forward by the enterprises in a successful manner producing positive results.
- The complimentary approach in the FIT enabled its prospective linkages with the ILO country programme Better Work. Strategies are being formulated for FIT integration with BW.
- Project has made effective efforts for coordination with other relevant initiatives in Pakistan. Various strategies being considered for potential collaboration with the National Productivity Organization (NPO), Ministry of Industries & Production, Pakistan for continued implementation of the project activities.
- Employers' Federation of Pakistan (EFP) provided with Capacity Building support with consideration of becoming project partners, however, Piloting the project activities couldn't be materialized.
- Small and Medium Enterprise Development Authority (SMEDA), was approached for possible collaboration, though, implementation of activities couldn't be emerged.

### **Efficiency, Effectiveness**

- The project management arrangements, resources and technical capacity were adequate to ensure timely, cost effective and efficient delivery of the project activities.

#### *Achievements*

- Improving compliance with International and National Labour and Environment Laws and Standards in Pakistan's Garment Sector been evident as high priority during evaluation period.
- Factory Improvement Toolset (FIT) launched successfully subsequently the Sustaining Competitive and Responsible Enterprises (SCORE) programme. Noticeable positive changes in Workers and Management relationship evident, complying Freedom of Association (FOA), Occupational Safety and Health (OSH) and Gender mainstreaming in the Pakistan's Garment sector.
- Enterprises also coming up with suggestion for improvement in the training modules.

#### *Challenges*

- Counterpart's capacity restraints and financial resources constraints to implement the project activities efficiently and effectively.
- Lack of awareness on significance of the Factory Improvement Toolset (FIT) at enterprise level, as the industry's ultimate priority remains continued commitments aimed at achieving production targets. It also leads to project's ownership dearth.

### **Impact**

- Integration into Better Work programme.

- Improvements in compliance with National and International Labour and Environment Standards contributing to the increased productivity
- Instrumental for enabling Decent Work environment and improving Worker's Management relationship, empowering workers with enhanced commitment.

### **Sustainability**

- Capacity building of National Productivity Organization (NPO), with the view of potential partner for continuation of the project activity and sustainability.

### **Recommendations**

- To explore strategic linkages between enterprise and policy level interventions to promote compliance and possibilities of certain incentives to enable ownership of the program.
- FIT modules to be translated into local language (urdu) for better results, including illustrations.
- (if possible) Encourage the enterprises for establishing dedicated units within the enterprise for improved ownership of the project, continuation of the activities, developing new projects and follow-up activities.
- Enterprises also coming up with suggestion for improvement in the training modules, for instance, including self-identification of modules by default in the portal, followed by the Need Assessment done by enterprise, in order to have efficient identification of the relevant modules. Also incorporating Predetermined Motion Time Systems (PMTs) in the FIT-SCORE to learn best practice.
- Enterprises suggest including real time examples in other enterprises with solutions for better understanding and increase effectiveness.
- To introduce different level of IT trainings to overcome IT related challenges.

### **Long Term FIT Program:**

Consideration on the following components while designing a long-term program on FIT, which can contribute gauging project achievements.

- **Enterprise:**
  - o To assist in establishing **Internal Monitoring System** (basic/simple) in the enterprises, for evaluating FIT progress, record keeping and future interventions.
  - o Establish linkages with the Implementing Partners and ILO for information dissemination on FIT progress through Quarterly/Annual reporting systems.
- **Implementing Partner:**
  - o To establish **External Monitoring System** (basic/simple) in the Implementing Organizations (e.g Employers, NPO or anyone else?) to assess the progress of FIT program.

- Establish linkages with the participating factories and ILO for evaluating progress of FIT and future interventions. Develop Quarterly/Annual reporting systems to obtain information.

=====

# Annex 9: MTE Recommendations and follow-up by ILO

*Source: ILO-Sida Decent Work in Garment Supply Chains Asia; Project Extension Proposal (Jan – Dec 2022); 01 December 2021 (pages 9-10).*

<b>MTE Recommendations</b>	<b>ILO follow-up actions</b>
<b>1. Propose to extend the Project for an additional 12 months</b>	Completed: The ILO agrees and proposes a 12-month work plan and budget for the extension.
<b>2. Discontinue Outcome 1 and reallocate the budget to other Outcomes</b>	Completed: Outcome 1 has been discontinued under the 2022 work plan, with the remaining budget reallocated to other areas.
<b>3. Devise a new Work Plan and Budget</b>	Completed: 2022 Work Plan and Budget is attached separately.
<b>4. Push for deeper engagement of ILO country offices to support project implementation</b>	Underway. In 2022 the project will (re)intensify its efforts and commitment to (a) conducting country level advocacy, promotion and awareness raising, and (b) establishing deeper linkages in selected countries for specific objectives, i.e. promoting and applying key products and tools. These efforts -which will be operationalized through the work of related (country-specific) activity lines in the 2022 work plan- will be monitored and reported upon regularly in 2022 (as per agreed reporting schedules).
<b>5. Improve M&amp;E and reporting (more detail on the connection between activities, outputs and outcomes, greater consultation with project partners)</b>	Underway. While current reporting arrangements are in full compliance with agreed rules and templates (agreed between ILO and Sida), the project will nonetheless take concrete steps to improve the quality of M&E and reporting in 2022. The project manager is currently consulting with ILO technical units, with the following options being considered: <ul style="list-style-type: none"> <li>• A streamlined but more frequent M&amp;E tracking/monitoring process (e.g. monthly)</li> <li>• Renewed focus and attention on application of existing under-utilised templates</li> <li>• Scaling up the development of success/impact stories in the 2022 work plan (already in the plan)</li> <li>• Soliciting more frequent stakeholder feedback (e.g. consultation, surveys)</li> <li>• Launching a comprehensive data compilation exercise for final project reporting</li> <li>• Recruitment of a part time M&amp;E expert to support the project</li> </ul> A further update on this will be provided in the next Technical Progress Report (March 2022)
<b>6. Revise and update the project risk matrix with a focus on partner commitment and capacity</b>	Underway. The Project has developed an updated Risk Matrix with new contextual considerations affecting partner commitment and capacity. It is also working with the ILO's EVAL Unit to provide a self-assessment tool for technical leads to conduct updated reviews of partner capacity/commitment in early 2022.
<b>7. Enhance project outreach and promotion to deepen stakeholder engagement / buy-in</b>	Underway. The 2022 work plan reflects a strategic reorientation towards enhanced stakeholder outreach and engagement. In practical terms, this included more activities designed with explicit or implicit stakeholder engagement goals, both at the thematic (Outcome) level and in regional integrated level (under Outcome 5).
<b>8. Design an exit strategy with</b>	Planned. This will be part of the phase-out plan starting in Q3 2022 (but discussions and preparatory groundwork can begin before then, e.g.

<b>sustainability provisions</b>	handover discussions/consultations with stakeholders). ILO would also like to discuss further partnership opportunities with Sida to continue and build on the work conducted under this project.
----------------------------------	---



# Annex 10: Attendees at Stakeholder Workshop

The list of attendees who participated in the virtual Stakeholder Workshop on Friday 9 December 2022 is as follows:

- Therese Andersson - Sida, Stockholm (Focal Point for the ILO)
- Anne Kullman - Sida, Stockholm
- Asa Heijne - Sida Bangkok
- Beatriz Cunha - ILO, Geneva
- Charles Bodwell - ILO Geneva
- Simona Lepri - ILO Bangkok
- Rattanaporn Pongpattana - ILO Bangkok
- Pamornrat Pringsulaka - ILO Bangkok
- David Williams - ILO Bangkok
- Jennifer Santos - ILO Manila, Evaluation Manager (Chairperson)
- Naila Usman - National Evaluator, Lahore
- Theo Van der Loop - International Evaluator, The Hague

# Annex 11: Communication and Visibility

Below is **an overview** of the project's activities dealing with various types of communications and visibility as detailed in the Third Progress Report (March 2022: 43-46):

**The Asia Garment Hub.** The Asia Garment Hub is the flagship knowledge asset produced under the DWGSC project. Aside from its primary role as a connecting point for the industry, it also provides a de-facto shop-window for the project and its key deliverables. In its first 6 months of operation, the platform has quickly gained more than 150 professional members and an even larger social media following, which has helped both to raise the visibility of the project among new audiences and direct user traffic to its resources (which are hosted on the Hub). Further new features and improvements, as well as a sustainability plan, are expected in 2022.

**Multilingual Content.** In 2021, the project significantly expanded its output in languages other than English. All flagship publications under the project are produced in at least four additional languages, i.e. Bangla, Khmer, Indonesian and Vietnamese (i.e. the languages of the project's priority countries), with a growing number also available in other important languages like Mandarin (examples include FIT modules and the 'Supply Chain Ripple Effect' research brief). The Asia Garment Hub menu and navigation is available in nine Asian languages. Having faced some technical limitations linked to the third-party service provider, the project is currently exploring new technical solutions to expand and improve the Hub's language capabilities.

**Email & Websites.** The project uses email for all types of stakeholder communication. A bi-monthly project e-update (similar to an e-newsletter) is sent to all Project Advisory Committee (PAC) members, while similar updates are also provided thematic taskforces (e.g. gender, environment). Promotional emails (e.g. for key events and publication releases) are sent to a 200-strong industry mailing list. As appropriate, partner organizations also promote project events and products via their own organizational mailing lists.

Similar to the aforementioned rules around the ILO brand, the DWGSC project also has an assigned project webpage within the larger ILO global website, which despite its functional and design limitations (e.g. a fixed web template) provides an important public platform for disseminating project information and resources. During the reporting period, the project has made all published knowledge and content available on this web page, from analytical reports and thematic briefs to webinar videos and factory training resources. Productivity and business improvement tools produced under Outcome 3 are also available on the ILO Peer Learning Hub for Enterprises.

**Industry Events.** Events -including those that the project organizes and participates in- are another important mechanism by which the project elevates its visibility and promoted uptake of knowledge, tools and advocacy messages. Several key events helped advance these goals in the reporting period, including the aforementioned OECD Due Diligence Forum, Asia Garment Hub launch event, and ILO Regional Meeting (in the garment sector). A list of events held under the project can be found in section 5.6.1 (below).

**Communications Partnerships.** In 2021 the project expanded and strengthened strategic partnerships with organizations like Better Work and GIZ, helping it to leverage additional outreach and distribution channels for greater reach and visibility. In the case of GIZ, it was also able to benefit from their investments in paid social media advertising for the Asia Garment Hub (at no cost to the project). In addition to ILO channels and social media, project outputs -among them events, publications and toolkits- have also been distributed to industry stakeholders via project partners and other friendly organizations (see sidebar). Moreover, with the Asia Garment Hub now active and growing, there is now a single online space that is connecting project knowledge with a growing audience of actors from across the supply chain.

**Social Media.** Project events, publication launches, and other important activities launches are typically promoted through the ILO's corporate social media channels (regional and global), namely Facebook and Twitter, as well as those of the newly launched Asia Garment Hub (Facebook, Twitter, LinkedIn, Instagram). The project also leverages its relationships with partners and other friendly organizations to promote key activities through their respective networks and social media channels.

**Project Branding and Identity.** As a project of the ILO, the DWGSC project is required to follow the organization's branding and visibility guidelines, as laid out in the global ILO Brand Hub. As such, all external products and communications –from publications to social media posts- are in alignment and conformity with these rules. There are some exceptions. The Asia Garment Hub has its own separate brand and logo (and associated guidance and templates), as it is intended as a standalone industry product and is developed in partnership with GIZ. Similarly, as a direct factory-facing tool that will also be pitched to other supply chain actors, the Factory Improvement Toolset has a unique brand identity to support marketing and brand recognition.

**Media Coverage.** In addition to other mentioned distribution channels, Project events and publications are typically promoted through news articles on the ILO website (examples can be seen [here](#) and [here](#)) and in some cases, external press releases sent to industry and mainstream media outlets.

Cross-thematic industry analysis linked to the pandemic proved particularly popular among media outlets in the current reporting period. The research brief 'The post-COVID-19 garment industry in Asia' -the second in a two part series in collaboration with Better Work and Cornell University- was picked up by national media in project countries (e.g. Bangladesh, Vietnam) as well as industry magazines (e.g. Ecotextile News, Just Style) and various well-known regional and international outlets (Reuters, Forbes, South China Morning Post). The Cornell University co-authors held a related online panel discussion to discuss the findings and implications of the research, whilst also providing extensive cross promotion in their industry and academic networks.

As mentioned in earlier reports, project (technical) staff are often cited in the media on issues under the project mandate, helping raise project visibility and advance key advocacy messages among industry actors and the general public. Since 2019, the project manager has also provided contributions to longer form analytical pieces on digital transformation (Nikkei Asian Review) and Wage Pressures in Asia (Sourcing Journal).

**Donor Visibility.** To raise the profile and awareness of the initiative and to conform to donor visibility guidelines, the DWGSC project's visual identity includes the logo of the donor (stylized as Sweden / Sverige) across all printed and electronic outputs.<sup>80</sup> The logos of the donor and ILO, together with boilerplate text attributing donor support, are also included on the project's web page, Asia Garment Hub, and all published materials produced by the project (see visual examples above).

**Online Audiences.** Wherever possible, and within the parameters of applicable data protection and privacy laws, the project uses web analytics tools to track user participation in online events (for details see Third Progress Report 2022: 47-48).

# Annex 12: Lessons Learned (LL) and Good Practices (GP)

This Annex provides the full description of two Lessons Learned (LL) and two Good Practices (GP) in the ILO Templates as follows:

**LL1: *The regional approach in the project design resulted in less attention for the individual country contexts whereby the ownership of the national tripartite constituents was not sufficiently enhanced.***

## ILO Lesson Learned Template

**Project Title: Decent Work in the Garment Sector Supply Chains in Asia**

**Project TC/SYMBOL: RAS/18/05/SWE**

**Name of Evaluator: Theo van der Loop and Naila Usman**

**Date: 24 January 2023**

The following lesson learned has been identified during the course of the evaluation. Further text explaining the lesson may be included in the full evaluation report.

LL Element	Text
<b>Brief description of lesson learned (link to specific action or task)</b>	<i>The regional approach in the project design resulted in less attention for the individual country contexts whereby the ownership of the national tripartite constituents was not sufficiently enhanced.</i>
<b>Context and any related preconditions</b>	<i>It is generally difficult to consider labour relations as ‘regional’, and Industrial Relations and Social Dialogue are typically implemented at national, sectoral or enterprise level. In terms of ensuring Ownership of the project's results, at the <b>regional</b> level, there was not a clear regional entity or counterpart which felt ownership of the projects results (for example, in some other ILO projects the ASEAN acts as such a counterpart). One could look at the ILO or at another international organization, but this has not yet been further explored by the project. At the <b>national</b> level, we have seen in the above that Governments and Trade Unions were not as much involved in the project, while selected Employers’ Organisations (in particular in Bangladesh, Pakistan, Cambodia and Indonesia) showed clear interest in the project’s activities but have not developed a sense of ownership.</i>
<b>Targeted users / Beneficiaries</b>	<i>ILO ROAP/DWT, Tripartite Constituents and Donor.</i>
<b>Challenges /negative lessons - Causal factors</b>	<i>The difference between the Regional and Country Levels was challenging, for example “Think Regional” does not come naturally for Members of the Project Advisory Committee (PAC) representing their own country.</i>
<b>Success / Positive Issues - Causal factors</b>	<i>Regional knowledge sharing and networking has worked well in this project, in particular through the main achievement of the Asia Garment Hub (AGH) and the promising figures on the use of this resource base.</i>
<b>ILO Administrative Issues (staff, resources, design, implementation)</b>	<i>There was no country staff in the Project Team and there were only few links to ILO Country offices.</i>

**LL2: For a project to run smoothly with consistent operational procedures, the lines of accountability have to be clear and consistent whereby in particular the Outcome Leads need to be accountable to the Project Manager.**

## ILO Lesson Learned Template

**Project Title: Decent Work in the Garment Sector Supply Chains in Asia**

**Project TC/SYMBOL: RAS/18/05/SWE**

**Name of Evaluator: Theo van der Loop and Naila Usman**

**Date: 24 January 2023**

The following lesson learned has been identified during the course of the evaluation. Further text explaining the lesson may be included in the full evaluation report.

<b>LL Element</b>	<b>Text</b>
<b>Brief description of lesson learned (link to specific action or task)</b>	<i>For a project to run smoothly with consistent operational procedures, the lines of accountability have to be clear and consistent whereby in particular the Outcome Leads need to be accountable to the Project Manager.</i>
<b>Context and any related preconditions</b>	<i>The management arrangements and the lines of accountability have been somewhat complex in this project and were not always conducive to smooth and consistent operational procedures. The ILO Project Responsible is the Deputy Regional Director in ROAP who oversees the project team. However, the outcome leads are embedded in the ILO Decent Work Team (DWT) in Bangkok. As already mentioned, the Project Team consists of just two staff members, a Project Manager (PM) and an Administrative Assistant. It was found that the right technical capacity was present within DWT-Bangkok, but the Outcome-Leads could be involved in the project only part-time as most of them have about 20 to 30 countries to cover in Asia and the Pacific. As a result, a series of consultants were involved in each component.</i>
<b>Targeted users / Beneficiaries</b>	<i>ILO ROAP/DWT, Project Team, DWT Experts and/or Outcome Leads, and Donor.</i>
<b>Challenges /negative lessons - Causal factors</b>	<i>No smooth and consistent operational procedures.</i>
<b>Success / Positive Issues - Causal factors</b>	<i>Substantial savings were made in funding as the DWT Experts are not paid directly by the project budget but at the most in part through the ILO Programme Support Costs. Without the involvement of the DWT Experts, the actual Outcome Leads should have been funded from the project budget.</i>
<b>ILO Administrative Issues (staff, resources, design, implementation)</b>	<i>Same as above.</i>

**GP1: The extensive regional consultations of stakeholders and resource persons that took place before the project took its formal shape is considered a Good Practice.**

## ILO Emerging Good Practice Template

**Project Title: Decent Work in the Garment Sector Supply Chains in Asia**

**Project TC/SYMBOL: RAS/18/05/SWE**

**Name of Evaluator: Theo van der Loop and Naila Usman**

**Date: 24 January 2023**

The following emerging good practice has been identified during the course of the evaluation. Further text can be found in the full evaluation report.

GP Element	Text
<b>Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)</b>	<i>The extensive regional consultations of stakeholders and resource persons that took place before the project took its formal shape is considered a Good Practice, in particular the prior consultations at the initial Regional meeting in 2017.</i>
<b>Relevant conditions and Context: limitations or advice in terms of applicability and replicability</b>	<i>The comprehensive Regional Meeting in October 2017 is illustrative in this respect as it included the active participation of all the Tripartite Constituents from no less than 10 Asian countries (apart from the six countries involved in the DWGSC project, that also included China, India, Sri Lanka and Thailand) as well as a large number of other stakeholders and resource persons (in total 111 participants).</i>
<b>Establish a clear cause-effect relationship</b>	<i>At these consultations there was room for transparent discussions, and, for example, the employers expressed concerns about the industrial relations component and underlined that compliance with Labour Standards is not their responsibility as long as it has not been laid down in National Legislation. Employers decided to participate anyway because they welcomed other components, such as the productivity Outcome and the knowledge hub.</i>
<b>Indicate measurable impact and targeted beneficiaries</b>	<i>All the Tripartite Constituents from no less than 10 Asian countries as well as a large number of other stakeholders and resource persons.</i>
<b>Potential for replication and by whom</b>	<i>To be replicated in any project implemented by the ILO where there is sufficient preparation time (e.g. less likely in an emergency intervention).</i>
<b>Upward links to higher ILO Goals (DWCPs, Country Program Outcomes or ILO's Strategic Program Framework)</b>	<ul style="list-style-type: none"> <li>• <i>The Project is a direct response to the resolution adopted in 2016 by the International Labour Conference (ILC) concerning decent work in global supply chains.</i></li> <li>• <i>The project contributes to advancing Agenda 2030 on Decent Work for All.</i></li> <li>• <i>ILO Global Flagship Programme "Better Work" based in ILO HQ Geneva.</i></li> </ul>
<b>Other documents or relevant comments</b>	<i>n.a.</i>

**GP2: Adaptability and flexibility of the Project Team, of the ILO offices and experts involved, as well as of the donor is critical.**

### ILO Emerging Good Practice Template

**Project Title: Decent Work in the Garment Sector Supply Chains in Asia**

**Project TC/SYMBOL: RAS/18/05/SWE**

**Name of Evaluator: Theo van der Loop and Naila Usman**

**Date: 24 January 2023**

The following emerging good practice has been identified during the course of the evaluation. Further text can be found in the full evaluation report.

GP Element	Text
<b>Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)</b>	<i>Adaptability and flexibility of the Project Team, of the ILO offices and experts involved, as well as of the donor is critical.</i>
<b>Relevant conditions and Context: limitations or advice in terms of applicability and replicability</b>	<i>The COVID-19 pandemic which started in March 2020 triggered different reactions from governments and resulted in varying regulations related to the vaccinations, homework, travel restrictions, etc. At that point in time the project was about to really take off, and all activities had to be reconsidered.</i>
<b>Establish a clear cause-effect relationship</b>	<i>The project had to adapt and innovate with implementation modalities, with online exchange and learning events becoming -and then remaining- far more prominent. As project activities have continued to be adapted to better respond both to the current pandemic conditions and the new context that is (likely) emerging in the sector, attention has been paid to ensuring that workstreams remain aligned with and supportive of pre-existing (and longer-term) project objectives. While overall project goals remain relevant, ongoing uncertainty in the sector means flexibility remained a key watchword during the last 2-3 years of the project, in terms of activity design, implementation modalities, and timelines.</i>
<b>Indicate measurable impact and targeted beneficiaries</b>	<i>Project Team, ILO offices and experts, donor, but also adaptability and flexibility was demanded of the tripartite constituents and other stakeholders and partners.</i>
<b>Potential for replication and by whom</b>	<i>To be replicated in most projects implemented by the ILO.</i>
<b>Upward links to higher ILO Goals (DWCPs, Country Program Outcomes or ILO's Strategic Program Framework)</b>	<ul style="list-style-type: none"> <li>• <i>The Project is a direct response to the resolution adopted in 2016 by the International Labour Conference (ILC) concerning decent work in global supply chains.</i></li> <li>• <i>The project contributes to advancing Agenda 2030 on Decent Work for All.</i></li> <li>• <i>ILO Global Flagship Programme "Better Work" based in ILO HQ Geneva.</i></li> </ul>
<b>Other documents or relevant comments</b>	<i>n.a.</i>



# Annex 13: Documents Consulted

- Terms of Reference (ToR) for the Final Independent Evaluation of the project entitled “Decent Work in the Garment Sector Supply Chains in Asia”, October 2022 (Annex 1).
- PRODOC, ILO November 2018.
- Final SIDA-ILO agreement 2018
- Project’s Inception Report, July 2019, ILO Project Team.
- First Annual Progress Report, March 2020, including the Approved Revised LogFrame.
- Second Annual Progress Report, ILO Project Team, March 2021.
- Mid-Term Evaluation, ILO August 2021.
- Project Extension Proposal (Jan – Dec 2022), ILO Project Team, 1 December 2021.
- Third Annual Progress Report, ILO Project Team, March 2022.
- Minutes of the meetings of the PAC, Gender Task Force and TERN.
- Revised M&E Framework (unofficial/not approved by donor), ILO Project Team, July 2022.
- Relevant ILO’s DWCP’s, P&B’s, and Centenary Initiatives.
- Relevant UNSDCF’s.
- Factory Improvement Toolset (FIT) documents.
- Research and studies produced and published by the Project.
- Financial reports
- Websites, including of the project.
- ILO EVAL: Evaluation Policy Guidelines, including ILO policy guidelines for results-based evaluation: Principles, rationale, planning and managing for evaluations 3rd edition 2017.
- ILO (2020) Policy Guidelines for Results-Based Evaluation (4th edition). ILO-EVAL, Geneva: November 2020. See:
  - [https://www.ilo.org/eval/Evaluationpolicy/WCMS\\_571339/lang--en/index.htm](https://www.ilo.org/eval/Evaluationpolicy/WCMS_571339/lang--en/index.htm)
- EVAL (2020): Implications of COVID-19 on evaluations in the ILO: An internal guide on adapting to the situation. Geneva: [http://www.ilo.ch/wcmstp5/groups/public/---ed\\_mas/---eval/documents/publication/wcms\\_741206.pdf](http://www.ilo.ch/wcmstp5/groups/public/---ed_mas/---eval/documents/publication/wcms_741206.pdf), and: [www.ilo.ch/eval/WCMS\\_744068/lang--en/index.htm](http://www.ilo.ch/eval/WCMS_744068/lang--en/index.htm)
- ILO EVAL (2021): ILO’s response to the impact of COVID-19 on the world of work: Evaluative lessons on how to build a better future of work after the pandemic (August 2021): <http://www.unevaluation.org/document/download/2787>
- United Nations Evaluation Guidelines (UNEG) Norms and Standards ILO policy guidelines (4th edition, 2020): [https://www.ilo.org/eval/WCMS\\_817079/lang--en/index.htm](https://www.ilo.org/eval/WCMS_817079/lang--en/index.htm)
- United Nations Evaluation Group. 2018. UN-SWAP Evaluation Performance Indicator - Technical Note and Scorecard
- OECD/DAC Network on Development Evaluation (2019): Better Criteria for Better Evaluation; Revised Evaluation Criteria Definitions and Principles for Use. December 2019.
- Other documents/materials/publications that were produced through the project or by relevant stakeholders.