



INDEPENDENT EVALUATION OF THE INITIATIVE 'WOMEN CONNECT — MEET YOUR STRENGTH'

Implemented by Breakthrough
and funded by Laudes Foundation



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ABBREVIATIONS

ANM	Auxiliary Nursing Midwife
ARC	Automatic Reference Counting
ASHA	Accredited Social Health Activist
BT	Breakthrough
CAG	Community Action Group
CEO	Evaluation Advisory Committee
CSO	Chief Executive Officer
Civil Society Organisation	ILO Evaluation Office
CSW	Commission on Status of Women
DLSA	District Legal Services Authority
DV	Domestic Violence
ERS	Evaluation Rubric & Rating System
EUR	Euro
GBD	Gender Based Discrimination
GBV	Gender Based Violence
GDP	Gross Domestic Product
H&M	Hennes & Mauritz
HR	Human Resource
IC	Internal Committee
ICC	Internal Complaint Committee
ICDS	Integrated Child Development Scheme
IDI	In Depth Interview
IEC	Information Education and Communication
ILO	International Labour Organisation

KII	Key Informant Interview
KPI	Key Performance Indicator
LFA	Logical Framework Analysis
LWV	League of Women Voters
M&E	Monitoring and Evaluation
MHM	Menstrual Hygiene Management
MOU	Memorandum of Understanding
NCR	National Capital Region
NDWF	National Domestic Workers Federation
NGO	Non Government Organisation
OBC	Other Backward Caste
OD	Organisation Development
P.A.C.E	Personal Advancement and Career Enhancement
POSH	Policy on Prevention of Sexual Harassment
PR	Public Relations
RMG	Ready Made Garment
SC	Schedule Caste
SH	Sexual Harassment
SH@WP	Sexual Harassment at Workplace
SHoWW	Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act
ST	Schedule Tribe
TOT	Training Of Trainer
UNDP	United Nations Development Programme
USD	US Dollar

ACKNOWLEDGEMENT

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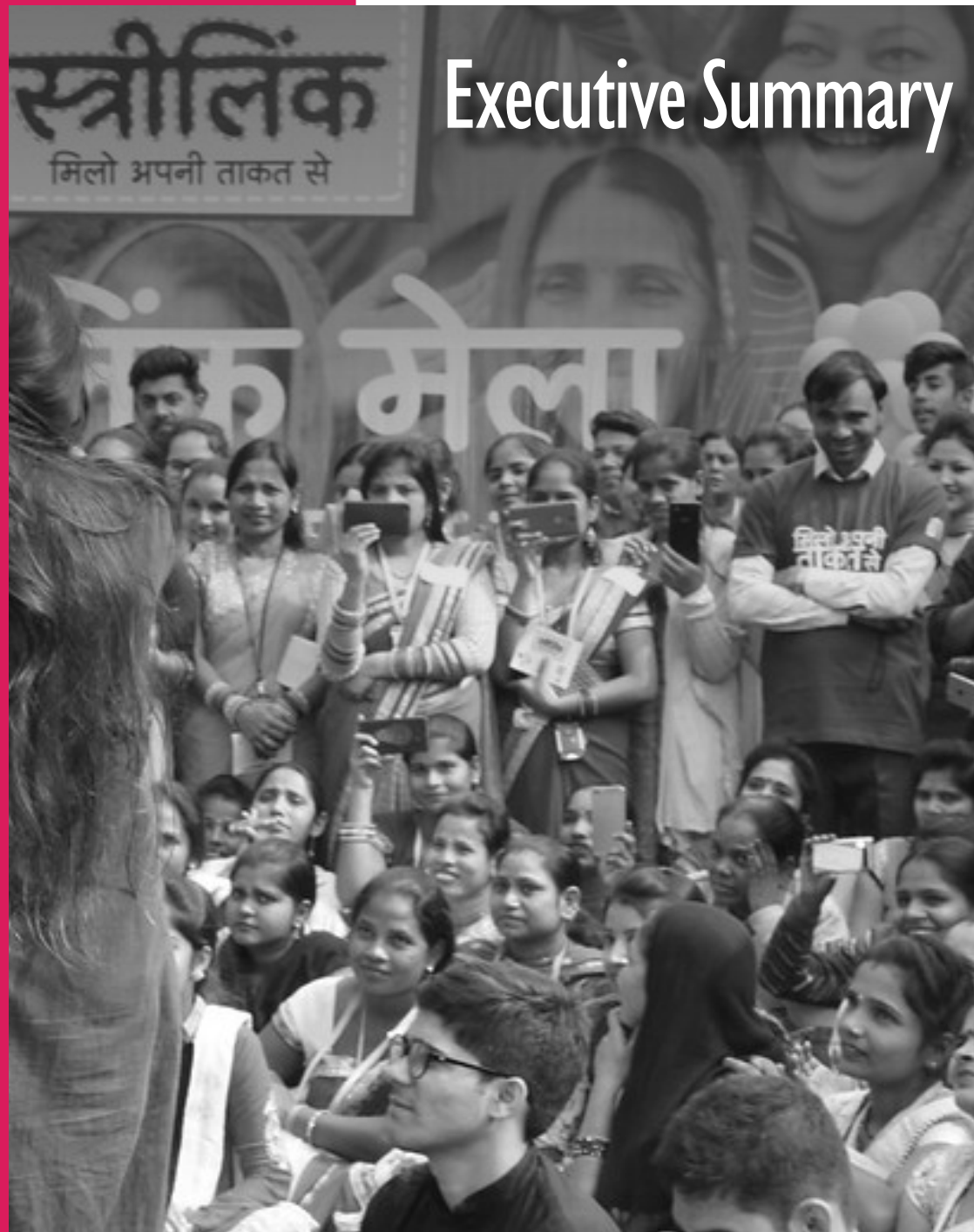
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Executive Summary

INTRODUCTION

[Laudes Foundation](#) funded an initiative, 'Women Connect - Meet Your Strength' with the purpose of building a response system to sexual harassment (SH) at workplace (SH@VWP) and gender based violence (GBV) within the apparel supply chain (particularly in select factories in and around Delhi). [Breakthrough \(BT\) India](#) implemented this initiative from January 2017 to March 2020 with an overall budget of EUR450,000. It branded the initiative as 'Streelink – Milon Apni Taakat Se' and partnered with [Shahi Exports Private Limited](#) (Shahi), India's leading apparel manufacturer, to implement the initiative in its two factories and three communities (localities) around these factories in Faridabad, which is part of National Capital Region (NCR) bordering Delhi.

Goal: To improve the lives of apparel workers in the factories & communities by making them free from gender based violence.

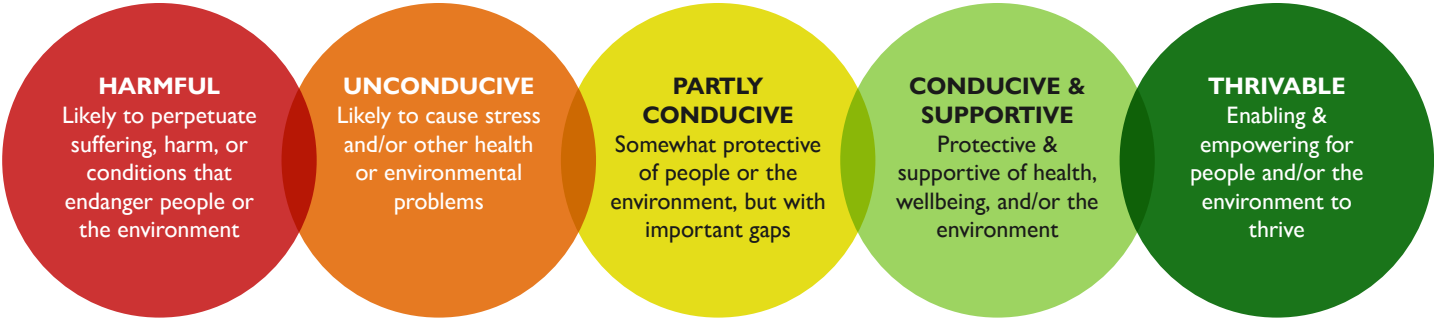
Expected direct beneficiaries: 10,000 workers (6,000 women and 4,000 men) and 2 million through media and community mobilization.

Objectives:

- To develop the capacity and leadership of women apparel workers in Delhi and NCR so that they can access their workplace that is free from GBV and SH.
- To build a gender transformative workplace within the apparel industry with gender just working conditions

Laudes Foundation commissioned an external evaluation of this initiative to assess whether the initiative has met its intended goals till date, to document the missed opportunities and provide a focused set of recommendations and lessons that will enhance learning and inform the strategies and programmatic decisions of similar initiatives.

The independent, external evaluation used mixed method and participatory approach, and was based on the key principles of gender responsive evaluation. The evaluation undertaken as evidence based learning exercise and followed standard ethical principles and quality control mechanisms. The evaluation applied the Evaluation Rubric & Rating System (ERS) developed by the foundation. As per the ERS’s guidelines, three main dimensions were used to approach the evaluation: (i) Initiative Quality; (ii) Intermediary Outcomes; and (iii) Long-Term Value. Under each of the dimensions, the selected criteria were used to evaluate the initiative and the criteria were rated as per the 5 – point rating system as follows:



EVALUATION FINDINGS

Context analysis

The textile and garment industry is the third largest employer in India¹; it plays a vital role in the economic growth of the country, and is also one of the biggest exporters in the country.² Garment production in India is mainly located in hubs, with Delhi NCR being one of the key hubs. In Delhi NCR, migrant workers employed have been growing (as per some reports, to as much as 70% of the workers in the state); it tends to have a larger representation of male workers, who mostly work as contract workers. Women are largely employed in semi-skilled and unskilled positions, while virtually all supervisors are male.

Basic characteristics of the garment industry predispose workers on factory floors to various forms of GBV and SH. Power differences as well as stigma and vulnerability associated with garment work, in addition to a repetitive and high-pressure work setting based on meeting production targets, have all been identified as factors that lead to a hostile work environment. Harassment includes the use of abusive language or tone, physical harassment, insistent advances, improper touch, groping and rape.³ Due to absence of peer solidarity and culture of silence, victims of SH are afraid to speak out for fear of losing their job.

Streelink initiative responded to this context by aiming to develop the capacities of women apparel workers and their peer/support systems to respond to SH@WP and the different forms of GBV. It was an experimental project for BT, where it brought its strengths in large-scale media campaign, its experience in creating change agents in the community, and its technical expertise with respect to GBV to address the violence and harassment faced by women apparel workers in Delhi NCR. BT had implemented a small project with the young women staying in hostels working in garment sector in Bengaluru before this initiative and it was for the first time that BT had sought out to work in the garment factory settings and in garment sector of Delhi NCR. The initiative was unique in its approach as it aimed to demonstrate the feasibility of developing a gender inclusive workplace intervention to comprehensively deal with all GBV at all the spaces they occupy, i.e. homes, factory and commute. Thus, the initiative was experimental in nature. BT executed the Streelink initiative in two of Shahi’s factories in Faridabad, which did not typically represent the GBV situation of the NCR in terms severity as well as characteristics. Shahi’s workforce is 70% women and has reputation of being women-friendly because of its several initiatives. However, verbal violence due to power differences and male supervisors was present.

1 <https://www.makeinindia.com/sector/textiles-and-garments>

2 Ibid.









3 India Country Study 2019, Fair Wear Foundation.

The initiative's management within the Laudes Foundation underwent transition during the course of its implementation, as the initiative became part of the Labour Rights team of the foundation in July 2019 after staff departures and programmatic mergers. The initiative was born out of the Gender Justice theory of change and was continued by the Labour Rights programme even though the Labour Rights team had taken a strategic decision to not pursue factory-led initiatives.

CONTEXT: ENABLERS AND CHALLENGES (RATING AS PER THE ERS)

The ERS includes a context difficulty minirubrics that assesses the different contextual factors that have influenced the size of the outcomes observed. In light of the context discussed above, the relevant factors that played a role in influencing the project outcomes were: (a) strength and resources of the partner vis-à-vis the initiative; (b) strength of partner factory; (c) social and demographic factors; (d) cultural norms; (e) health emergency (of COVID 19). All the factors mentioned below, except for (e) health emergency, remained relevant throughout the project period.

Overall, the initiative faced significant challenges at the community level due to social and demographic factors and absence of supportive networks. At the factory level, the initiative faced operational challenges, however, received support from Shahi management facilitated by BT's adaptive management approaches.

A. Strength and resources of the partner vis-à-vis the initiative		
Strength in creating media campaigns		BT's strength in public mobilization using creative media and art forms enabled the initiative to create relevant and effective content and tools, which were used for capacity building within the factories and for sensitisation of workers, community and at the larger public level.
Strength with respect to working in garment industry		BT had limited experience of working in the garment industry in general, and none in the garment industry of north India, where the project was placed. This <i>significantly</i> affected the initiative's performance as the assumptions made during proposal development were found to be inaccurate and the targets set were unrealistic.
Strength with respect to supportive collaborators/ networks		As BT is not a service-providing organization, the community level component of Streelink was designed to be undertaken by establishing linkages with local civil society organization (CSO). However, in absence of credible and established CSOs in the project area and resources to support entry of any other CSO, the initiative directly undertook project activities at the community level. This <i>significantly</i> affected the project's ability to create sustainable support structures within the community for the women apparel workers.
Strength in terms of grantee's presence in the community		BT had not worked in the project area of Faridabad before this initiative and had no rapport with the key stakeholders at the community level. Also, in absence of local centre or meeting infrastructure, the initiative faced difficulties in having a sustained presence. This made it <i>substantially difficult</i> to provide a safe physical and social space to connect the beneficiaries to the relevant services.
B. Strength of partner factory		
		BT partnered with Shahi to implement this initiative and the Shahi management showed high level of ownership and acceptance of the project, as well as principal agreement of the project's premise. Initiative's adaptive management approaches further enhanced Shahi's ownership, which <i>helped</i> in accessing workers and other staff within the factory and in implementation of other project activities.
C. Social and Demographic Factors		
		Due to BT's unfamiliarity with the garment factory ecosystem of Delhi NCR, it did not account for some of the social and demographic factors. For e.g. dispersed nature of migrant workers in the Shahi factories living in urban set up. This <i>significantly affected</i> the project's ability to access the targeted women workers and their families at the community level.
D. Cultural Norms		
		The project was implemented in a context of gender discriminatory cultural norms, which permeated beyond the target groups and impacted the program's implementation to <i>some extent</i> .
E. Health Emergency		
		The project's implementation in the last month of the grant period was impacted by the onset of the COVID-19 pandemic. All project activities had to be called off due to the lockdown. This <i>significantly</i> impacted the momentum created by the project, and also hindered the project's ability to close the initiative at the community level.

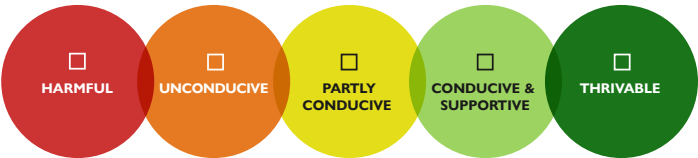
Project Maturity



The evaluation team assesses the Streelink Initiative to be at **Maturity Level 02** or at a **Developing stage**, which is defined as “Basics in place but still concentrating on making things work smoothly”. By the time of this evaluation, the project had just begun to find its feet, emerging with a clearer understanding of the most effective and practical way to address the issue of GBV amongst garment workers, and with clarity on the results that are possible within a certain timeframe in the factory and the community. The project was not mature enough to consolidate these developments into a cohesive intervention with sustained systemic changes or with developed processes that will outlast the intervention. As such, the outcomes discussed should be understood in the context of the project’s maturity level.

Design and Implementation

Groups and Criteria



A. Design and Implementation

A.1	Right design to address important needs, strengthen organisations & networks, & influence policies, legislation and industry narratives	●
A.2	Alignment with Laudes Foundation’s strategies & partners’ strengths	●
A.3	Good implementation: Inclusive, enabling, empowering, capacity enhancing implementation approach	●
A.4	Proper monitoring and adaptive management to ensure sound decision making	●
A.5	Good communication of the initiative to promote internal & external collective learning.	●

DESIGN AND ALIGNMENT



The uniqueness of the Streelink initiative lied in the three-tiered approach of working with factories (i.e. workers and management), workers’ families and the community at large and on the spaces that women workers occupy, i.e. household, family and public spaces (especially during commute). The overall design had four major strategy areas or pathways addressing the themes of GBV and SH, i.e. capacity building of workers and factory staff; creation of network and support structures for working women; public campaign and mass media; and advocacy. It was built on a good conceptual understanding of the GBV and SH and was aligned well with the priorities and interests of the Laudes Foundation.

The initiative’s approach of sensitizing women workers to develop a nuanced understanding of all forms of violence and GBD through Streelink melas (carnival held on Sundays once every two months) with the use of edutainment tools was appropriate to convey the serious and sensitive messages in a fun-filled and yet intensive manner. However, it was not sufficient to build agency of women workers as each women worker attended the event only once during the project period. The concept of promoting a core group of 15 members in each factory was found to be insufficient and incomplete, especially in the context of a large factory where time is a scarce resource. The training sessions for personnel were highly relevant and was appropriate for OD team, however, was insufficient to change the mindsets of HR teams.

The design components of combining mass media with strong community mobilisation is at the core of what BT does and was based on the BT’s awarded campaign, [Bell Bajao](#), to end DV. The lessons from *Bell Bajao* campaign suggest that a successful mass media campaign is resource intensive, as it has to use diverse platforms, both traditional and new, in a repeated and consistent manner.⁴ Further, the

4 Breakthrough. Breakthrough’s Bell Bajao: A Campaign to Bring Domestic Violence to a Halt. Retrieved August 5, 2020, from http://www.breakthrough.tv/o/wp-content/files_mf/1330816837BellBajao_Insight.pdf

lessons suggest that single, direct media message is most effective in such mass campaigns. With regard to community mobilisation, the key lessons were that behavioural change requires at least two to three years of sustained effort and that it is a challenge to find credible and committed civil society partners and their ownership is difficult in absence of monetary support. The evaluation notes that the initiative design did not take into account the above-mentioned lessons. Further, the design did not factor into the unique context of garment sector in NCR, specifically on the sector's reliance on migrant workers with high male to female ratio, with no existing culture of collectivisation or trade unions. The initiative's design did not consider the specific context of the urban settlements in Faridabad where the migrant workers live, such as their dispersed nature and the absence of credible CSOs as service providers in the localities. Consequently, as intended, the initiative could not engage with women workers and their families at the community level. The strategy of using digital media was not well connected with the other elements of design (i.e., the factory and community level components) and to the overall goal. Considering the scope of initiative's strategies and the implementation environment, the allocation of human resources was inadequate. These factors affected the performance and led to a significant learning curve, where considerable time was spent in evolving with the context. While the project did revise its Logical Framework (LFA) to adapt to the challenges, this was done from the perspective of reporting. As such, it missed opportunities to develop and adapt the project design adequately. ([More on Design](#))

The use of popular media to create innovative and interactive content to build the capacities of the workers, use of mass media and public campaign to develop deeper and nuanced understanding of GBD and GBV were directly aligned with the key strengths of BT and its priorities. However, the initiative lacked alignment with the strengths and capacities of BT with respect to its familiarity in the garment industry (especially in Delhi NCR) and adequate expertise in

undertaking evidenced-based policy advocacy at the national and sub-national levels. ([More on Alignment](#))

The initiative had advocacy component which targeted the industry associations to actions to make the their members gender responsive, however, the design didn't account for the time needed to build trust and evidence (of project's effectiveness), both necessary for effective advocacy. The initiative had set **unrealistic targets** for itself and as a result struggled to meet them. For instance, the overall target of reaching 10,000 workers with a 60:40 women to male ratio was both over-ambitious and not-reflective of the demography of the garment industry in Delhi NCR. Lessons from other similar programs show that a period of three years is unrealistic for breaking culture of silence in the industry.

PROJECT IMPLEMENTATION

PARTLY
CONDUCTIVE

The project was implemented with professional standards and included strategies to capacitate the factory for identifying and eliminating GBV and SH@WP. The planning process was detailed, thorough and useful, however, it did not adequately respond to some of the key contextual realities as discussed before. The initiative organised 21 Streelink melas with high standards of content, execution, professionalism and cultural appropriateness and covered 5,432 workers including 450 supervisors. The initiative trained 32 core group members with the objective of developing them as 'change agents' within the factories and developed a special toolkit in training of trainers (ToT) format for this purpose, which was neither effective nor efficient to achieve the intended outcome. The initiative successfully created a new Policy on Prevention of Sexual Harassment (POSH) policy for Shahi and oriented the management for its adoption. Based on this exercise, Shahi reconstituted Internal Committee (IC) on SH in both the factories.



Over the course of the intervention, the project made various adjustments to its approach in an effort to increase efficiency and optimise its reach, however, in the process, it sometimes missed reaching the ‘most appropriate and relevant’ beneficiaries. For instance, it did not reach the most vulnerable female garment workers in Delhi NCR as it worked with factories that already had systems, knowledge and will for creating gender responsive workplace. Further within the same factories, the project did not specifically target the more marginalised of the workers, like the new and younger female recruits.

The community mobilisation and worker sensitisation activities used edutainment methods effectively to create awareness and nuanced understanding of GBV and GBD with the use of pop culture, street plays and games in a fun-filled yet intensive manner. This helped in building awareness and a gender-responsive environment, but a deeper, longer and more regular engagement will be required to build the capacity for raising collective voices against GBV and SH (as the initiative had hoped for). The digital media campaign was implemented effectively and efficiently, however, its linkage to the overall objective was limited.

Implementation of advocacy and the network and support structures components were weak. The creation of support structures, such as the community level core group and women support groups did not cater to the women apparel workers; and their relevance to SH and GBV in workplace was limited. These activities thus progressed independent of the project’s planned outcomes. The advocacy component suffered due to combination of factors including ambitious targets, gaps in subject matter competency, non-response from industry associations and inadequate and inconsistent efforts. [\(More on Implementation\)](#).

MONITORING AND ADAPTIVE MANAGEMENT



The initiative had all the systems in place for proper monitoring of the project and collected a lot of real time data, though it didn’t make any systematic use of them. It also prepared a number of reports internally, as well as for the foundation. However, the progress reports mainly captured the activity level details and were not analytical enough to report on the intended outcomes. Moreover, the project significantly altered its LFA in the second year, in which it changed the output level indicators as outcomes. By doing so, the project could not record any changes and lessons associated with outcomes and also lost the long term orientation that is required for systemic changes. It also did not track or report on a significant number of outputs and outcomes during the project period. [\(More on Monitoring\)](#).

BT showed an openness to learning and ability to adapt to changes in the implementation environment. These adaptive management approaches generated greater ownership of the project by the stakeholders especially Shahi. However, the project’s willingness to adapt was mostly at the activity level, while the design largely remained the same despite evidence (from monitoring data/ reports) of its ineffectiveness. [\(More on Adaptive Management\)](#).

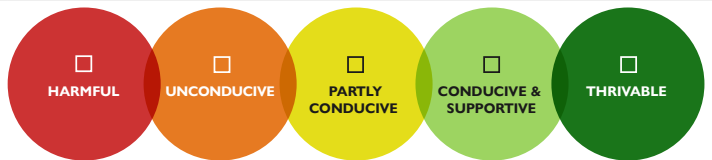
COMMUNICATION



Throughout the project, BT leveraged on its expertise and experience in communication strategies to engage with different stakeholders - workers, factory management and community - and also to share with and sensitise a broader public audiences. The communication strategies prioritized engagement, active participation and mutual learning. The communication was effective and open with the workers, factory management, the women support groups and influencers in community, however, it was inadequate or absent with the other garment industry players and policy makers. The communication with other stakeholders at the community level (the police, district legal authority, etc.) was mostly done to gather support for initiatives on the ground and the links for service provisioning were not developed. [\(More on Communication\)](#).

Precondition

Groups and Criteria



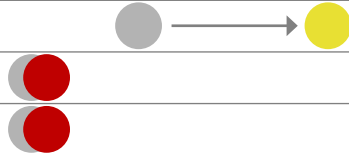
B. Precondition

B.1 Changing the narrative: Influencing mental models, beliefs and assumptions in ways that support the desired change

B.1 (a) Changing the narrative at the factory level

B.1 (b) Changing the narrative at the household level

B.1 (c) Changing the narrative at the society level



CHANGING THE NARRATIVES

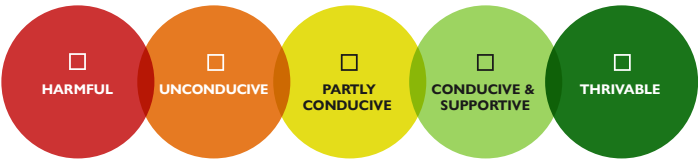
The evaluation finds the change in narrative is still at an early stage. The project challenged earlier modes of thinking around gendered division of labour in the household and the normalization of subtle forms of DV at homes, SH@WP and GBV at public spaces. It introduced new narratives in the different spaces that women apparel workers occupy. The project provided space and validation for women apparel workers to voice their experiences of subtle forms of gender based discrimination, GBV and SH. As a result, it has contributed to change in the narratives at the factory level, such as supervisors are less likely to yell or speak rudely to the workers, both workers and supervisors are careful to not disrespect their colleagues, workers are more likely to report and call out verbal abuse and insults, and there is a general perception of a lack of impunity for GBV related acts, including the subtle ones.

Within the households, the initiative has significantly broadened the women workers’ understanding on what constitutes as DV, however, there is no significant change in the narratives within their families. At the society level, changes in narrative (about working women, SH during commute and women supporting each other) are isolated to a few women and families in the community. [\(More on Changing the Narratives\)](#).

OUTCOME INDICATORS	ENDLINE STATUS
Capacity Development	
<ul style="list-style-type: none">Percentage of factory workers who recognise at least three forms of GBV and possible solutionsPercentage of factory workers who identify and acknowledge incidences of violence at work place, at home and during commuteIncreased % of women apparel workers reporting cases of GBV & SH⁵	<ul style="list-style-type: none">80% of them recognise at least 3 forms of violence.88% of the female and 24% of the male of the female workers acknowledge that girls and women face harassment in public spaces.None of the workers interviewed reported any incident of violence at work place and at home (based on qualitative interviews).4% of the women workers reported increase in GBV faced by them after the COVID-19 related lockdown.
<ul style="list-style-type: none">Factory workers sharing cases of GBV at work place, at home and during commute	<ul style="list-style-type: none">No data available on factory workers sharing cases of GBV at workplace, at home and during commute.
<ul style="list-style-type: none">Percentage of core group members who recognise at least three forms of GBVPercentage of core group members aware about the process of handling cases related to SH/GBV	<ul style="list-style-type: none">100% of the core group members recognize at least 5 forms of SH and at least 4 forms of DV.56% of the core group members are aware of the process of handling SH@WP (only 11% know that enquiry has to be completed within 90 days).100% of core group members are aware that women can lodge a complaint against DV.

Levers

Groups and Criteria



C. Levers

C.2 Advocacy: Influencing decision makers (and informing public opinion) to positively change policies and practices



C.4 Collective Action: Action taken together by a group of people or organisations in order to change status quo policies and practices in their favour



ADVOCACY

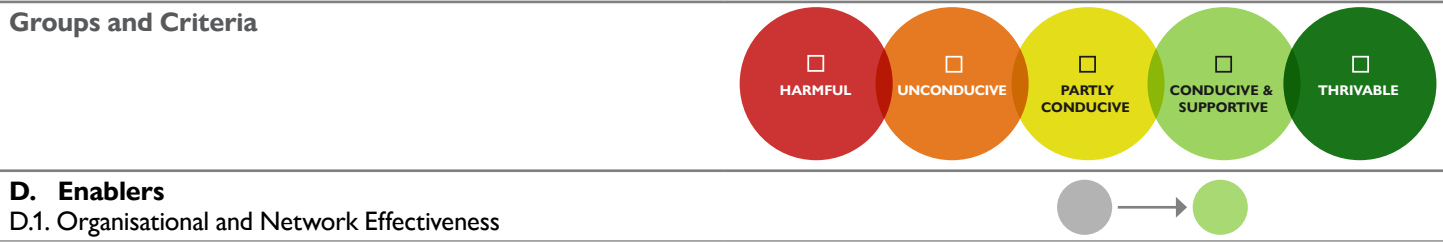
The initiative was unable to attain the planned outcomes under its advocacy component, with respect to the industry associations taking steps to make factory management and workforce aware about GBV and SH@WP. As a result, at the industry level, the situation continues to perpetuate GBV and SH@WP.⁶ As an unintended outcome, BT’s efforts at the international level contributed to the inclusion of DV and recognition of its impact on workplace harassment within ILO’s Violence and Harassment Convention 2019 (C190).

COLLECTIVE ACTION

There is no evidence of any collective action at the factory or at the community level. At the community level there are a few anecdotal evidence of the women support groups taking action, but they do not represent the voice of the women apparel workers.

5 This indicator was removed from the revised LFA
6 Primary data and India Country Study v2019, Fair Wear Foundation.

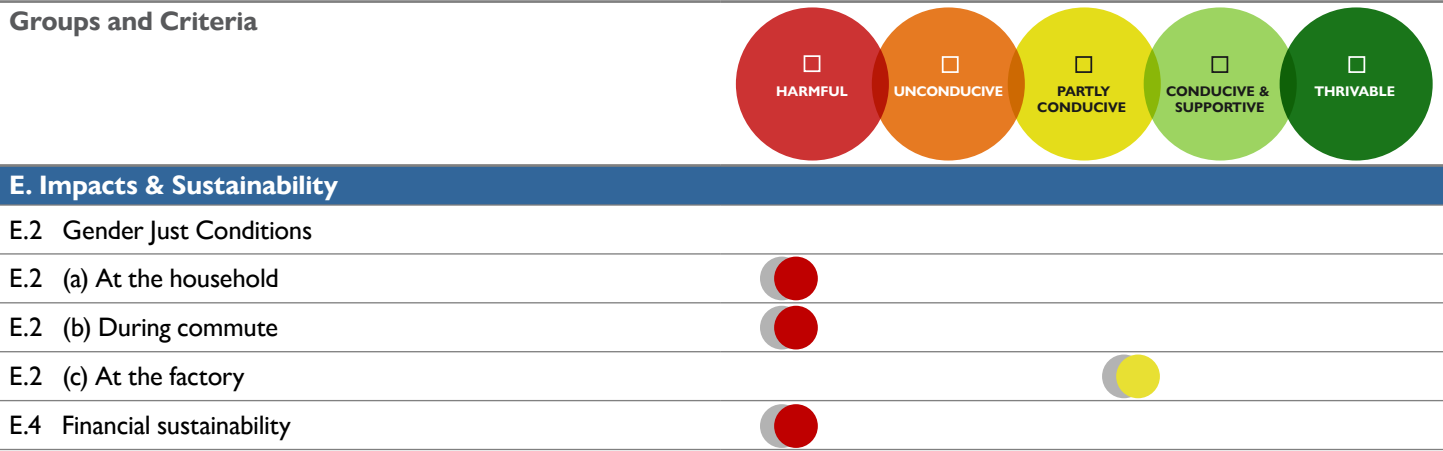
Enablers



ORGANISATIONAL AND NETWORK EFFECTIVENESS

The initiative contributed to Shahi’s capacities and systems to create a workplace free from GBV and SH for the workers. It helped develop a nuanced understanding of the Shahi’s team on GBV and SH and reviewed the POSH policy. Based on strategic and operational recommendations, Shahi has initiated the process of institutionalizing the new policy in all its six factories of NCR. In addition, the initiative also built Shahi’s capacity to promote Menstrual Hygiene Management (MHM) amongst its women workers. These changes in systems and capacities of the factories have the potential to create a more gender inclusive workplace conditions for the women apparel workers employed by Shahi.

Impacts and Sustainability



GENDER JUST CONDITIONS

Within the two targeted factories, the initiative contributed to enhanced understanding of the workers to deal with violence at all the three spaces that women workers occupy, however, awareness of legal provisions and procedures of Internal Committee (IC) is still lacking. The enhanced awareness has led to increased confidence to deal with the situations in terms of

reporting to formal mechanisms, however, the deep-rooted mindsets have still not changed. This change in understanding contributed to influencing the dominant negative narratives at the factory level. The anecdotal evidences suggest notable difference in the factory floor environment in the last two to three years. Supervisors are less likely to yell or speak rudely to the workers, both workers and supervisors are careful to not disrespect their colleagues, workers are more likely to call out verbal abuse and insults, and there is a general perception of a lack of impunity for such behaviours including the subtle ones. There is also a significant decline reported in the ‘culture of favouritism’. 98% of women workers in the endline survey are confident to report acts of SH at the factory floor, and 89% of these women believe that their complaint will be resolved.

The changes in the capacities and beliefs are significant in workers and are likely to continue to beyond the project period, however, Shahi will need to be proactive in their communication with workers and supervisors and continue stressing upon ‘zero tolerance’ to all forms of violence including nuanced ones like verbal. While the support systems at the factory level regarding grievance redressal and reporting has improved, support systems at the community level are still absent.

At the household and community level, the project broadened the understanding of GBD and DV and the workers are more likely to report the severe cases to formal mechanism like police. The anecdotal evidences suggest that some of the women workers negotiated sharing of household work, however, the changes are not significant as it requires change in the mindsets and behavior of the family members and transporters, the potential perpetrators. [\(More on Just Conditions\)](#)

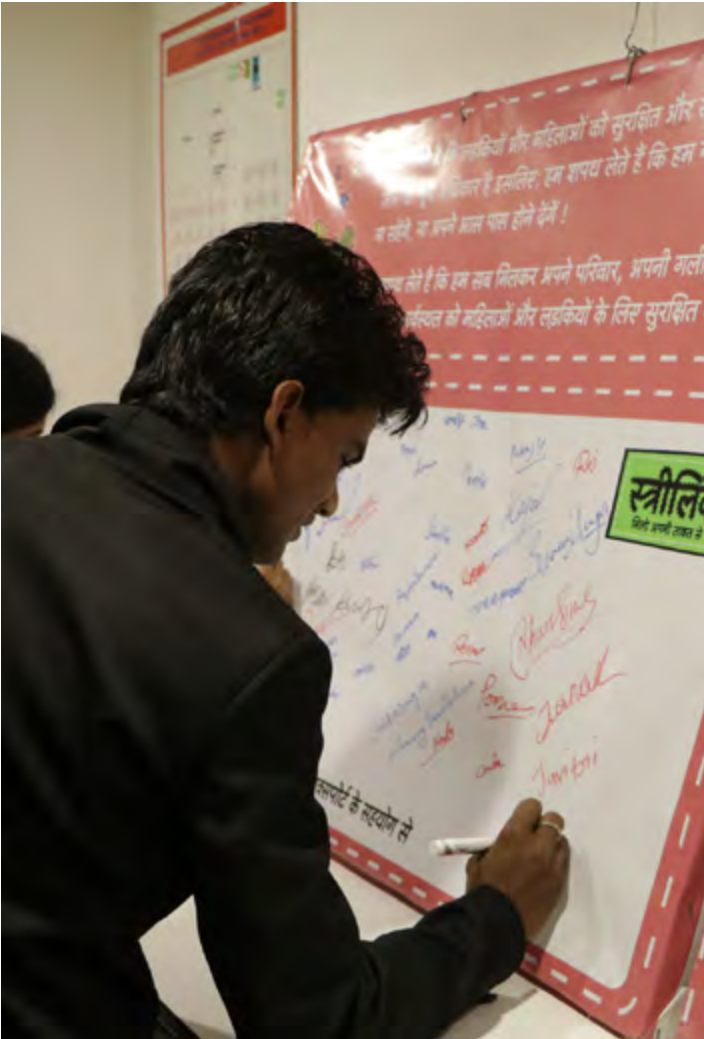
FINANCIAL SUSTAINABILITY

The factory level interventions especially the Streelink Mela has the potential to be sustained by Shahi; however, the Shahi management requires evidences demonstrating effectiveness before its adoption. The community level intervention does not have any scope for continuation without grant funding. The initiative’s budget had a co-financing component, which BT was unable to raise and was thus not able to demonstrate its uptake by other donors, and its capacity to finance the project without the foundation’s grant. Further, the project spending increased substantially from the first to the third year, which is also not conducive for the financial sustainability.

SCALABILITY

Groups and Criteria		<div><div><div><div><div></div><div>HARMFUL</div></div></div><div><div><div></div><div>UNCONDUCTIVE</div></div></div><div><div><div></div><div>PARTLY CONDUCTIVE</div></div></div><div><div><div></div><div>CONDUCTIVE & SUPPORTIVE</div></div></div><div><div><div></div><div>THRIVABLE</div></div></div></div></div>
F. Scalability		
F.1	Scale-up: Practical viability at larger scale	<div></div>
F.2	Scale Across	<div></div>
F.3	Ease of transfer & adoption (more difficult for dramatic mindset shifts and narrative changes)	<div></div>

Streelink’s comprehensive concept required a range of interventions with multiple layers, which was partially demonstrated during the project period. The significant missing elements are engagement with the women apparel workers at the community level, creation of support systems and engagement with potential perpetrators. Accordingly, the Streelink initiative is not yet ready for scaling up or scaling across. However, certain elements of the initiative have potential for scalability and will need to be further developed. These include Streelink melas for worker sensitisation and review of POSH policies of the garment factories. The transfer of the initial project idea into execution on ground was found to be difficult within the project context, and any attempt to replicate or scale the project must account for adequate time and resources for the creation of an enabling environment **before** many of the activities can be initiated on ground. [\(More on Scalability\)](#)



LESSONS

LESSONS TO IMPROVE THE QUALITY, EFFECTIVENESS AND LONG TERM VALUE OF THE INITIATIVE

- **Capacity Building Component (factory level)** – Prior familiarity with the garment industry is necessary to design and implement project within factories. In the absence of such familiarity, partnership with organizations or experts with previous experience in garment sector should be considered at the concept development stage. Design must account for the time constraints of workers and staff of the targeted garment factories. Development of training modules is an evolving process and has to incorporate feedback and validation of factory. Level of sensitization varies across factory, so training programmes should be designed as multi-level module. Sustained efforts around key messages are required to change narratives.
- **Community Level Component** – also applicable to community led approaches: Trust building in the community is a time consuming process. Significant behavioural change requires at least three years of sustained intervention. Partnership with local organizations and service providers is critical, however, it is a challenge to find credible and committed civil society partners. Communities require to be linked with verified support services, in parallel to the mobilization activities.
- **Public Campaign Component** – Public campaigns should directly link with the outcomes of the initiative. Public campaigns at scale are cost intensive and must have an independent budget and outcome. Initiative should include a separate campaign evaluation that assesses its reach, targeting, impact and recall.
- **Advocacy Component** – Evidence based advocacy is required for industry to accept policy recommendations. This would involve documenting the effectiveness and success of a model, and lobbying with industry stakeholders for its uptake.

LESSONS FOR THE COMMUNITY LED MODEL FOR SYSTEMIC CHANGES

- Factory led initiatives have limited impact on the root causes of SH@WP and should include community led approaches.
- Worker sensitization programs can lead to generation of demand for safer and inclusive workplaces, but has to be matched with an effective response system and trust of workers in those systems.

LESSONS FOR BRINGING SYSTEMIC CHANGES IN THE GARMENT INDUSTRY

- Multi-stakeholder and holistic approach is needed, where initiative engages with all stakeholders, i.e. workers, factories/ suppliers, brands, buyers/ consumers, factory associations, media, etc.



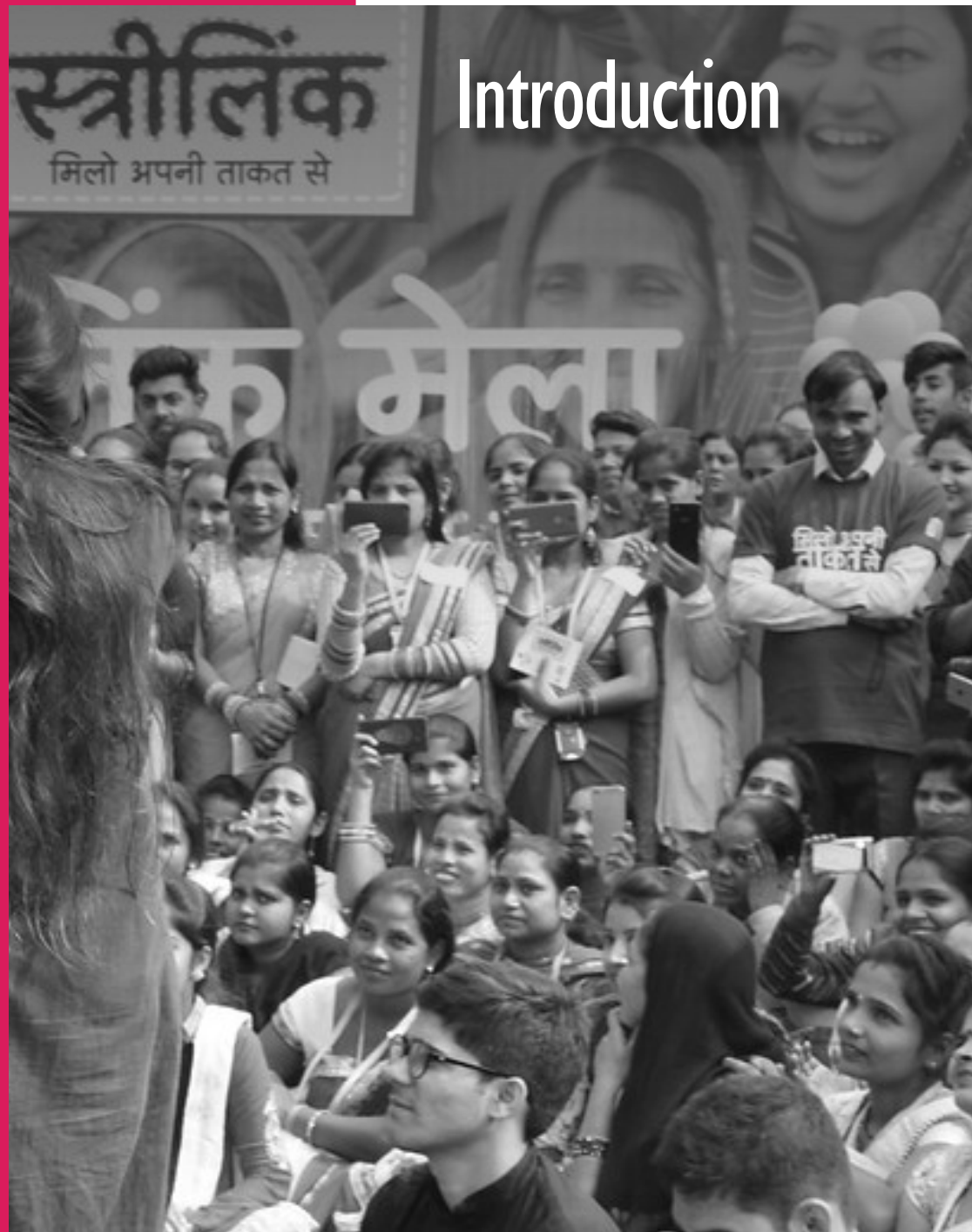
Recommendations for Laudes Foundation

1. The foundation must assess feasibility of Streelink's community led approach for the next phase in light of lessons from this project. Any proposed design must answer the key challenges encountered in this project. Further, the strategies and outcomes related to SH@WP along with the role of the garment factories in the approach must be spelt out.
2. The foundation must make note that Streelink concept requires multi-layered and multi-dimensional design and intervention strategies. To execute this model successfully, a multi-organizational implementation framework with different set of competencies is required. Accordingly, the partnership development exercise must include assessment of the organizational capacity with regard to the proposed design.
3. The foundation must review the targets proposed critically especially in the light of assumptions made in the results framework. Further, the foundation must consider including a budget note in its proposal format to explain the alignment of resource allocation with the proposed activities and strategies.
4. The foundation must include co-financing targets in mid-term review of the initiatives so that conversations on financial sustainability and exit strategy start early.
5. The foundation must improve upon the due diligence and quality assurance processes. The due diligence must answer all the questions (as mentioned in the due diligence form) in detailed manner with evidence. During implementation, any change in the results framework must be passed through Effective Philanthropy team. Tracking of outcomes and outputs of the initiative must follow a specified format in which partner must report on all the indicators.

Recommendation for BT

1. As an exit strategy, BT must get all the products developed and shared with Shahi formally validated; and it must get clear statement of intent from Shahi on their institutionalisation and scale-up within Shahi's 65 factories.
2. It must capitalize on the lessons from this initiative to develop the Streelink initiative in a community led approach. Partner with specialized organizations for different components must be finalized in the concept development stage.
3. It must consider lessons from other initiatives on mobilization and collectivization of women workers at the community level especially in garment industry in diverse contexts.
4. It must review the contribution of the digital campaign strategies to the overall objectives of the initiative. This will require drawing up a plan with clear outcomes and focused interventions.
5. It must work to improve systems tracking outcome level indicators and the quality of progress reporting.

Introduction



ABOUT THE PROJECT

[Laudes Foundation](#) funded an initiative, 'Women Connect - Meet Your Strength' with the purpose of building a response system to sexual harassment (SH) at workplace (SH@WP) and gender based violence (GBV) within the apparel supply chain (particularly in select factories in and around Delhi). [Breakthrough \(BT\) India](#) implemented this initiative from January 2017 to March 2020 with an overall budget of EUR450.000. BT branded the initiative as 'StreeLink – Milon Apni Taakat Se' and partnered with [Shahi Exports Private Limited](#), India's leading apparel manufacturer, to implement the initiative in its two factories and three communities (localities) around the factories in Faridabad, which is part of National Capital Region (NCR) bordering Delhi.

Goal: To improve the lives of apparel workers in the factories & communities by making them free from gender based violence.

Expected direct beneficiaries: 10,000 workers (6,000 women and 4,000 men) and 2 million through media and community mobilization.

Objectives:

- To develop the capacity and leadership of women apparel workers in Delhi and NCR so that they can access their workplace that is free from GBV and SH.
- To build a gender transformative workplace within the apparel industry with gender just working conditions

The results framework of the initiative was broadly divided into four categories as per the major activity areas, i.e. Capacity Building, Network and Support Structures, Public Campaign and Mass Media and Advocacy. The results framework was revised significantly during the project period, which is detailed out in Annexure 1. The reasons and implications of these changes are analysed in the Proper Monitoring section of the report. The following table presents the Outcomes and Outcome Indicator Targets in both the original as well as revised results frameworks.

TABLE 1: RESULTS FRAMEWORK OF STREELINK: ORIGINAL AND AMENDED

ORIGINAL (December 2016)	AMENDED (February 2018)
Capacity building	
OUTCOMES	
<ul style="list-style-type: none"> Increased percentage of women apparel workers reporting cases of GBV and sexual harassment by women workers Creation of a safe work space environment that helps reduce GBV and SH Reduction in cases of GBV and SH in the apparel supply chain (specifically in the factories where the programme is being implemented) 	<ul style="list-style-type: none"> Factory workers recognize forms of violence/SH Identifying and acknowledge incidences of violence Sharing of cases (culture of silence will be broken) Core group members- Recognize forms of violence Aware about the process of handling cases related to SH/GBV
OUTCOME TARGETS	
<ul style="list-style-type: none"> 30% greater reporting of cases of GBV & SH by women workers by December 2019 Reduction in cases of GBV and SH in the apparel supply chain by December 2019. 	<ul style="list-style-type: none"> 95% women workers and 90% men workers will recognize various forms of SH and GBV 10 % women and men workers will identify and acknowledge incidence of sexual harassment/GBV 100% of core group members were aware about the process of handling cases related to SH/GBV
Network and support structures	
OUTCOMES	
<ul style="list-style-type: none"> Women workers increasingly access demand and avail government services and are better linked to NGOs, private and governmental service provider 	<ul style="list-style-type: none"> Women workers increasingly access community mechanisms to tackle SH/GBV Women/ community members demand and avail government/private/ NGOs services related to preventing violence
OUTCOME TARGETS	
<ul style="list-style-type: none"> 60% of women apparel workers using these services available in the catchment area of the programme by Dec 2019. 	<ul style="list-style-type: none"> Increase in ...% of the women apparel workers and community women start using services available in the catchment area of the programme December, 2019. At least one service (which may include legal services related to DV and SH) (List of helpline nos. of women centric NGOs/agencies, Government and DLSA)
Public campaign and mass media	
OUTCOMES	
<ul style="list-style-type: none"> Reduced stigma within the community towards women who go out to work Community aware of GBV and SH@WP, community and possible solutions Media carrying stories on GBV in factories and communities 	No Change
OUTCOME TARGETS	
<ul style="list-style-type: none"> % of women workers who report reduced stigma within the community by Dec 2019 % reduction of men who stigmatize women for being part of the workforce by Dec 2019 4 media stories / articles published on issues of GBV in factories and communities by December, 2019 	<ul style="list-style-type: none"> 5% women reporting receiving support reduced stigma instead of resistance and stigma when report GBV and SH@ workplace 60 % of women and men workers as well as community people will participate (in Streelink melas on sexual harassment and GBV) 4 media stories / articles published on issues of GBV in factories and communities by December, 2019

ORIGINAL (December 2016)	AMENDED (February 2018)
Advocacy	
OUTCOMES	
<ul style="list-style-type: none"> Apparel industry associations sensitized about laws around GBV and sexual harassment at workplace Gender responsive workplace practices and policies enforced Increase in trainings, health camps supported by factory management for workers Increase in number of factories where formal structures are created to prevent sexual harassment in factories with guidelines for operation Gender responsive workplace practices and policies enforced 	<ul style="list-style-type: none"> Apparel industry associations are taking initiative to make factory managements and workforce aware about GBV and SH@WP and laws regulating it (KPI – ARC) Factory management implementing trainings, health camps for workers (Output in the original version) Formal structures created within factories to prevent sexual harassment in the factories with guidelines for operation (Output in the original version) Gender responsive workplace practices and policies enforced
OUTCOME TARGETS	
<ul style="list-style-type: none"> # of apparel industry associations sensitized about laws around GBV & sexual harassment at workplace by December, 2019 No. of gender responsive workplace and practices enforced by December, 2019 No. of trainings, health camps supported by factory managements for workers by December 2019 No. of factories where formal structures have been created to prevent SH with operational guidelines by December, 2019 	<ul style="list-style-type: none"> #Factory draft /make revision in worker's welfare policies are visible inside the factory

ABOUT THE EVALUATION

Laudes Foundation commissioned the final external evaluation of the ‘Women Connect - Meet Your Strength’ (henceforth referred to as Streelink initiative) to conduct an objective assessment of whether the initiative met its intended goals till date, to document the missed opportunities and provide a focused set of recommendations and lessons that will enhance learning and inform the strategies and programmatic decisions of similar initiatives. Accordingly, the evaluation assesses the extent to which the initiative’s design and implementation was able to realize intended outcomes; identify missed opportunities and deepen knowledge and understanding of successes and failures for both BT and Laudes Foundation. It also identifies key lessons learned and recommendations for similar initiatives. The evaluation covers the grant period from January 2017 through March 2020.

EVALUATION OBJECTIVES

1. Review the strategy, approach and design implemented by the initiative in achieving and / or progress towards outcomes
2. Assess factors (in design and implementation) that have contributed to or impeded achievement of outcomes
3. Examine the quality of the design and implementation of the initiative, the preconditions, and levers used by the initiative in achieving intended outcomes as well as assess the impact, sustainability and scalability of the initiative
4. Distil actionable and strategic recommendations and lessons from the findings.

Approach

The independent external evaluation used mixed method approach based on the key principles of gender responsive evaluation. The key principles of gender responsive evaluation used include fair power relations and empowerment; participation and inclusion; independence and impartiality; quality and credibility; and, ethics.⁷ Using participatory approach, the external evaluation actively engaged with project stakeholders at various stages including evaluation design, data collection and in concluding key findings and recommendations. The study followed standard ethical principles and quality control mechanisms. Overall, the independent evaluation was undertaken as evidence based learning exercise.

⁷ [UN Women, 2015. How to manage gender responsive evaluation, Evaluation Handbook.](#)

The evaluation applied the Evaluation Rubric & Rating System (ERS) developed by the Foundation. As per the ERS's guidelines, three main dimensions were used to approach the evaluation: (i) Initiative Quality; (ii) Intermediary Outcomes; and (iii) Long-Term Value. Under each of the dimensions, the selected criteria were used to evaluate the initiative and the criteria were rated as per the 5 – point rating system (explained later in the Methods section).

As part of the inception stage, the relevant criteria within these dimensions were selected and evaluation questions were developed and finalised in consultation with the Foundation and BT team, as well as external experts.

METHODS AND COVERAGE

The evaluation was conducted in four stages, i.e. inception and design, data collection, analysis and report development, and feedback and finalisation. The evaluation deployed qualitative and quantitative methods, which included in-depth interviews (IDI), focus group discussions (FGD), key informant interviews (KII) and a short telephonic survey with workers.

Inception and design

The evaluation started with an Inception Kick off meeting at the office of Laudes Foundation in Gurugram, India followed by KII with Program Manager and desk review of the project documents. Based on the initial findings, the evaluation framework and questions was developed as per the draft ERS guidelines and were finalised in consultation with the Foundation, BT and ERS expert.

Piloting of ERS guideline

As per terms of reference this evaluation piloted the draft ERS guidelines, which the Foundation has developed with support from Ms. Jane Davidson, Rubrics expert. As mentioned before, the ERS guidelines look at any initiative from three dimensions, i.e. Initiative Quality, Intermediate Outcomes and Long Term Value. There are 21 well-defined criteria distributed within these three dimensions, each criterion using a five point rating scale. The criteria guide the evaluation to synthesise both quantitative and qualitative evidence. The ERS guidelines suggest selecting the relevant criteria to evaluate the initiatives and accordingly this evaluation selected 15 relevant criteria. Further, the evaluation questions were categorised and revised as per this framework. The evaluation questions also benefited from the technical inputs of Ms. Jane Davidson. Further, the evaluation findings were rated along the 15 criteria as per the ERS guidelines using a 5-point rating system of (0) Harmful, (1) Unconducive, (2) Partly Conducive, (3) Conducive/ Supportive, and (4) Thriving.

Changes in methodology due to COVID-19

The very initial days of data collection coincided with the onset of COVID-19 pandemic, which suspended the evaluation due to the health emergency and social distancing related restrictions. In early June 2020, the evaluation team and the Foundation held discussions to resume the evaluation with changed methodology. BT and Shahi Exports agreed to this proposition along with the methodological changes and the data collection was resumed in third week of June.

The key methodological changes are:

- Exclusion of comparator factory: It was earlier decided that the evaluation would cover one comparator factory of Shahi Exports in Noida.
- A shorter survey with workers over telephone: A 20 minute survey was designed to interview women and men workers which was shorter than earlier 40 minute face to face survey.
- Data collection tools revised to understand the impact of COVID-19 on the scope of the project and the life of the beneficiaries.
- No in-person visits to factory or community sites.
- KIIs and IDIs with all the respondents over telephone or web based platforms.

Data Collection

The data collection was conducted in a participatory manner with the respondents from the two intervention factories, three community sites, the project team and the foundation team. The coverage of the data collection is mentioned as below (refer Annexure 2 and 3 for total coverage and list of respondents):

- A structured micro phone-survey with 150 workers (100 women and 50 men) with equal representation from the intervention factories
- IDI with 23 workers (women and men), 10 supervisors, 9 factory level core group members, 2 members of Internal Committee (IC), 6 members of Human Resource (HR) and Organisational Development (OD) teams and 1 of senior management.

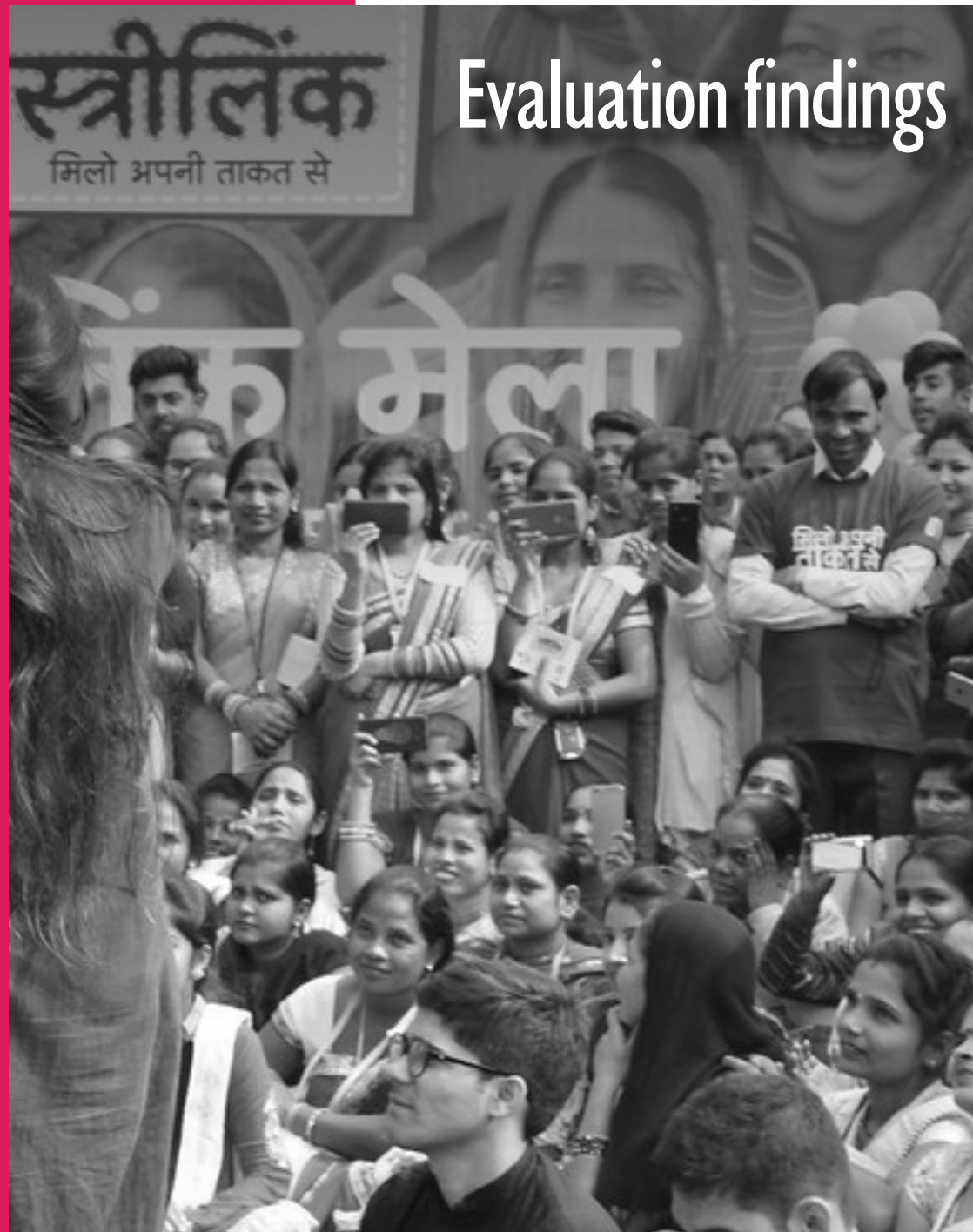
- At the community level, the evaluation team was able to visit two community sites before the onset of the COVID-19 pandemic, however, was unable to complete the data collection in one of the three sites.
 - **During site visits:** FGD/IDI with 12 members of women support groups, IDIs with 7 community level core group members, 7 influencers, 4 family members/neighbours of the women group members were undertaken.
 - **On telephone:** IDIs with 2 members of women support groups, IDIs with 2 community level core group members and 3 influencers were undertaken.
- At the network and support structure levels, the evaluation team conducted telephonic interviews with 2 Government officials, 1 civil society organisation (CSO) members, 2 media personnel, and 3 government appointed advocates

LIMITATIONS AND CHALLENGES

- 1. Team unable to visit factory floors:** Due to the COVID-19 related restrictions and health concerns, the evaluation conducted most of the data collection over the telephone/web. As a result, the team was unable to visit the factory floors for the data collection. It also limited the team's ability to observe them within the factory setting and get a better understanding of the context. The evaluation team tried to address this challenge by diving deeper into secondary literature and interviews with the respondents. The phone survey limited the availability of a more diverse pool of respondents. The evaluation made use the participant list of the Streelink melas to sample the workers. Since the sample did not cover workers who did not participate in the project, the evaluation does not include their views and the assessment of the outcomes cannot be generalised.
- 2. Evaluation could not cover comparator factory:** Due to the COVID-19 related restrictions, the evaluation team was unable to visit and cover a control factory, as was initially planned in the proposal.
- 3. Limitations of telephonic interviews: Use of telephonic interviews lead to the following challenges:** (a) high non-response rate; (b) absence of body language and facial cues; (c) inability to cover very sensitive and personal topics. For the first limitation, the evaluation team sampled twice the number of respondents than the planned coverage, and worked with BT to schedule and do the initial call with the sampled respondents to explain the survey. This helped in building trust with respondents. For the second challenge, the team specifically trained the surveyors for probing and effective questioning over phone, and use of vocal expressions and sounds to replace the visual cues (for instance, to make sounds of listening and encouragement – a “hmmm”, a “Oh”, a “tsk”- in the absence of a nod or a smile). The third challenge limited the team's ability to ask questions about personal experiences over phone. Since the evaluation covered sensitive topics, the tools made general or third person reference. For instance, instead of asking of their own experiences of SH, the tool asked if they knew of anyone else experiencing SH. This was done as per good practices of phone survey for sensitive topics like GBV, domestic violence (DV) and SH@WP.



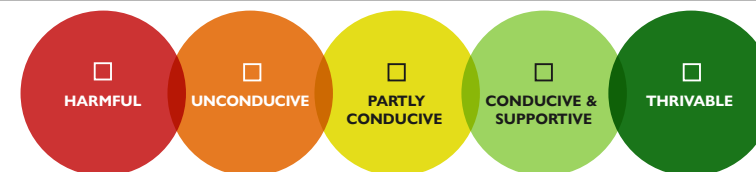
Evaluation findings



SNAPSHOT

The Streelink initiative though conceptually strong, was not fully aligned to the project context or to the strengths of the implementing partner. As a result, the project was unable to meet all of its outcomes. It has helped strengthen capacities and systems, and changed narratives at factory level with regard to SH@WP, but did not bring any change at the community or industry level. The evaluation finds that the project was not financially sustainable, and could not demonstrate its scalability adequately.

Groups and Criteria



A. Design and Implementation

- A.1 Right design to address important needs, strengthen organisations & networks, & influence policies, legislation and industry narratives
- A.2 Alignment with Laudes Foundation's strategies & partners' strengths
- A.3 Good implementation: Inclusive, enabling, empowering, capacity enhancing approach
- A.4 Proper monitoring and adaptive management to ensure sound decision making
- A.5 Good communication of the initiative to promote internal & external collective learning.

B. Precondition

- B.1 Changing the narrative: Influencing mental models, beliefs and assumptions in ways that support the desired change
- B.1 (a) Changing the narrative at the factory level
- B.1 (b) Changing the narrative at the household level
- B.1 (c) Changing the narrative at the society level

C. Levers

- C.2 Advocacy: Influencing decision makers to positively change policies and practices
- C.4 Collective Action: Action taken together by group of people to change status quo in their favour

D. Enablers

- D.1 Organisational and Network Effectiveness

E. Impacts & Sustainability

- E.2 Gender Just conditions
- E.4 Financial sustainability

F. Scalability:

- F.1 Scale-up: Practical viability at larger scale
- F.2 Scale Across
- F.3 Ease of transfer & adoption

CONTEXT ANALYSIS

GARMENT INDUSTRY IN INDIA AND DELHI NCR

The textile and garment industry is the third largest employer in India (after agriculture and construction); in 2018-19, 45 million people were directly employed in the industry.⁸ It plays a vital role in the economic growth of the country; in November 2017, India's textile and garment sector had a total turnover of USD 150 billion. It is also one of the biggest exporters in the country, contributing to 13% of the total exports.⁹

The 2019 India Country Study by Fair Wear notes several industry-wide trends which are shaping the working conditions in the textile and garment industry, notably, the increasing employment of contract workers and inter-state migrants and the displacement of factories to contain production costs. Garment production in India is mainly located in hubs, with Delhi NCR being one of the key hubs. In Delhi NCR, migrant workers employed have been growing (as per some reports, to as much as 70% of the workers in the state). Migrant workers come from both the rural areas of Delhi NCR as well as other states - primarily Bihar and Uttar Pradesh but to a lesser extent, also West Bengal, Odisha and Madhya Pradesh. Migrant workers are from Schedule Tribes (STs), Scheduled Castes (SCs), Other Backward Classes (OBC) or are Muslim. The Delhi NCR hub is known for its female and children's fashion wear.

The garment industry in the Delhi NCR region generally tends to have a larger representation of male workers, most of them as contract workers. Women are largely employed in semi-skilled and unskilled positions, such as thread cutting (the lowest paid job in the industry), and only

10 to 25 percent of machine operators are female. Virtually all supervisors are male, with a few exceptions in the thread cutting section, as women are rarely promoted.

GBV AND SH IN GARMENT INDUSTRY

Basic characteristics of the export-oriented garment industry predispose workers on factory floors to various forms of GBV and SH. Power differences as well as stigma and vulnerability associated with garment work, in addition to a repetitive and high-pressure work setting based on meeting production targets, have all been identified as factors that lead to a hostile work environment.

Women workers in the garment industry are often vulnerable because they are young, inexperienced, illiterate and are migrant workers. In many factories, these women are supervised by a small number of men, creating a large power differential favouring the male supervisors and managers. In addition to differences in power, the intense pressure felt by factory managers to meet production demands of international buyers can lead to the use of harsh disciplinary tactics to elicit greater productivity from workers. Harassment includes the use of abusive language or tone, physical harassment (e.g., slapping, beating, throwing clothes, scissors or whatever is handy to the supervisor), insistent advances, improper touch, groping and rape.¹⁰

In some contexts, garment workers also face the stigma of working in a low-status occupation. In addition, Fair Wear's consultations found stigmatisation of the work in the garment sector, particularly for women, due to the widespread belief that sexual favours are rampant in the industry. The lack of respect that women experience in their families and communities results in accepting some forms of abuse at the workplace, especially verbal abuse (e.g., shouting for having committed a mistake), which is normalised. Moreover, due to an absence of peer solidarity for victims of SH and the culture of shame and silence, victims are afraid to speak out for fear of losing their job.

PROJECT'S CONTEXT

The Streelink initiative responded to this context by aiming to develop the capacities of the women apparel workers and their peer/support systems to respond to SH@WP and the different forms of GBV. BT has more than two decades of experience addressing various forms of GBD and GBV faced by women and girls in India. Its strength is in using innovative and engaging multi-media programs (like music, videos/ films, and other pop culture references) to bring cultural shift in the country. More recently, it has also been working directly with the youth in the community, educational institutions and through digital engagement to address GBV.

The Streelink initiative was an experimental project for BT, where it brought its strengths in large-scale media campaign, its experience in creating change agents in the community, and its technical expertise with respect to GBV to address the violence and harassment faced by women apparel workers in Delhi NCR. BT had limited experience of working in the garment industry before this initiative as it had worked on a small project with garment workers in Bengaluru in partnership with other organisations. Its role in the project was of a gender expert and it looked at the community level components related to young women workers living in hostels. Thus, it had no prior exposure to the garment factory settings, and no familiarity with the garment sector of Delhi NCR.

BT executed the Streelink initiative in two of Shahi's factories in Faridabad, which did not typically represent the GBV situation of the NCR in terms of severity as well as characteristics. Shahi's workforce is 70% women and has reputation of being women-friendly because of its several initiatives. However, verbal violence due to power differences and male supervisors was present.

Streelink initiative had a strong community level component, and involved use of multi-media tools and training materials, in which BT had considerable expertise. The initiative

8 <https://www.makeinindia.com/sector/textiles-and-garments>

9 Ibid.

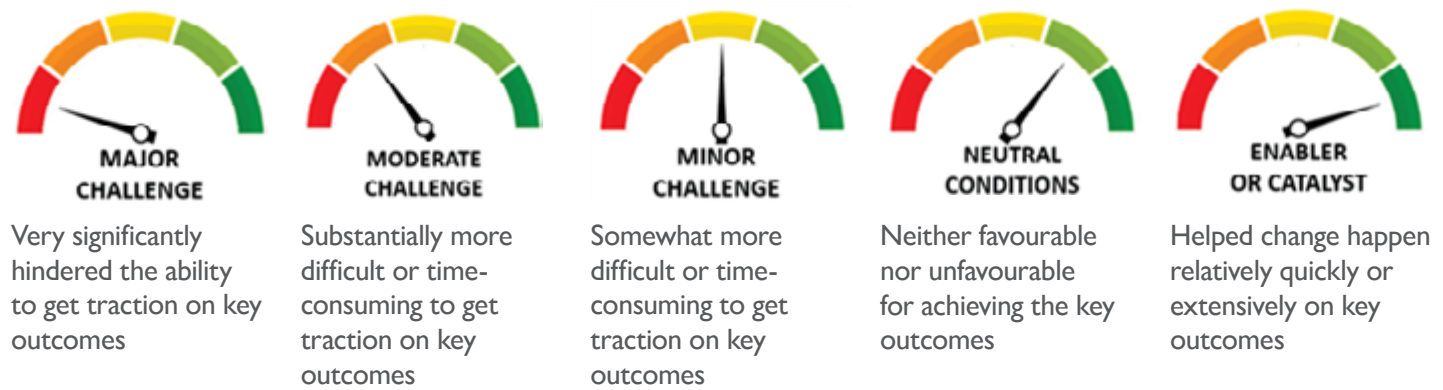
10 India Country Study 2019, Fair Wear Foundation.

attempted to demonstrate the feasibility of developing a gender inclusive workplace intervention, by working with women across the different spaces that they occupy, i.e., the workplace, domestic space, and public/ commute spaces. The project's concept was unique for not just BT, but also for the Laudes Foundation.

CONTEXT: ENABLERS AND CHALLENGES (RATING AS PER THE ERS)

The ERS includes a context difficulty minirubrics that assesses the different contextual factors that have influenced the size of the outcomes observed. In light of the context discussed above, the factors that played a role in influencing the project outcomes were: (a) strength and resources of the grantee vis-à-vis the initiative; (b) strength and resources of the partner factory; (c) social and demographic factors; (d) cultural norms; (e) health emergency (of COVID-19). Except for (e) health emergency, all the other factors continued to be relevant throughout the project implementation period. The evaluation finds that BT did not sufficiently adapt the project design to respond to these challenges.

Each of these factors have been rated using a five point rating scale measuring the level of its influence on the project outcomes. This scale is shown below.



(A) Strength and resources of the partner vis-à-vis the initiative

Strength in creating public campaigns: *Enabler/ Catalyst*

BT's forte is in creating strong media content and campaigns on gender issues, which is then used to influence the narrative around GBV. These skills *helped* the initiative in creating effective media content and worker engagement tools to discuss complicated topics of GBV and SH to turn the narrative towards a more gender responsive environment in the factories and community. BT's strength in using mass media for public campaigns and community mobilisation enabled the initiative to create relevant and effective content and tools, which were used for capacity building within the factories and sensitisation at the worker, community and larger public level.

Strength with respect to working in garment industry: *Major Challenge*

BT had limited experience of working in the garment industry in general, and none in the garment industry of north India, where the project was placed. This *significantly* affected the initiative's performance as it made inaccurate assumptions and set unrealistic targets. The initiative, therefore, had to undergo a high learning curve, and spend considerable time getting familiar with the systems of the factory and of modifying their activities, their result areas and content according to what was possible within the factory. The project experience suggests that the project timeframe was not sufficient to accommodate for this learning phase.

Strength with respect to supportive collaborators/ networks: *Major Challenge*

As BT is not a service-providing organisation, the community level component of Streelink was designed to be undertaken with the help of local CSOs who could then connect the target group of workers with government or private service providers. However, in absence of established and credible CSOs working on GBV or SH in the area, BT had to directly undertake community organisation. This *significantly* affected the project's ability to develop sustainable support structures within the community for the women apparel workers.

Strength in terms of partner's presence in the community: *Moderate Challenge*

BT had not worked in the project area of Faridabad before this initiative, which affected the project outcomes as the initiative took time to understand and build rapport with the local stakeholders. Since BT had no local centre or meeting infrastructure, the initiative faced difficulty in having a sustained presence, which was essential to the project's

performance. This made it *substantially more difficult* to provide a support structure to the women apparel workers (in the form of a safe physical and social space to connect the beneficiaries to the relevant services).

(B) Strength and resources of the partner factory: *Enabler/ Catalyst*



BT's partner, Shahi Exports showed high level of ownership and acceptance of the project, as well as principal agreement of the premise of the project (around vulnerability of women apparel workers to GBV and SH). This is evidenced by the participation levels of the Shahi management and HR team, the access it provided to the workers, and its continuous engagement with the project's content and delivery. Shahi was invested in the success of the project, as it was looking to scale components of the project (if backed by evidence of its impact), and it looked closely into the initiative's performance. The HR team and the Shahi management also gave a lot of time for brainstorming on the initiative and providing feedback on its components. Initiative's adaptive management approaches which included responding to Shahi's requests further enhanced Shahi's ownership of the project. This *enabled* the project's implementation within the factory.

(C) Social and Demographic Factors: *Major Challenge*



The migrant workers working in Shahi factories lived in a dispersed manner in an urban context without having any strong links with the local community. These migrant workers are commonly referred to as 'renters'. There is also absence of any community mechanism at any level as workers live in nuclear families. Since BT was unfamiliar with this local context, the initiative could not of access women working in Shahi factories within the community. This *significantly hindered* the project's ability to create community support mechanisms for the women apparel workers.

(D) Cultural Norms: *Minor Challenge*



The program was implemented in a context of gender discriminatory cultural norms, which permeated beyond the target groups and impacted the program's implementation. For instance, the government service providers (like the police, or the field level workers) were not sensitive to the issues of GBD and GBV and the community members were sometimes suspicious of the topics discussed under the program. This impacted the project's progress to *some extent*, as the team had to manoeuvre around and address the norms, suspicions and different perceptions or opinions of different groups who directly or indirectly influence the initiative's implementation.

(E) Health Emergency: *Major Challenge*



The project's implementation in the last month of the project was *significantly* impacted by the onset of the COVID-19 pandemic. All project activities had to be called off due to the lockdown. This *significantly* impacted the momentum created by the project, and also hindered the project's ability to properly close the initiative at the community level.

In addition, the targeted beneficiaries especially at the community level reported increase in the incidence of domestic violence, as was the trend across the globe.¹¹ This was further exacerbated by the absence of support services in these communities. In the endline survey, 4% of the women workers report an increase in violence, abuse and threats faced by them (within their homes) after the COVID-19 related lockdown/ restrictions. However, the qualitative interviews with the community women and the project team suggest a much greater increase in the cases of DV. Thus for Streelink, the situation around GBV worsened in the target communities, significantly pushing back on progress achieved.

Project Maturity



The evaluation team assesses the Streelink Initiative to be at **Maturity Level 02** or at a **Developing stage**, which is defined as "Basics in place but still concentrating on making things work smoothly". By the time of this evaluation, the project had just begun to find its feet, emerging with a clearer understanding of the most effective and practical way to address the issue of GBV amongst garment workers, and with clarity on the results that are possible within a certain timeframe in the factory and the community. The project was not mature enough to consolidate these developments into a cohesive intervention with sustained systemic changes or with developed processes that will outlast the intervention. As such, the outcomes discussed should be understood in the context of the project's maturity level.

11 <https://www.cfr.org/in-brief/double-pandemic-domestic-violence-age-covid-19>

I. DESIGN AND IMPLEMENTATION

Groups and Criteria

					
A. Design and Implementation					
A.1 Right design to address important needs, strengthen organisations & networks, & influence policies, legislation and industry narratives					
A.2 Alignment with Laudes Foundation's strategies & partners' strengths					
A.3 Good implementation: Inclusive, enabling, empowering, capacity enhancing implementation approach					
A.4 Proper monitoring and adaptive management to ensure sound decision making					
A.5 Good communication of the initiative to promote internal & external collective learning.					

OVERALL RATING¹³

The initiative’s design was built on good conceptual understanding of the GBV and SH that women apparel workers face. But it was based on inaccurate assumptions about the unique context in which the garment workers of NCR live and work, and inadequately incorporated lessons from other similar initiatives. Overall, the design needs significant improvement to produce systemic impact.

A.1 Right Design¹²

RIGHT DESIGN: OVERVIEW



BT’s Streelink initiative was developed with strong conceptual understanding of the GBV and SH that women apparel workers face, which affects their mobility, well-being and productivity. The project looked comprehensively at the problem with good understanding of the deep-rooted ideologies of gender bias and discrimination, stigma attached with working women, normalization of violence, ‘culture of silence’ and limited awareness and capacities to access redressal mechanisms. The initiative’s concept understood the different kinds of GBV faced by apparel workers, and the interlinkage between violence at home, public spaces and workspaces as stemming from the same need for men to maintain their hegemony and appropriate these spaces.

The initiative based its approach on the Lori Heise’s ecological framework to prevent violence by connecting the individual to different levels of their social environment, i.e. relationships, community and social.¹⁴ Streelink’s design aimed to develop a holistic model to create normative shifts, undertake preventive measures and build a response system to SH@WP and GBV within the apparel supply chain. The design sought to address the GBV faced by women garment workers in the factories, during commute for their work, and in their homes/ community. Since violence in all three of these spheres is linked to the direct beneficiaries’ identity as *working women*, the conceptual framework was highly relevant to the needs of garment sector workers in the project area.

The design further benefited from findings from the baseline study and formative research, which were used to refine the activity areas (though the overall design remained the same). The results framework and theory of change were also revised. While the total budget of the initiative remained same, the internal budget lines were changed significantly during this exercise. This is explained in the sub-sections below.

The design had four strategic areas or pathways, capacity development, network and support structures, public campaign and mass media and advocacy. The evaluation findings are presented as per these four pathways:

12 Design as defined by the ERS includes the original design planned for in the project proposal and also that evolved over the course of the project implementation.

13 The rating as defined by the ERS can be found in Annexure 4

14 *What works to prevent partner violence? An evidence overview* - a paper by Lori Heise, Senior Lecturer, School of Tropical Medicine and Hygiene, London. <http://strive.lshtm.as.uk/resources/what-works-prevent-partner-violence-evidence-overview>

Capacity development

Under this component, the design focused on building the capacities of women and men workers to identify, acknowledge and share incidences of GBV and SH@WP, creation of a core group as an informal support structure within the two intervention factories and training the HR and management level personnel to deal with cases of GBV and SH@WP.

At the level of workers, the approach of the capacity development was appropriate as it focused on developing a nuanced understanding of all forms of violence and GBD at home, public spaces as well as in the factories along with their causes. The Streelink mela (carnival held on Sundays once every two months) as a half-day event in the factory used edutainment tools was found to be appropriate to convey the serious and sensitive messages in a fun-filled and yet intensive manner. The strategy, approach and design is based on the BT's long experience of creating awareness around the issues of GBV, DV and SH@WP using media and communication tools. It is important to note that the initiative had earlier planned to conduct training workshops in classrooms with 30 women workers in each batch, however, due to constraints related to availability of workers for the training during work, the method was improvised to sensitize a larger number of workers through a larger event. The Streelink mela was an effective tool for sensitizing workers on the issues of gender, GBV, DV and SH@WP, however, it was not sufficient to build agency of the women workers. It is important to note that the as per monitoring data each women worker attended the event only once.

Further the initiative formed a core group of 15 people in each factory with diverse group of members from mid management, supervisors, workers (at least 4 women) and HR. The roles of the core group members was threefold:

(a) to give feedback to the initiative as representatives of different sections of the factory community (b) to reach out to the workers and contribute to scale up of the program through awareness building discussions and campaigns (audio-visual screenings; information kiosks and awareness events) (c) to function as role models in transforming behaviors. The initiative developed a modular training programme for this core group consisting of eight modules of around one and half hour each in a training of trainers (ToT) format. As a concept, the core group in its composition and roles appear sound, however, in the context of a large garment factory where time is a scarce resource, the design is insufficient and incomplete. The design could not elaborate or validate the methods to scale up the message within the factory or build awareness of other workers and colleagues. Further, the design could not validate the efficacy of ToT format, as core group members did not facilitate any training programme. The core group could not function as change agents or reach out to other workers in a systematic manner. It is to be noted that in the original design, the initiative had proposed to engage with just men as a group, which was refined to form this core group with members from different sections of the factory. This was a strategic decision, as the project team felt that such men groups will be more effective in the second stage of the project, and in the first stage, the team found it necessary to train both men and women (as awareness levels of women were found to be low).

To further build the capacity of the factory, the design included training sessions with personnel of HR and OD departments. These training were highly relevant and appropriate for developing a greater understanding of SH in the factory and in efforts to build appropriate systems for inclusive and safe workplaces. The design was found to be appropriate to sensitise and train the OD personnel, however, was found to be insufficient to change the mindsets of HR teams.

Network and support structures

Under this component, the design aimed at creating community level network and support structures to increase women workers' access to community mechanisms to tackle SH/GBV and demand and avail services related to preventing violence.

The project formed women support groups and core group of local influencers in the three locations where a good number of factory workers resided with the objective of building community response system to GBV and SH. The initiative's approach to build capacities of the women was appropriate as it focused on building agency of the women to recognise different forms of violence within homes and in public spaces and creating confidence to share the cases with the peers. However, the women groups' role to function as a support system was not validated as the groups were still in their developmental stages. Also, the women groups mostly comprised of housewives with little or no connection with women working in Shahi exports or in apparel sector. Further, the initiative could not organise such groups of women workers at the community level due to their unavailability and dispersed nature of their habitation in urban settlements. Accordingly, the strategy of women support group as community level support and response mechanism did not directly address the needs of targeted women garment workers.

The core group of local level influencers and field level workers for e.g. accredited social health activists (ASHA workers), auxiliary nurse midwife (ANM), local politicians was designed to be part of the support system, however, they were also in their early stages of initiation and could support the project in connecting with the larger community in a limited manner. Further, the design also involved orienting field level workers like ASHA and ANM on GBV

issues, which was a valid strategy as these field level workers have direct interface with the women.

The project failed to identify the absence of CSOs in the targeted communities as a potential roadblock during the program design stage or even during the log-frame revision stage. Since the project depended on linkages with such organisations for its activities at the community level, this affected its ability to create support structures in the community. Any other strategy to promote or partner with CSOs could also not materialise in absence of allocated budget for this specific purpose. As a result BT had to directly intervene at the community level, and was unable to create local capacities that can anchor the project in its absence within the project period.

Mass media and public campaigns

The design, under this component, comprised of an integrated mass media campaign at the societal level and public campaigns at community level. The mass media campaigns on digital media aimed to reduce stigma of women going out to work while the public campaigns using hyper-local campaigns and video vans aimed at creating awareness on the issues of GBV and SH@WP in a participatory manner. Further, the design also included using local print media to highlight the issue of GBV in factories and communities.

The overall strategy of the mass media and public campaigns was to use the power of media, pop culture and community mobilization to give a switch to existing negative social norms, which is based on BT's long experience of such campaigns. In the context of this initiative, the strategy of using digital media with a large audience for awareness creation on broader issues was not strongly connected with the other elements of design and to the specific objectives of the initiative.

Community mobilization

At the community level, the initiative's design included community driven hyper-local campaigns, using video vans and conducting community events like Ratri chaupals or evening meetings (to discuss issues around gender and GBV), engagement with local influencers and with the local media. The design of combining mass media with strong community mobilisation is at the core of what BT does and is based on BT's awarded campaign, Bell Bajao, to end DV. The lessons from Bell Bajao campaign suggest that a successful mass media campaign is resource intensive, as it has to use diverse platforms, both traditional and new, in a repeated and consistent manner.¹⁵ Further, the lessons suggest that single, direct media message is most effective in such mass campaigns. With regard to community mobilisation, the key lessons were that behavioural change requires at least two to three years of sustained effort and that it is a challenge to find credible and committed civil society partners and their ownership is difficult in absence of monetary support. The evaluation notes that the design did not take into account the above mentioned lessons from this successful campaign. Considering that this component had a separate outcome, i.e. reduced stigma towards women who go out to work, the initiative design and the budget allocation was insufficient.

Advocacy

BT proposed 'Advocacy' as an integral component of the design to influence the policies and practices of the apparel industry towards GBV and SH@WP with the use of a toolbox on best practices and policies. The overall approach proposed was of thought leadership and network building so that BT could advocate with the apparel associations and their members to improve their policies and make their workplaces gender inclusive. It was proposed that the initiative would prepare an advocacy strategy for diverse

set of stakeholders based on the findings of the contextual analysis. Further, the strategy proposed included preparation of reports and white papers and regular meetings to build trust and confidence with the industry. The design looked at the HR department of the factories as the key stakeholder in this process. Apart from the strategic meetings, the design proposed a convening meeting to launch media campaign and a national level convening meeting to share the best practices.

The strategy as originally designed was based on the assumption that BT would be able to build rapport and trust with the industry associations and the garment factories. The evaluation notes that the design lacked an in-depth understanding of the strategies required for building trust and confidence with the industry level stakeholders. Further, the advocacy design was not revised or fine-tuned as per the situation. For instance, when the industry associations did not respond to the project, there was no effort to look at other channels for reaching out to the industry stakeholders. Similarly, when the project incorporated the new strategy of the Streelink mela, there was no effort to document evidence of its effectiveness and to lobby for it's up taking by other factories/ suppliers. Overall, the design looked well on paper, however, did not consider BT's advocacy related capacities and was not grounded in reality. BT's advocacy team lacked adequate capacity in the industry, the advocacy strategy was designed with the inaccurate assumption about the industry association's buy-in for the project, and it did not factor in time that is required to build the evidence necessary for advocacy. Also, BT did not account for the time and the strategies required to build rapport and trust within the industry, and for establishing itself as a technical expert (on SH@WP) that the industry stakeholders can count on.

¹⁵ Breakthrough. Breakthrough's Bell Bajao: A Campaign to Bring Domestic Violence to a Halt. Retrieved August 5, 2020, from http://www.breakthrough.tv/o/wp-content/files_mf/1330816837BellBajao_Insight.pdf

APPROPRIATENESS OF TARGETS SET

The initiative had set unrealistic targets for the Streelink Initiative, and as a result the project struggled to meet them. The overall target of reaching 10,000 workers with a 60:40 women to male ratio were too high within the given time period. This is evident in the actual reach of the project, which was only 54% of the target. Further, only 25% of the workers reached were men.

The Streelink mela as initiative's key engagement tool with workers, essentially reached each worker only for a half day during the entire 3 years period. This duration of engagement was not sufficient to build the capacities of the women workers as per the intended outcomes. Considering the factory environment, the intended outcome of core groups functioning as 'change agents' by training was found to be unrealistic.

Lessons from similar programs show that building awareness and breaking culture of silence in the industry is a long process, and expecting increased reporting within a short span of three years was unrealistic. However, considering that the Shahi management was supportive and were willing to make systemic changes, this was not validated as the project removed this outcome indicator in the first revision of LFA and later did not keep track of it. The project continued to have indicators at the community level about women accessing services and community mechanisms to address GBV; this was also unrealistic considering the baseline situation, when no such services or mechanisms were in place in the targeted communities.

The advocacy related targets were especially ambitious as the project's timeline was too short to set up a new concept and demonstrate evidence of its effectiveness. Further,

learning from other programs in the garment industry and programs on GBV and SH show that creating visible changes in systems, reporting or prevalence of GBV and SH is a long process, and any advocacy related activity is premised on the showcase of successful models of change and project's impact. The time required for such evidence building and showcase was not accounted for by the project.

Therefore, all outcome level findings reported by this evaluation should be considered in light of the unrealistic targets set by the project.

OVERALL COMMENTS ON THE DESIGN

The uniqueness of the Streelink initiative lied in the three-tiered approach of working with factories (i.e. workers and management), workers' families and the community at large on the spaces that women workers occupy, i.e. household, family and public spaces (especially during commute). While the formative research pointed out violence issues faced by the garment workers during commute, the design lacked an appropriate and well-grounded strategy to address them. Further, the design did not incorporate lessons from other similar initiatives, for e.g. [Safe City project of UN Women](#), which pointed out that a deeper engagement with public transporters, like Auto/tuk tuk drivers, is required to address the commute related GBV issues. Further, the design for the community level response system for SH@WP for garment sector women workers was not validated.

While the initiative's original design was informed by a deep understanding of GBV and GBD of working women, some of the elements were based on inaccurate assumptions about the unique context of garment sector in NCR. In some of the cases, the initiative revisited the design and made changes, however, in others the initiative's effectiveness was impacted due to these assumptions. Firstly, the initiative's

design was based on the criteria of working in factories where the female to male worker ratio is 60:40, however, this does not reflect the garment factory ecosystem of Delhi NCR. Percentage of female workers in most garment factories of Delhi NCR is very low, ranging from 10 to 45% depending on the size and type of operation.¹⁶ As a result, the project had to work in two largest factories of Shahi, which was not representative of the garment industry in Delhi NCR. Secondly, the program design was based on assumption about factories providing extensive support and independence to the initiative and access to the workers during their working hours. This is unrealistic within a factory floor where workers' every minute is accounted for in terms of their productivity, and in a factory set-up, the assumption of the free-hand that the initiative expected was impractical. As a result, the project team **spent unanticipated amount of time and human resources in addressing operational challenges at the factory level.** The initiative's design at the community and commute level was also not suited to the context, as the design didn't take into account the dispersed nature of the migrant workers in urban settlement and the absence of credible CSOs as service providers. The revisions in the ToC and LFA were made at the **level of the results, and not at the level of the strategy.** These changes were thus made from the point of view of reporting and not design.

Overall, while the design was deemed to be conceptually strong to qualify for the funding, it was out of sync with the implementation environment.



Missed and Emerging Opportunities

Some of the **missed and emerging opportunities** identified by the evaluation are:

- **Creating a model out of Shahi Exports:** Shahi Exports is one of the largest garment manufacturers in South Asia and is viewed as a women-friendly organisation. This is also evident from the fact that Shahi Exports has a much higher proportion of female workers than average proportion of female workers in the garment industry of North India. The initiative had the opportunity to leverage upon on the image and influence of Shahi within the garment industry to create a model out of the initiative and then advocate for replication and scaling across the industry.
- **Generating evidence for the effectiveness of the program's approach:** Shahi is one of the few garment manufacturers, which undertakes independent research to generate evidence to assess effectiveness of its initiatives of workers wellbeing. In fact, Shahi incubated [Good Business Lab](#) (GBL), an independent organisation which works towards improving the lives of workers specially women workers. GBL is also evidence driven, with deep emphasis on collecting data and conducting research driven projects. As it has close ties with Shahi, its projects are embedded into Shahi's systems and it has greater access to Shahi's data management system. The initiative could have made use of this data to generate evidence on the project's effectiveness. The evaluation notes that while the initiative struggled with the challenges of working in a large factory set-up of Shahi, it was unable to leverage on the advantages of the set-up, namely in terms of the systems in place to collect key data and the importance it gives on creating evidence, having a research-focus, and maintaining an image of a progressive workspace.
- **Financial Literacy to address finance related GBV:** Financial literacy of women workers emerged as a need to directly addresses the GBV related to finance, as women are not in control of their earnings. It was also a component that the factory management was amenable to.
- **Targeted engagement with potential perpetrators of violence, i.e. husbands and family members in the household and supervisors in the factory:** The initiative's experience shows that the husbands and family members are potential perpetrators at the household level and supervisors at the factory level. The evaluation finds that a targeted engagement with husbands and supervisors can significantly address the drivers of violence in the women's lives.

A.2 Alignment¹⁷

UNCONDUCTIVE

OVERALL RATING

The evaluation finds that the initiative was aligned with the priorities and interests of the Laudes Foundation, but lacked alignment with the strengths and capacities of BT (the implementing organization). This misalignment affected the success of the initiative, and led to a large learning curve for the organization. The evaluation finds that the initiative was aligned with the priorities and interests of the Laudes Foundation, but lacked alignment with the strengths and capacities of BT (the implementing organization). This misalignment affected the success of the initiative, and led to a large learning curve for the organization.

¹⁷ The rating as defined by the ERS can be found in Annexure 4

ALIGNMENT WITH STRATEGIES OF LAUDES FOUNDATION

Laudes Foundation (C&A Foundation during the grant period) works with its partners to make 'fashion a force for good'. The Streelink initiative was well aligned with this mission of the Foundation as the initiative aimed to improve the lives of apparel workers in the factories & communities by making them free from GBV in Delhi NCR region of India. The initiative was fully aligned with the Foundation's signature programme of Gender Justice and was in alignment with its ToC, which focuses on capacity building, changing policies/norms, engaging men & boys, creating alliances and using an intersectional approach. The original ToC of the Streelink initiative was aligned with the key results of the foundation's Gender Justice programme, i.e. number of gender responsive workplace policies and practices and percent reduction in reported experiences of GBV.

ALIGNMENT WITH BT'S STRENGTHS AND PRIORITIES

BT, as a human rights organization, works to prevent GBV by transforming the norms and cultures that enable it. BT's strength lies in innovative use of media, arts and technology to end violence against women and promote a culture of human rights. 'Women in workforce' is the one of the key focus areas of the organization, which aims to achieve respect and security for women at the workplace.

Streelink was the organisation's one-off and experimental initiative as BT had not executed any project in factory setting before. BT's motivation to take up this initiative was to test the powerful concept of addressing GBD and SH@WP issues of garment women workers holistically. BT did not have any prior understanding of and linkages with the garment industry of Delhi NCR. Further, there was little awareness of factory level production and HR systems or familiarity with the community context in Faridabad where the workers lived and commuted in. As a result, the project saw a significant learning curve.

The mass media and public campaign components of the initiative was directly aligned with the core strength of BT. The organisation's deeper and nuanced understanding of GBD and GBV along with its capabilities to use popular media and other tools to create innovative and interactive content was directly relevant to capacity building strategies for workers and community members. BT strength's include advocacy at the international level and the organisation is part of several forums on GBV, however, it had limited capacity in the area of evidenced-based policy advocacy at the national and subnational levels with the government, industry and other stakeholders, especially in the context of garment industry. BT had identified a few of the competency gaps related to industry and context knowledge in the project proposal and had proposed partnering with other CSOs; however, it didn't account for the absence of such organisations in the area and did not allocate any budget to enable the bringing in of new organisations in the area. As a result, linkages with CSOs could not materialise.

These strengths and gaps in the organisation's skill and experience are reflected in the results achieved under this project. Based on the experience of this initiative, BT has made a strategic decision to not undertake any factory led initiative as it involves significant operational challenges due to dependence on and control of factory management.

ALIGNMENT WITH SHAHI, THE INDUSTRY PARTNER

Selection of the factories was driven by the project's target to benefit 10,000 workers including 6,000 women workers. Since most of the garment factories in Delhi NCR were smaller in size and/or with female to male worker ratio of 20:80, the initiative faced difficulty in identifying factories to access workers as per the target. Laudes Foundation introduced Shahi Exports to BT as it had two large factories in Faridabad employing around 10,000 workers with the

female to male worker ratio that the initiative had targeted to cover.

Shahi Exports, a family owned company is India's largest apparel manufacturer and exporter and operates 65 manufacturing facilities at nine locations and employs more than 100,000 people. Shahi has a female to male employee ratio of 70:30 and pitches itself as a responsible company, which strives to business better for all the stakeholders including employees.

Shahi follows '**Good Business**' approach with the objective of aligning its growth with the development of people, community and environment. There are five pillars of this approach and two of the relevant pillars are Women's Advancement and Protecting Human Rights. As part of this approach, Shahi partners with brands and CSOs to implement independent as well as funded initiatives. Shahi is a long standing partner of GAP Inc.'s Personal Advancement and Career Enhancement (P.A.C.E.) programme since 2007 to build life-skills training program for women employees and has so far trained more than 31,000 women and has targeted to train all its women workers by 2024. Streelink initiative directly aligned with its Protecting Human Rights pillar of Good Business as the pillar aims to strengthen human rights at the workplace through awareness projects and a robust grievance-redressal system. The company was aware of the GBV related issues that emanate from power structure in the company as most of the women workers are at the frontline and entry level positions. Shahi partnered with the Streelink initiative as the design looked at the GBV holistically including community level issues.

18 BT defined direct support as participation in the project activities and indirect support as engagement at the organizational level.

APPROPRIATENESS OF STAFFING AND RESOURCES

BT deployed a significant number of its personnel in the project for both direct as well as indirect support (refer to annexure 5)¹⁸. Further BT also engaged experts and volunteers as consultants. While the number of personnel deployed to provide direct support was large, the core team responsible for implementation remained small. The project implementation team comprised of project leader, project coordinator (for implementation), documentation in-charge and three community level coordinators (one as part time volunteer). Within this large sized project structure, only three personnel were allocated fully, i.e. 100% and all three were responsible for field level implementation.

The project team comprised of the highly skilled professionals in public campaign, mass media and community organisation with deep understanding of GBV issues and gender transformative trainings. The initiative further engaged subject matter specialists in law, evaluation, and content development. The evaluation notes that the team lacked relevant experience and skills to partner with industry stakeholders, which required understanding of the manufacturing set-up, its vocabulary and ways of functioning. The team also lacked advocacy related experience especially with garment industry and its associations.

The project structure, as mentioned above, was able to draw high level of expertise available within the BT to support the initiative effectively in content development and organisation of Streelink melas, however, was not well suited for other components. BT mentioned lack of adequate resources to deploy a bigger field team for community mobilisation, effective coordination with factory and support to advocacy related work. However, the evaluation notes that a better allocation of HR was possible within the available budget. It is to be noted that the initiative spent 47% of the total

HR budget in the third year in comparison to around 27% each in the first two years. This spending pattern does not fully corroborate with the year-wise distribution of efforts undertaken by the initiative. Further, the evaluation team notes that a significant number of personnel providing indirect support were booked under the initiative especially in the third year even though BT had a separate budget line for overheads. A more accurate assessment was not possible, as the expense booked under the HR budget line was not fully aligned with personnel deployed (refer to annexure 5). BT informed the evaluation team that they are streamlining the accounting system of the on-going projects to align with personnel deployed in the projects.

Overall, considering the bandwidth of the initiative's strategies and the implementation environment, the project team's skills and experience was found to be inadequate.

The project also suffered due to a reduction in the budget. Initially, the project's budget was for EUR 500,000, which was later revised to EUR 450,000 at the beginning of the second year. The reasons for the revision included inability of BT to co-finance the committed amount of EUR 50, 000, to cover exchange rate losses and changes in the scope of the activities at the community and factory level. Within this revised budget, the budget for the advocacy and M&E component was significantly reduced.

The project increased the budget for community level components, but they were not enough to meet the needs of the project. The reduction in the advocacy budget may have had implications on the performance of the advocacy component of the project. In the subsequent revision of the budget in the third year, the overall budget remained same with adjustment in the budget lines as per the project requirement, however, gains in currency exchange was not included.





A.3 Good Implementation¹⁹

PARTLY
CONDUCTIVE

OVERALL RATING

The project was implemented with professional standards and included strategies to capacitate the factories for identifying and eliminating GBV and SH@WP. The initiative made various adjustments to its approach in an effort to increase efficiency and optimise its reach, however, in the process, it sometimes missed reaching the ‘most appropriate and relevant’ beneficiaries, and instead reached a broader audience, not directly relevant to the outcomes or related to the target beneficiaries. It was able to create an empowering environment in the factories, but deeper, more regular and sustained engagement with the beneficiaries will be required to build capacities of the individuals and their collective representation.

Project Pilot

As a standard procedure of BT, the initiative started with setting up of project pilot in April 2017. It is to be noted that although the project period had started from January 2017, there was delay as BT received first instalment of the grant in March 2017. A senior functionary headed the project pilot and its duration was of five months.

The piloting included identification and finalisation of partnership with Shahi Export, formative research, mapping of communities where garment sector workers resided, rapport building with community level stakeholders and initiation of baseline study. Other significant components of this exercise were training needs assessment study and development of message matrix for different project stakeholders. This was a detailed strategic exercise in which heads and representatives from different departments of BT were involved. This contributed to development of the project implementation plan and the messaging strategy, which was based on the “easy to complex” approach.

The evaluation notes that planning process was detailed, thorough and useful. However, there were also some strategic gaps in piloting exercise. Notably, the exercise did not respond adequately to some of the key contextual realities as explained before. While the initiative responded to some of these challenges by making adjustments in the activities, it held the overall project design and the target of benefiting 10,000 workers (female to male ratio of 60:40) as non-negotiable. The evaluation notes that these gaps significantly impacted the effectiveness and efficiency of the initiative.

The quality of implementation is discussed below as per the four main strategies of the initiative:

¹⁹ The rating as defined by the ERS can be found in Annexure 4

CAPACITY DEVELOPMENT

The capacity development pathway included sensitisation of workers, training of core group members and HR/OD team and review of Shahi's POSH policy.

Capacity building of workers

Since partnership with Shahi could lead to coverage of large number of women workers by working with single management, the initiative favoured the selection expecting an efficient coordination mechanism. However, in doing so, the initiative had to trade off targeting of the most relevant beneficiaries. While the Shahi factories did not have completely gender sensitive environment, women workers of Shahi were less vulnerable to SH and GBV, both in terms of prevalence and severity, in comparison to other women workers employed in NCR region. Accordingly, the initiative did not target the most marginalised and vulnerable women workers of the garment sector in NCR.

REACH (CAPACITY BUILDING)

- 5432 workers through Streelink 21 Mela including 450 supervisors
- 32 members through training of core-group
- 16 factory management (HR & OD) through TOTs

Source: Grant End Self-Evaluation Report - Annexure 4: Project Outreach Streelink 2017 to March 2020

As the initiative had to cover all the women workers of the Shahi to meet the targets, no selection criteria was applied and the HR department selected the participants for Streelink Melas, the key activity implemented to sensitise workers. The initiative could cover only 50% of the workforce and there is no evidence to suggest that the initiative essentially covered most vulnerable of the women workers within Shahi, such as the younger workers or new recruits. Also, the initiative did not cover women workers of all the departments, for e.g. sampling department

did not participate in Streelink melas where the female to male worker ratio is only 20:80. Further, the initiative had not planned to cover supervisors, who are often the perpetrators of the GBV on the factory floor. This gap was highlighted by the factory, which the initiative addressed to some extent towards the end of the project by organising two special melas for 450 supervisors. While the overall coverage was much less than the target of 10,000 workers, the evaluation finds this as reflection of the overestimation of the target.

Even though the project could not achieve the planned target for 28 Melas, the number of Melas organised was significant. The Melas were organised with high standards of content, execution, professionalism and cultural appropriateness in partnership with Shahi management. For each Mela, a cohort of 300-350 workers were invited formally through invitation letters, which was a thoughtful strategy that engaged the workers with dignity and created an interest for the event. The factory management along with HR & OD team also participated in the Mela, which encouraged their ownership. Apart from space, the factory also provided meals during first few Melas, however, later discontinued it due to high costs.

Each Mela had multiple stalls, each of which were managed by skilled personnel from BT and addressed different topics like health, nutrition, GBV, DV, MHM, etc. The different stalls encouraged the participation of workers through solution oriented games, or role swapping exercises to break gender stereotypes for e.g. men were asked to do activities traditionally associated with women, like making rotis (Indian bread). The event also used other edutainment methods like screening of videos and theatre to address sensitive issues around GBV, GBD and DV. While the Melas worked well to sensitise the workers, the event itself could not meet the demand of a more sustained and deep engagement for effective capacity building of workers. More so, as Melas targeted a different cohort of workers each time.

Capacity Building of core group members (in the factory) as change agents

The project formed one core group in each factory with the purpose of training them as change agents. At the time of project closure, the initiative reported 32 active core group members, 20 women and 12 men.

The initiative developed a special toolkit in training of trainers (ToT) format using transformative approach and interactive, participatory and inclusive methods. The toolkit used "Me to We" method, where the trainees were first trained to identify the issues in their own lives and then connect it to the larger dialogue around gender and GBV. As evident from the modules in the box, the modules progressed from easier to complicated and more sensitive topics.

TOT TOOLKIT FOR CORE GROUP MEMBERS IN FACTORY

Modules:

- (1) Knowing Each Other
- (2) Understanding Gender
- (3) Gender in the Workplace
- (4) Gender in Society
- (5) Gender, Power and Violence
- (6) Gender and Intersectionality
- (7) Sexual Harassment in Public Places
- (8) Sexual Harassment in the Workplace.

This was significantly different from the traditional classroom-approach of other trainings at the factories, for e.g. P.A.C.E. The toolkit aimed to develop a nuanced understanding and addressed the intersectionality of power driving GBD and GBV. The final version of the toolkit had 8 modules of around 1.5 hours each, which was finalised after a detailed feedback from the factory on content and delivery methods.

It is to be noted that the same toolkit cannot be used with workers and will need to be customised as per their context and literacy levels. One of the key feedbacks of Shahi on the toolkit was that it lacked focus on solutions including clear action tools or even guidelines for peer sharing of the topics. While the toolkit did focus on developing nuanced understanding of gender and SH@WP, it did not serve the purpose of developing the core-group as “change-agents”.

Figure 1: Schedule of core-group trainings



Over the course of the initiative, seven training programs were organised for the core group members. As evident from the figure above, the trainings were organised in an inconsistent manner and there was a big gap of one year from Aug 2018 to Aug 2019. This is because factory management was not convinced with the usefulness of the training. Further, the scheduling of trainings after a gap of more than a month led to other operational challenges like change of group members and significant amount of time spent on recap, which affected the effectiveness of this training. Another challenge included lack of homogeneity and different levels of understanding of the members. Although having such mixed groups helped in bringing forward the intersectionality of gender, it also made the training more challenging for the trainers. While BT leveraged on internal experts as co-trainers in the factory to enhance quality of trainings, the factory found use of different trainers a bit confusing, which affected the continuity of delivery style.

After various rounds of negotiation and adaptation, an acceptable schedule was arrived at, i.e. 3 hours training for two consecutive days distributed over two consecutive weeks. Overall, the module involved training of 12 hours over 4 days in two weeks. This schedule was implemented in August 2019 and reported to be more effective than the earlier ones. While BT has shared the final version of the toolkit with Shahi, it’s formal acceptance and validation is yet to happen.

The initiative also formed a WhatsApp group of core group members to generate discussions and dialogue; however, the group remained mostly inactive. The evaluation finds that many of the group members recalled attending the training, however, were unaware of being members of the core-group. Further, even as a sensitisation tool, it was inefficient, since the small group size was irrelevant in a large factory like Shahi’s. Overall, the evaluation finds that constitution of core group and its training was neither effective nor efficient to achieve the intended outcomes.

Capacity building of HR & OD Team

The project undertook six trainings for 16 members of HR & OD team on the nuances of gender, GBV and SH including two trainings on MHM. The trainings were well implemented and engaged with the appropriate participants in an effective manner. These trainings helped increase the capacity of the HR & OD team in identifying and eliminating GBV and SH@WP, especially the nuanced ones like verbal violence. The trainings on MHM were conducted at the request of the factory.

Review of Shahi’s POSH Policy

In the second year, the project undertook a review of the POSH policy in Shahi, oriented the management on the recommendations provided as part of the review and created a new policy. Shahi accepted the recommendations of the exercise and reconstituted ICs on SH in both the factories. Significantly, in the new policy, the ICs in the factories were empowered to deal with the sexual harassment complaints independently. Further, the project also supported in the rolling out process of the new policy by training staff to further train factory workers and supervisors on the new policy measures including modified grievance redressal mechanisms. The initiative also provided support in creating IEC materials like posters to disseminate the information on the shop floors. This specific result has the potential to impact around 65 factories across India that employs around 67,000 women workers. It should be noted that this exercise was done at the request of Shahi and was not part of the project’s intended outcomes.

Engagement with networks and support structures

The implementation of this component was weak. The initiative was unable to effectively network with service providers, both due to a dearth of such providers in the area and because of the delay in community level engagement, which meant that it was still at a developmental stage. The creation of support structures did not cater to the project's beneficiaries, and instead progressed independently. It is noteworthy that Streelink was perhaps the first project to address GBV and DV within the locations. It thus had to work from scratch to create an enabling environment where discussions around these topics were normalised, and where prior support structures and organisations were not available.

REACH (NETWORKING & SUPPORT STRUCTURES)

- 120 community members through women support group meetings/ trainings
- 20 community members through community level core groups.
- 38 field level service providers (ASHA, ANM, ICDS) through training of stakeholders.

Source: Grant End Self-Evaluation Report - Annexure 4: Project Outreach Streelink 2017 to March 2020

Women's Support Groups and core groups of influencers

The initiative formed 8 women support groups or community action group (CAG) across three intervention communities with a total of 108 regular members and 3 core-groups (1 in each of the three communities) with 15 regular members. 199 meetings and trainings were held with the women support groups reaching 120 members; and 31 meetings were held with the core-groups reaching

20 influencers. The members of the women's support groups were mainly housewives with a few working women. Each meeting was held for 1.5 to 2 hours and created awareness around DV and GBV issues. The community mobiliser maintained membership and agenda records of each meeting. These meetings helped improve the understanding of the members around the issues of GBV, built their self-confidence and motivation to take action against GBV and GBD and provided a safe space for sharing. These groups of women had no direct engagement with garment workers and the groups' relevance to SH and GBV in workplace was limited. Instead, these helped create a community level awareness on GBV and built a more gender sensitive environment within the localities where the workers lived in.

In one of the locations, the initiative was able to form a women's group of Shahi workers and held a few meetings on Sundays. The initiative made similar attempts to form groups in the other communities, however, it faced difficulty due to absence of a physical space to hold these meetings and dispersed nature of their settlements. Instead the community mobilisers tried to interact one-on-one with few of the workers on Sundays. The groups also did not engage with the men in the community, or with the family members of the female garment factory workers.

When looking at GBV and GBD, the identification of women and community level influencers (like frontline health workers and service providers) to form the support groups was relevant, appropriate and implemented well. These support groups reported instances of individual action to stop DV in their neighbourhoods. Even though the work with these women groups were not directly aligned with intended outcomes of the initiative, the activity provided space to women to discuss and share DV and GBV issues and created an enabling environment to support women who faced DV or GBV related incidents.

REACH (PUBLIC CAMPAIGN)

- 7,669 community members through 3 hyperlocal campaigns.
- 14,114 community members through video van routes – 2 events.
- 1,800 community members through 5 Ratri choupal.
- Digital Campaign: Facebook: 4,299,974 reach and 49,546 likes; Twitter: 826,072 reach and 253,249 likes; YouTube: Reach for Streelink videos ranges from 450 views to 4.5 million views.

Source: Grant End Self-Evaluation Report - Annexure 4: Project Outreach Streelink 2017 to March 2020; BT's YouTube Channel

Networking with government or non-government service providers

In the initial phase of the project, the project team had met with local influencers like government officials, ANM, ASHAs, local schools, principals, quacks, auto drivers and other service providers for community mapping and building networks. The initiative formed a core group of influencers in which some of these service providers were also included along with local public representatives. Thereafter, the project reached out to government service providers like the police, legal services authority during the hyperlocal campaigns and other community events. However, the core groups were effective only in creating enabling environment for project execution, instead of a support network to provide services to women who faced GBV.

The initiative also trained 38 ASHA workers from the targeted communities on GBV, DV and on importance of group support. This was an effective strategy as ASHA workers have direct access to a large number of households, which was used to spread awareness and also in early identification of GBV cases.

Public Campaign and Mass Media

The activities under this strategy were implemented with high-quality content in the communities as well as in digital space. The messaging during mass media and public campaigns focused on the GBV and GBD issues and excluded the content on SH@WP. The initiative made various adjustments to drive efficiency, adapt to the needs of the community and to have a wider reach. While these events helped create a buzz, more consistent and sustained discussions and engagement was required to make a lasting impact. (Refer to Annexure 5 for details of public campaign in the community)

Community Mobilisation

The community mobilisation activities were implemented using high quality, contextually relevant and engaging content. The campaign used non-threatening cultural tools and songs based on pop culture to sensitise public on GBD and GBV. The public campaign events supported by advertorials in local newspaper drew attention of the community on sensitive topics of GBD and DV on which there is culture of silence. Perhaps this initiative raised GBV issues for the first time in the targeted communities.

The community mobilisation activities, however, did not deal with issue of SH@WP as it might have led to backlash by men leading to women being forced to quit jobs. The public campaigns were highly relevant to the context as the community locations have deep-rooted patriarchal mindset.

Digital Media

The digital media campaign was implemented as per its messaging matrix, separate from the one developed for the overall project. The digital media engagement focussed on three main themes.

- **Double burden:** This was done through the kaam-ka-partner campaign in the first year, which addressed the gendered socialisation of unpaid care work, which

result in the expectation on women to handle all domestic and care-giving work in addition to their work outside the homes.

- **Verbal violence & emotional violence:** This focused on lesser understood forms of GBV and how it transcends class and occupational conditions. This was implemented in the second and third years.
- **Solidarity amongst women:** Under this, the digital campaign focused on the narrative switch to “*aurat hee aurat ki dost hoti hain*” (women are women’s friends) from the dominant narrative in society of “*aurat hee aurat ki dushman hai*” (women are women’s greatest enemy).

The use of popular digital media platforms like YouTube, Facebook, Instagram, Twitter and blogs aided by audio-visual products to create awareness and generate debates and discussions with an overall objective to flip the common narrative was appropriate. One of the videos on the issue of double burden, ‘*lal lal ankhiyon*’ received more than 4 million likes on YouTube. The digital campaign also aligned with larger movements like ‘16 Days of Activism’ and #Metoo to focus on women who do not have access to social media and appropriately named it as #HearMeToo.

The reach of the activities under digital media exceeded the target (of 2 million) by a significant amount (refer to text box). Many of the engagement posts developed under the digital campaign were boosted using paid promotion to maximise its outreach. As such, it is difficult to know the organic²⁰ and inorganic reach of the campaign. In addition, it is also difficult to ascertain the audience reached – their age, gender, occupation, nationality, etc. by the different campaigns, and if they were relevant to the project’s objectives. A more specific campaign evaluation is required to determine the effectiveness of the digital campaign.

However, in specific context of garment sector workers, the targeting done of the digital media campaign was not directly relevant for the initiative’s outcomes, as it did not engage with the key stakeholders of the garment industry.

Advocacy

The project was unable to meet the advocacy related output of *making the trade and apparel export associations aware about GBV, SH@WP and workplace policies*. This was due to a combination of factors including ambitious targets, organisational subject matter competency, non-response from industry and inadequate and inconsistent efforts. The evaluation findings also suggest that the project team lacked ‘articulation of ask’. BT team mentioned that the foundation had committed close support to the advocacy work especially with industries, which did not materialise fully due to change in management at the foundation. However, the evaluation findings remain inconclusive about the role of the foundation in absence of evidences and insufficient explanation by the project team.

BT organised a national level workshop ‘Reframe’ in New Delhi in August 2019 to discuss the issues related to declining female workforce participation in India. The workshop participants and panellists included UNDP, civil society organisations, brands and their foundations, Shahi and other experts. While the event was well organised and documented, it was ineffective as an advocacy exercise and did not contribute to project outcomes. The workshop lacked a clear advocacy agenda and was not in sync with the intended purpose of launching a media campaign to share the best practices, as originally designed. The event did not include participation of industry associations of garment factories and had limited and indirect discussions around GBV and SH@WP.

²⁰ Organic reach refers to the number of people that see content without paid distribution.

BT also attempted to network with other organisations working in garment industry and in the process, participated in a consultation called by Department of International Development (DFID) with other organisations like Action Aid, Change Alliance, Sewa Bharat and ILO. It also tried to reach out to relevant representatives of the India country office of ILO, through an introduction by the Laudes Foundation. The project team also participated in a convening event organised by the Global Fund for Women in Dhaka, Bangladesh on the topic “eradicate GBV in the fashion supply chain”. This event was co-funded by the foundation and involved participation of organisations from across South and South-East Asia. However, none of these efforts matured into any collaboration for advocacy purposes.

At an international level, BT participated in [Commission on the Status of Women](#) (CSW) to share its learning from the project and contribute to the larger debate around inclusion of DV into workplace harassment. BT’s efforts at the international level contributed to the inclusion of DV and recognition of its impact on workplace harassment within ILO’s Violence and Harassment Convention 2019 (C190).

Safeguarding mechanisms for the women workers

The initiative took various safeguarding mechanisms to protect its beneficiaries from any potential backlash and to defend the beneficiaries facing distress or GBV after the end of the grant period. When working in the community, the project team took a strategic decision to not mention SH@WP directly to avoid potential backlash against working women, or add to the restrictions on women from working outside.

Further initiative created local capacities in form of community mobilisers, frontline health workers and women support groups that may prevent worsening of the situation of the women in distress who participated in the project. While sustainability of these measures is doubtful, BT, as part of its approach, continues to maintain relationships with the project’s beneficiaries and is able to provide support and refer them to other service providers, without needing any additional support or funding to do so.

A.4 Proper Monitoring and Adaptive Management²¹



OVERALL RATING

The evaluation finds that the initiative had all the systems in place for continuous and effective monitoring of the initiative. But these systems had limitations in terms of the type and level of indicators tracked; and the use of the data collected. The initiative showed willingness and ability to adapt to the changes in the implementation environment, leading to greater ownership by the factory. However, the adaptations were at the level of activities, while the overall project design was not adapted despite inaccurate assumptions.

The project monitoring was guided by LFA and had adequate systems in place to track and report the results. The project conducted baseline in Sep – Oct 2017, an additional baseline study in May 2018, concurrent monitoring study in Jun – July 2018 and July – Aug 2019. This evaluation includes the endline study as originally planned in the proposal. The project

prepared bi-annual and annual reports along with separate reports for key activities and events like media, Streelink mela, ‘Reframe workshop’ and other research products. For regular monitoring, the project team conducted weekly and monthly meetings and field visits. The project also conducted feedback surveys during the key events and also diligently maintained record of participants.

Revision of LFA

The project’s LFA was revised significantly in the second year due to challenges in reporting and in few cases due to changes in the project context. The foundation approved the revisions, however, the changes were not run through the Effective Philanthropy team. The project made another request to revise the LFA in the third year; however, the foundation did not approve the changes this time as the project was close to its closure. Most significant changes in the LFA were related to the strategies of Capacity Building and Advocacy where the outputs were converted to outcomes. This is because the project believed that the outcome level results were unachievable during the project period. Refer to table 1 for the changes in the LFA.

The evaluation acknowledges the challenges faced by the project during implementation. However, it also considers deletion of outcome level results as strategic error. The project could have reported results at the output level while highlighting factors for not achieving outcome level results. By removing original outcome level results, the project could not record any changes and lessons associated with outcomes and also lost the long term focus that is required for systemic changes.

21 The rating as defined by the ERS can be found in Annexure 4

Tracking of outputs and outcomes

The project majorly used concurrent monitoring surveys to track output and outcomes and compared the changes with the baseline and additional baseline data. The evaluation found that a significant number of outputs and outcomes were neither tracked nor reported during the project period. The table below presents the outputs and outcomes (as per the revised LFA) that were not reported during the project period.

TABLE 2: OUTPUTS AND OUTCOMES NOT TRACKED BY THE PROJECT

	1. Capacity Building	2. Networking & Support Structures	3. Mass Media and Public Campaign	4. Advocacy
Outcome	Sharing of cases (culture of silence will be broken)	<ul style="list-style-type: none">Women workers increasingly access community mechanisms to tackle SH/GBVWomen/ community members demand and avail government/ private/ NGOs services related to preventing violence	<ul style="list-style-type: none">Reduced stigma within the community towards women who go out to work	<ul style="list-style-type: none">Apparel industry associations are taking initiative to make factory managements and workforce aware about GBV and SH@WP and laws regulating it (KPI – ARC)Gender responsive workplace practices and policies enforced
Output	Increase in understanding among factory workers, supervisors and senior management about safe workplace	<ul style="list-style-type: none">Women are aware of govt. services, private services/ community servicesCreation of a strong & supportive linkages between service providers (NGOs, private & government) in the community for women apparel workers	<ul style="list-style-type: none">Sensitization of the community towards women working in the apparel sectorImproved understanding of the community on how sexual harassment limits women's access to public spaces or work	<ul style="list-style-type: none">Trade and Apparel Export Associations are aware about GBV, SH@WP and workplace policies

The reasons for these outputs and outcomes not being tracked include lack of significant progress due to implementation challenges, lack of data or an oversight. It is important to note that the original LFA did not specify ‘means of verification’ of results, which was also not improved upon later. Overall, the quality of tracking of the indicators was unsatisfactory.

Quality of methods used and reporting

The project conducted a detailed baseline study in Sep – Oct 2017 using a third party agency, [Partners in Change](#), as mentioned in the proposal. However, the project again conducted an additional baseline study with the use of internal team in May 2018 citing reasons that the baseline study did not capture status of some of the indicators adequately.

The evaluation notes that while the baseline study also captured the status of all the indicators, the findings were not really representative of the situation due to inadequate probing for some of the critical questions. For e.g. the question related to identification of different forms of sexual harassment shows that large percentages of women were aware of the different forms of sexual harassment during the baseline. The additional baseline changed the direct questions for this indicator and based it on understanding the mindsets relating to identification of different forms of violence. The results of the additional baseline were then reported in the LFA as baseline status. However, the additional baseline study was conducted with a very small sample, i.e. 36 workers – 12 male and 24 female in comparison to 400 workers during the baseline. Further, the project conducted the first concurrent monitoring survey just a month after the additional baseline survey and the results showed significant improvement, i.e. from 69% to 92%. This significant improvement in the status within a short time frame without reasonable explanation questions the credibility of both the additional baseline and concurrent monitoring surveys.

The project generated a significant amount of real time data, however, it did not make systematic use of much data to inform activities in a real time manner. For e.g. feedback collected during the events and community level data of women support groups were not collated and analyzed.

The evaluation finds that the event and specific strategy related reports were of good quality as they captured the activities and strategies in good detail. The bi-annual and annual reports presented the status of the project adequately for most of the activities, however, did not report on activities, which had not progressed. Further, the reports detailed the activities, however, were not adequately analytical with regard to intended outcomes.

ADAPTIVE MANAGEMENT

As evident from the sections above, the project's implementation plan evolved during the project period as many of the assumptions made during conceptualization stage were found to be untrue. For e.g. the Streelink melas were developed as an alternative to training workshops in small batches with workers in the factories, as the latter was not feasible within the tight productivity driven time schedule of the workers. The mela addressed the challenge of time constraint inherent in garment factories, which restricts their participation in any sensitisation project. Since the event was designed as Sunday carnival, it addressed the challenge of time constraints. The mela also allowed the project a level of freedom and engagement that was not possible on the factory floor. The project was thus able to effectively adapt to the challenges of the factory context, and design an innovative approach to reach the targeted workers without affecting the production times of the factories.

Based on Shahi's feedback, the initiative adapted several of its activities including the training module for factory level core groups. At the level of community, BT had planned to link with CSOs, however, in absence of credible partners, the initiative directly intervened and even formed women support groups. Similarly, the initiative designed special modules for MHM training at Shahi's request and even facilitated such trainings in another factory of Shahi in NCR. There are other examples that show BT's openness to learning and ability to adapt to changes in the implementation environment. These adaptive management approaches generated greater ownership of the project by the stakeholders especially Shahi.

However, this openness and flexibility were at the level of the activities, while the overall project design as well as the criteria and assumptions that the design was based on, continued to be unquestioned. The project held the core strategy areas like the factory level core groups, the community level support groups, and the target of 10,000

workers as sacrosanct, even when the projects' own monitoring data showed that these were not adequate for reaching the project outcomes (challenges faced with these strategy areas have been discussed above).

GRANT MANAGEMENT AND SUPPORT BY THE FOUNDATION

The foundation provided close facilitation and support to the initiative as part of the grant management function. At the level of implementation of the activities, the grant management was adequate, however, it was inadequate at the level of strategy.

The foundation played a critical role in the initial phase by introducing Shahi Export when BT was not able to identify suitable factories in the NCR. The support also extended to facilitating the partnership during the implementation stage. Further, team supported budgetary and LFA revisions and also participation in the midterm review of the initiative in November 2018, carried out jointly with Shahi Exports. The communication between BT and the foundation was open, regular and in the spirit of partnership.

However, there were several gaps in the strategic support and quality assurance processes, described below:

- Foundation had an open and regular communication with BT, however, there is no evidence to suggest that it highlighted the capacity gaps in the BT's project team especially with regard to advocacy and understanding of the garment industry.
- Foundation had inadequate engagement with the initiative to take strategic corrective measures when the assumptions (explained in the earlier sections) were found to be inaccurate or when the partnerships with other organizations did not materialize.
- The changes in LFA and budget were approved without discussing impact of such revisions on result areas. It is to be noted that budgets were revised,

as BT could not meet the co-financing target of EUR50, 000. In Feb 2019, foundation supported BT by providing EUR50, 000 as general support for its 2019 activities and overheads. The evaluation team notes that there was no discussion around utilization of additional funds for the project activities. Further, as an aberration, approval of the LFA revision was given without getting it validated by the Effective Philanthropy team, an internal process of the foundation.

- The gaps in tracking of outputs and outcomes especially with regard to advocacy were not identified and the corrective measures were not suggested.
- It was initially planned that the initiative will work closely with C&A business so that the initiative could access C&A supply chain, however, there is no evidence to suggest that foundation made any efforts in this direction.
- The evaluation further notes that there were gaps in the foundation's due diligence at the concept stage as it did not adequately assessed BT's expertise with regard to the key intervention strategies and its financial status. The due diligence process was unable to identify the capacity gaps in the partner's team and its lack of capacity to co-finance the initiative.

As mentioned in the context section, the initiative was brought under the purview of the Labour Rights programme in July 2019 due to programmatic mergers of the erstwhile Working Conditions and and Forced and Child Labour programmes as well as due to staff departures. Accordingly, the gaps identified above are with respect to the grant management by the previous team. Further, some of the gaps highlighted above have already been addressed by the foundation; for instance, the due diligence form has been strengthened.

A.5 Good Communication²²

CONDUCTIVE &
SUPPORTIVE

OVERALL RATING

The initiative had a good and transparent communication system that prioritised engagement, active participation and mutual learning. The communication was effective and open with the workers, factory management, the women support groups and influencers in community. However, it was inadequate or absent with the other garment industry players and policy makers; and with other stakeholders in the community, it was done mostly to gather their support and not for mutual learning or ownership.

BT leveraged on its expertise and experience in communication strategies to engage with different stakeholders - workers, factory management and community - and also to share with and sensitise a broader public audiences. The communication strategies prioritised engagement, active participation and mutual learning. The communication was effective and open with the workers, factory management, the women support groups and influencers in community, however, it was inadequate or absent with the other garment industry players and policy makers. The communication with other stakeholders at the community level was mostly done to gather support for initiatives on the ground, and the communication with general public on social media was not completely aligned with the initiative's specific objectives.

STREELINK LOGO



The logo is shaped like a brand tag that is generally fixed on a garment. Its main motif is of cloth stitches (on a denim background) to signify garment manufacturing as well as the link of solidarity among women that the initiative aimed to create.

Branding

BT created a strong brand identity around Streelink initiative, which served as an institutional reminder within the project environment and enhanced its visibility outside. This included creating a logo, a catchy name (Streelink) and reiterated the core agenda and messaging consistently. For instance, the project used some of the relatable and engaging messages as hashtags for e.g. #kaamkapartner, #auratheauratkidosthotihai across its various platforms and events. The initiative also has [a page on its website](#) devoted to Streelink initiative.

Communication with workers and supervisors

The initiative's communication with the workers was mainly through the platform of the Streelink melas, which facilitated active participation of the workers with the use of edutainment and non-threatening content. Since melas were organised on leisure days (Sundays), they enabled the workers to let go of their inhibitions and participate in conversations on sensitive issues.

Further, some of the discussions in the event tended to alienate men workers and supervisors. Since many of the incidences of GBV and SH on the factory floors are premised on the supervisor-worker relation, it was realised

that supervisors (who were mostly men) also needed to be engaged. Accordingly, with active support from the factory management, the project encouraged male participation in the succeeding melas and also organised a separate mela for the supervisors in each of the two factories.

The initiative's main challenge in engaging with the workers was lack of sustained communication with the workers and lack of follow-up on the conversations triggered during the carnival. The initiative was aware of this and created moments of meaningful engagement. The project could not use social media as factory management had requested to not share videos via WhatsApp. Since the Melas brought together a variety of content and messages, the workers' recall for each of them was limited. Most of workers recalled DV related messaging and their recall of SH@WP was very limited. It is important to note that each worker attended the mela only once and so his or her exposure to messages was quite limited.

Communication with factory management

BT maintained continuous, open and transparent communication with Shahi throughout the project period. The relationship was formalised through Memorandum of Understanding (MoU) and a single point of contact was established in both the organisations. Shahi was closely involved in project execution and provided regular feedback, which helped in refinement and improvement of the events and the products.

Regular quarterly meetings were organised the first two years of the project between BT and Shahi, and once all the processes of the initiative were in place, the frequency of meetings were reduced (2019 onwards). Over the three years, a total of 11 high level meetings were organised which involved the participation of the HR heads as well as Shahi's top leadership. This shows significant ownership

²² The rating as defined by the ERS can be found in Annexure 4

and acceptance of the project by Shahi. While the communication around the larger design of the project happened smoothly, the initiative faced challenges at the operational level. This included getting permissions for meetings and trainings, scheduling of events, and finalisation of content and delivery methods.

As per the MoU, the project shared with Shahi progress reports and all the products for their inputs and approval. This helped in improvement of the products and enhanced their effectiveness. The process ensured that the contents were relevant, addressed the needs and demands of the stakeholders and also increased their buy-in. For instance, Shahi's feedback on one of the theatre scripts was to have a solution-oriented approach, which was incorporated into other creative content as well, like music videos. In case of Streelink melas, the project incorporated Shahi's inputs on the content and strategy and organised them jointly with close engagement of HR/OD team. On Shahi's request, the project supported the factory even on unplanned activities like training on MHM, which reflects the openness of the communication.

Overall, the initiative showed flexibility, openness and transparency in its communication with the factory, and maintained a sustained two-way engagement that promoted mutual learning.

Communication with the community

The community mobilisation format offered limited scope for mutual exchange and learning, and mainly served as sensitisation events. However, similar to the Streelink melas, the initiative created moments of engagement with the audience by designing activities like games and magic-shows. Further, some platforms like the Ratri chowpals encouraged active participation of the community, where the children also performed.

In addition, the community mobilisers conducted door-to-door visits, which were effective in disseminating information about the initiative and event, formation of women support groups and participation in the events. A clear messaging arc with women support groups encouraged participatory and engaging discussions on GBV and SH. Further regular interactions with community level influencers led to operationalization of core groups and organisation of community mobilisation events. However, these meetings did not lead to mutual learning.

Communication with external stakeholders

The initiative's communication with the external stakeholders was limited and mostly done as a one-sided engagement to build visibility for the project and promoted mutual learning in a very limited manner. At the local level, stakeholders like the police and District Legal Services Authority (DLSA) were networked with and they participated in the community mobilisation events to inform about their services, however, links for service provisioning were not developed. Local media were engaged with to create a buzz for the community mobilisation events as part of the initial public campaigning.

In the absence of a clear advocacy strategy, there was no serious communication with the industry level stakeholders. The project did attempt to contact them in the initial phase of project, however, it received poor response, and did not further follow up with them.

Communication with the public

Communication with the larger public was primarily done through social media as part of digital media campaign. The formats like engagement posts' and Facebook Live were used that encouraged participation of the audience and enabled mutual learning. In addition, the project crowd-sourced some of the content by engaging with general public (like the vox pop-videos) and artists. The initiative also organised live interviews, discussions and chats with representatives from other organisations (like Sayfty.com and MenEngage Alliance) on Facebook and Twitter, to further learn and expand its reach by tapping into the experiences, knowledge and audience of these organisations. The project also created a specific campaign page on the issue of double burden in the first year which helped to collate all the content on a single page, and served as the site to drive all traffic to through the various social media activities (like blogathons). Since the link does not work anymore, it is difficult to assess the page separately, but the strategy was sound and efficient.

The project, however, did not expand beyond social media to tap into other media platforms, like radio or TV, as planned originally, due to insufficient resources. These platforms are more accessible for women workers, their families and other community members.

II. PRECONDITION

B.1 Changing the narrative

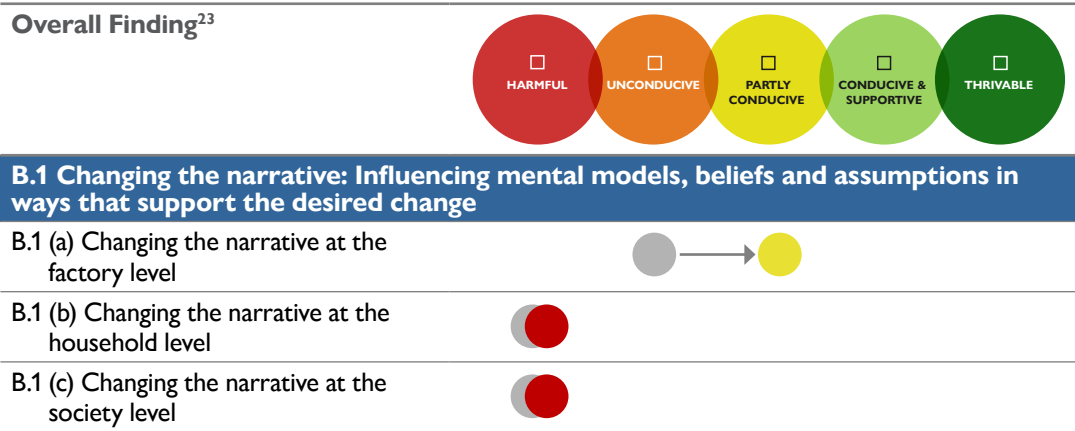
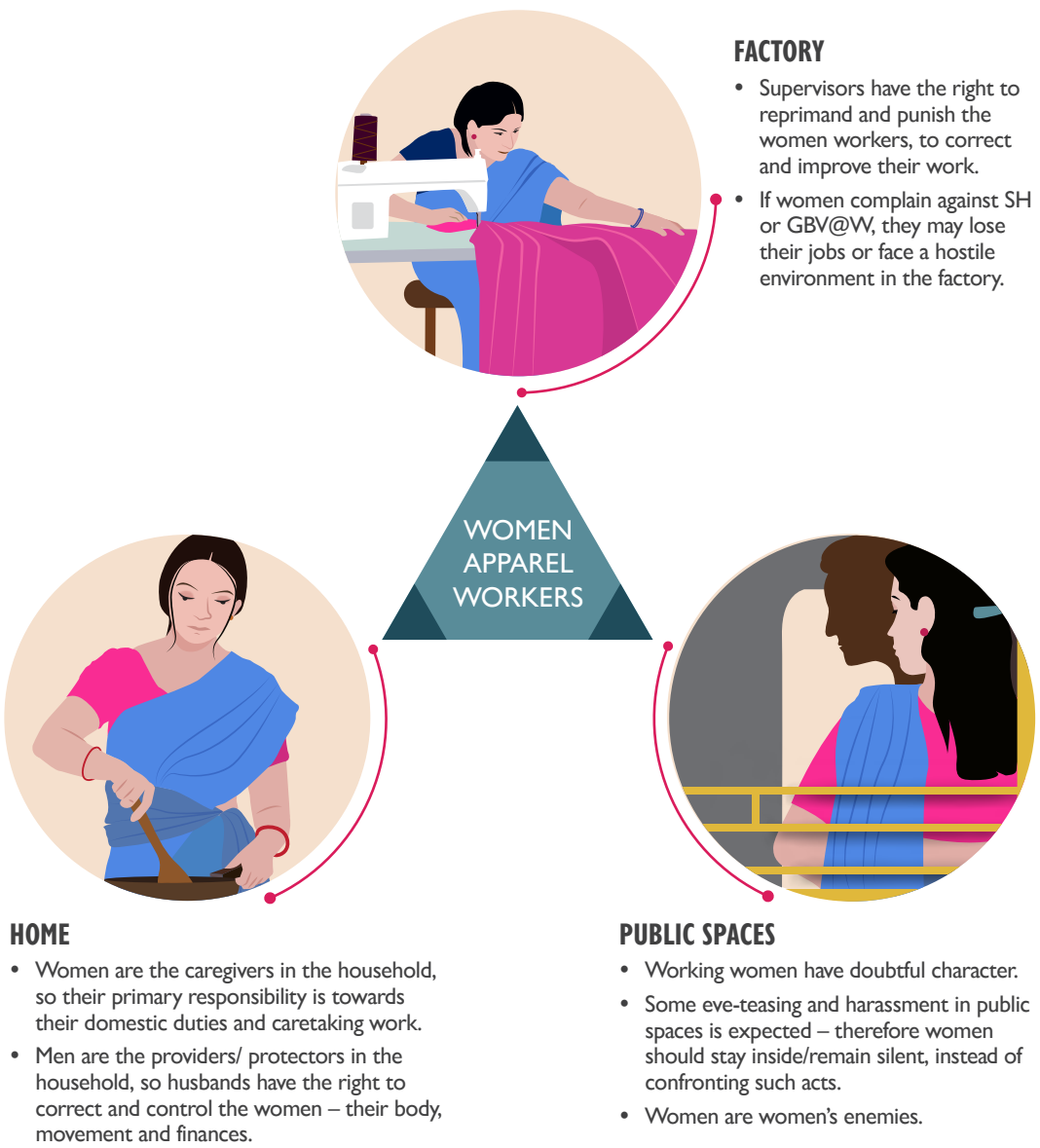


Figure 2: Narratives that surround and impact women apparel workers

OVERALL RATING

The evaluation finds the change in narrative is still at an earlier stage. The project has introduced new narratives in the different spaces that women apparel workers occupy. This has led to some change at the factory level; but at the community and household levels, the new narratives are yet to take hold in a conducive way.

The evaluation finds that there are seven dominant narratives that impact lives of a garment sector women worker in NCR at the level of spaces that they occupy, i.e. factory, home and public space/commute (refer to figure). The initiative attempted to change most of these narratives with the overall objective of making lives of women garment workers free from GBV and SH@WP. The findings are presented as per the three levels that the narratives exist and the initiative’s influence on them.



23 The rating as defined by the ERS can be found in Annexure 4

At the factory level

There were two dominant narratives in the two factories of Shahi, i.e.

- Supervisors have the right to reprimand and punish the women workers, to correct and improve their work.²⁴
- If women complain against SH or GBV, they may lose their jobs or face a hostile environment in the factory.²⁵

The power dynamics on the factory floor coupled by vulnerability of a migrant woman worker in NCR manifests itself into different narratives that then lead to GBD and GBV within the factories. These dynamics between the (mostly male) supervisors and the female workers is premised on both the gender related power and the position related power, where the female apparel workers are on the one hand are assumed to have less skill and worth, and on the other, they are expected to be more agreeable and less likely to complain or contradict (than the male workers). These then manifest itself in verbal forms violence like scolding, yelling or humiliating, which are deemed as normal and expected ways to manage the workers. These may also lead to subtle acts of SH which are normalised on the factory floor. In addition, the workers are unwilling to complain about these acts fearing loss their job or being exposed to a hostile environment in the factories. It is important to note that the above two dominant narratives in the two Shahi factories does not necessarily represent the case of garment industry in NCR. The prevalence, incidence and severity of SH and GBV are much higher in an average garment factory in NCR.²⁶

²⁴ India Country Study 2019, FairWear Foundation.

²⁵ Based on qualitative interviews with the workers and project team.

²⁶ India Country Study 2019, FairWear Foundation, qualitative interviews with project team and Kaarak's experience from previous unpublished research studies in the NCR.

²⁷ The table does not present the comparison with the baseline as the baseline findings suggest that the respondents were not probed adequately and also some of the nuanced forms of SH were not included. Since this was a prompt question, which women answered as 'right' or 'wrong', the evaluation team probed further to know its linkage with sexual harassment. The baseline findings suggest a very high percentage of women aware of different forms of violence, which did not present the real situation. The comparison table is available in Annexure 8.

While the initiative did not challenge these narratives directly, it mentioned them subtly in its various messages. The initiative sensitised the women workers to develop an understanding of GBV and SH and focused on the nuanced and normalised acts so that they are able to identify all forms of sexual harassment. The table below shows that around 60 percent of women workers could recognise different forms of SH including the subtle forms like leering, or circulating private photos, sending indecent texts or spreading rumours of a sexual nature. The initiative also developed the male workers' understanding of SH@WP; the table below shows that more than 75 percent of the men workers could recognise the different forms of violence including the subtle ones.

TABLE 3: WORKERS' RECOGNITION OF DIFFERENT FORMS OF SH@WP

% of workers who recognized the following as forms of SH at the endline ²⁷	Women	Men
Passing inappropriate comments /Sexual jokes	62	76
Leering	63	76
Whistling and Obscene gestures	63	84
Circulating private/ inappropriate pictures of someone without their consent	66	76
Sending indecent/ inappropriate messages/ texts	63	78
Spreading rumours of a sexual/ inappropriate nature about any woman worker	62	78
Touching/brushing	62	84
Stalking	57	82
Flashing	70	88
Groping (breast or buttock)	72	88
Sexual assault	64	90
Don't Know	19	8

This change in understanding contributed to influencing the two dominant narratives at the factory level. Further, the initiative broadened the understanding to include verbal violence as one of the forms of GBV even at the level of HR/OD teams. The initiative also stressed on the need of women to raise their voice against any act of violence or harassment. The Streelink initiative and the changes in the systems as per the new POSH policy was perceived as evidence of the factory's commitment to having a gender sensitive working environment. This sent a strong message to the workers and supervisors about company's continued commitment of 'zero tolerance' for all forms of violence. This also significantly influenced that narrative at the shop floor. It is also important to note that Shahi is conducting other POSH related training projects and has strong monitoring system to identify cases of harassment.

The anecdotal evidences suggest notable difference in the factory floor environment in the last two to three years. Supervisors are less likely to yell or speak rudely to the workers, both workers and supervisors are careful to not disrespect their colleagues, workers are more likely to call out verbal abuse and insults, and there is a general perception of a lack of impunity for such behaviours including the subtle ones. There is also a significant decline reported in the ‘culture of favouritism’. 98% of women workers in the endline survey are confident to report acts of SH at the factory floor, and 89% of these women believe that their complaint will be resolved.

These changes are likely to continue beyond the project period, however, Shahi will need to be proactive in their communication with workers and supervisors and continue stressing upon ‘zero tolerance’ to all forms of violence including nuanced ones like verbal violence. Change in awareness levels of individual workers, however, is likely to reduce over time, without constant messaging to reinforce this awareness. To this extent, Shahi has included SH@WP and GBV in the induction programme for new workers.

At the household level

At the household level, the dominant narratives are:

- Women are the caregivers in the household, so your primary responsibility is towards your domestic duties and caretaking work.²⁸
- Men are the providers/ protectors in the household, so your husband has the right to correct and control you- your body, movement and finances.²⁹

Within the household, the traditional gender roles position the women as caregivers and the men as providers. As a result, domestic and care-giving duties are seen as the primary responsibilities of the women, while earning money and protecting the primary responsibility of men. These narratives then create conducive conditions for both GBD and GBV. For working women, it leads to the double burden of both domestic (unpaid) labour as well as their outside (paid) labour. Further, the men in the house continue to be bestowed with the rights of the provider, in that they protect as well as police the bodies and monies of the women in the house. This may translate into taking of the women’s earned money; restricting her movements outside the house; beating, scolding or humiliating her; forcing sex on her, etc. In sum, the men take it as their role in the house to both control and correct the women.

TABLE 4: WORKERS' RECOGNITION OF DIFFERENT FORMS OF DV

% of respondents who recognize the following as forms of DV	Women		Men	
	Baseline	Endline	Baseline	Endline
Insulting/ Taunting someone	83	84	70	86
Humiliating someone in front of others	NA	85	NA	86
Not giving someone money	0	62	4	70
Forcefully taking and/or controlling the money earned by women	85	82	61	88
Trying to control mobility	NA	87	NA	72
Threatening to physically hurt someone	NA	89	NA	78
Physically hurting someone (like a slap, a shove, hitting)	74	92	77	80
Forcing sex or a sexual act (even by a spouse)	78	84	66	82

The initiative challenged these narratives by creating awareness around double burden and different forms of DV, particularly the verbal, emotional, sexual and financial violence.

28 Hentschel T, Heilman ME and Peus CV (2019) The Multiple Dimensions of Gender Stereotypes: A Current Look at Men’s and Women’s Characterizations of Others and Themselves. *Front. Psychol.* 10:111. doi: 10.3389/fpsyg.2019.00011

29 Benokraitis, Nijole (2002). *Marriage and Families: Changes, Choices, and Constrains*. New Jersey: Prentice Hall.

The messaging on **double burden** provided a rare insight for the workers into the gendered division of labour. The women workers could immediately relate themselves with these messages. The evaluation finds that some women workers have negotiated their workload at home with their husbands and family members. These workers reported using videos/songs developed under the project to negotiate with their partners or families. A separate time mapping exercise can assess the extent of this change. The initiative has undoubtedly broadened the understanding on GBD amongst workers and the subtle unchecked ways it manifests itself in.

The initiative broadened the narratives around **what constitutes as domestic violence**, to include not just physically violence, but also verbal, sexual and financial forms of violence. The survey results suggest that more than 80 percent of workers identified different forms of DV including the subtle ones.

While there is change in the understanding of women workers, reduction in DV can only happen when the potential perpetrators also change their mindsets. For instance, unless the husbands and family members of the women workers also change their understanding around what constitutes as GBV and GBD, negotiating for an equal and safe space within the household is an uphill battle for the women workers. The qualitative discussions suggest that there is no significant change in the situation of DV at the household level. In fact, as already mentioned, due to COVID-19 4 percent of the workers reported increase in incidence of domestic violence.

At the society level: Community and Commute

At the public spaces, the dominant narratives³⁰ that influence working women are:

- Working women have doubtful character.
- Eve teasing and harassment in public spaces is expected- therefore women should stay inside/main silent, instead of confronting such acts.
- Women are women's enemies.

Assumptions and modes of thinking that are prevalent inside the homes and factories, manifest at the community level and in spaces of commute of the working women as well. Negative perceptions around working women abound in the community, casting suspicion on their character. In public spaces including commute, eve-teasing, abusive language and harassment are expected and normalised. While such acts are used as justification for controlling women's mobility on one hand (bringing up issues of safety), women are also expected to accept and not confront them. In addition, common narrative like 'women being women's enemy' pit women against each other and precludes them from supporting each other.

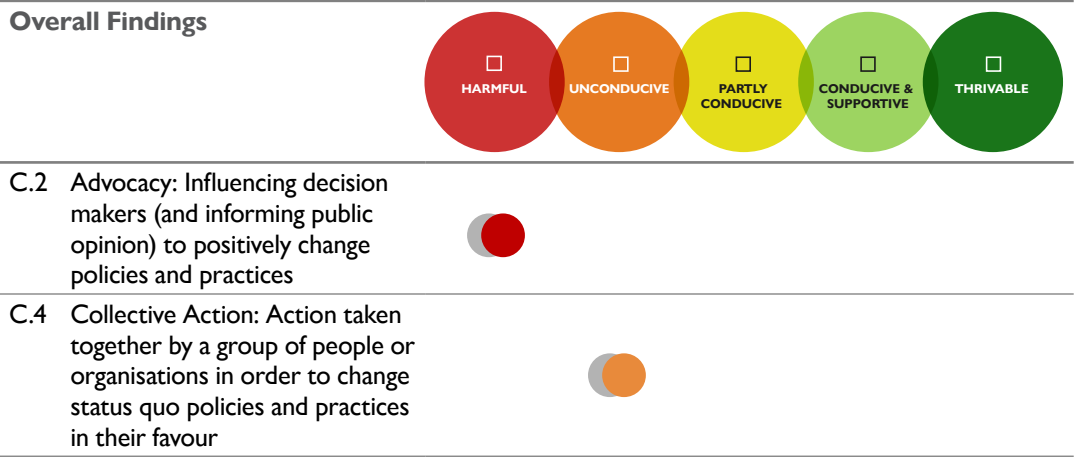
The initiative challenged these dominant narratives by creating awareness and women support groups at the community level. Further, the initiative's key message was to resist and raise voice against any act of harassment, however small. Some of the women support group members started going out to work, indicating increase in their confidence. The women workers reported confronting acts of harassment in the public, against them or their peers. In the endline, 96% of the male workers also said they will take action if they witness SH in the public; but there is no evidence to suggest if this has translated into action.

The project also tried to reach out to auto drivers (through face to face engagement, and by sharing songs developed under the initiative), since most of the women apparel workers commute to and from the factories in shared autos. However, the project was not able to engage with these drivers for detailed trainings and there is no evidence of them using the songs/ media developed under the project during commute. Thus, at the commute level, similar to the household level, the change in narrative is at the level of the workers and not at the level of the perpetrators (other commuters/ driver) or the enablers (auto drivers) in these spaces.

In addition, the formation of women's support groups countered the narrative around women not supporting each other. The groups enabled peer sharing and support amongst the women in the community. There is anecdotal evidence of women support group members intervening in cases of GBV in the community, to counsel or break the act, and in a few cases also to help the survivors to report to the authorities. This is mostly done informally where members of the women support groups have intervened during domestic altercation within households to prevent it from escalating, or in few cases have even called the helpline number or the police in case of escalation. These changes at the societal level are at early stages and isolated to few women and families in the community.

30 These narratives are based on qualitative interviews with workers, core-group members and project team.

III. LEVERS



C.2 Advocacy³¹

OVERALL RATING

The project was unable to reach its advocacy related outcomes and change industry level practices or systems. Thus, the situation in the garment industry continue to perpetuate GBV and SH@ WP.

The project did not implement advocacy related activities with the industry associations of garment factories as intended. The initiative could have leveraged on the image and influence of Shahi within the garment industry to advocate for implementation of sexual harassment policy across the garment units in NCR. Since advocacy was a planned component of the project, the table below shows the project’s performance against the intended outcome and outcome indicators of this component.

At the international level, BT contributed to the process of including domestic violence in C190 of ILO, which deals with workplace harassment. This was an unintended outcome

31 The rating as defined by the ERS can be found in Annexure 4
32 The rating as defined by the ERS can be found in Annexure 4

that was a result of BT’s international advocacy efforts, this included participation in a panel organised by ILO and UN Women, and the CSW session (mentioned under Implementation) in which BT used its experience with Streelink to highlight the interconnections of violence faced by women in the domestic, public and work spaces. It should be noted, however, that BT was one of the many organisations that have contributed its experiences and insights into the C190, and that discussion on inclusion of DV predates Streelink initiative. The new convention of ILO has the potential to impact harassment policies of workplaces across industries and nations.

TABLE 5: PROJECT'S PERFORMANCE AGAINST THE PLANNED OUTCOMES UNDER ITS ADVOCACY COMPONENT (AS PER THE REVISED LFA)

Intended Outcome	Outcome Indicators	Targets	Endline Data
Apparel industry associations are taking initiative to make factory managements and workforce aware about GBV and SH@WP and laws regulating it. Factory managements implementing trainings, health camps for workers	<ul style="list-style-type: none">No. of initiatives taken by Apparel industry association to make factory management responsive towards on GBVNo. of factory managements implementing trainings, health camps.	Factory draft /make revision in worker’s welfare policies are visible inside the factory	No change observed by the evaluation on the indicators set.

C.4 Collective Action³²

OVERALL RATING

There is no evidence of collective action at the factory or at the community level. At the community level there are a few anecdotal evidence of the women support groups taking action, but they do not represent the voice of the women apparel workers.

Collective Action at the Factory Level

There is no evidence of collective action at the factory level as there was no instance of workers coming together. While the factory core-groups were envisaged to promote peer learning and sharing leading to collective action, the core groups did not function at that level.

It should also be noted that the targeted factories, similar to the other garment factories in north India, do not have any trade unions. There is thus a need as well as opportunity for collectivisation in these factories that this project did not specifically target.

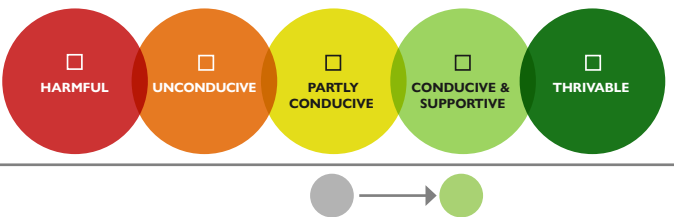
Collective Action at the Community Level

At the community level, the evaluation team found anecdotal evidences of a few cases of GBV or DV being referred to the women support groups. However, there is no evidence of women support groups taking collective action to file complaints to the authorities or to address the violence formally. Further, the voices of women apparel workers regarding domestic violence were not represented, as they were not linked with these women support groups. In the endline survey, only two percent of women workers mentioned seeking help of a community group or collective and five percent mentioned seeking help of friends or other community members. Most of women workers mentioned that they would take individual action - whether to reason with the perpetrator (49%) or take them to police (55%).

IV. ENABLERS

D.1. Organisational and Network Effectiveness

Overall Findings



D.1. Organisational and Network Effectiveness³³

OVERALL RATING

The initiative contributed to Shahi’s SH@WP related capacities and systems. These have the potential to create a more gender inclusive workplace conditions for the women apparel workers.

The initiative contributed to Shahi’s capacities and systems to create a workplace free from GBV and SH for the workers. Specifically, the initiative developed understanding (nuanced) of Shahi team on GBV and SH and led the review the POSH policy. Based on strategic and operational recommendations, Shahi has initiated the process of institutionalizing the new policy in all its factories of NCR. In addition, the initiative also built Shahi’s capacity to promote MHM amongst its women workers.

It is to be noted that Shahi had preexisting systems in the factories to address the GBV and SH related complaints. There was a POSH policy, which was guided by the principles of ‘zero tolerance’ and ‘strict confidentiality’, however, it was not legally compliant. There was a women committee in each factory, which was constituted in 2014-15 and had members from HR and OD departments along with elected women workers as representatives. These committees used to meet every month to check the status and also to deal with SH related complaints. Shahi had also installed complaint box and posters with names and contacts of women committee members. Further, Shahi had also provided a diary to its workers, which listed helpline numbers and contact details of women committee members, members of other committees like workers committee, grievance and redressal committee. The factory also maintained a constant oversight on the shop floors and canteens. Every floor had a dedicated HR staff that the workers could contact anytime. Further, the HR and OD staff had received trainings on GBV and SH as part of POSH and other trainings. As mentioned before, Shahi had a significant number of women workers trained on life skills as part of the P.A.C.E. trainings, which Shahi has institutionalised since 2008. In fact, Shahi was the first factory in India to launch Gap Inc’s P.A.C.E training. While P.A.C.E trainings focuses on life skills, it also has modules on gender and patriarchy.

33 The rating as defined by the ERS can be found in Annexure 4

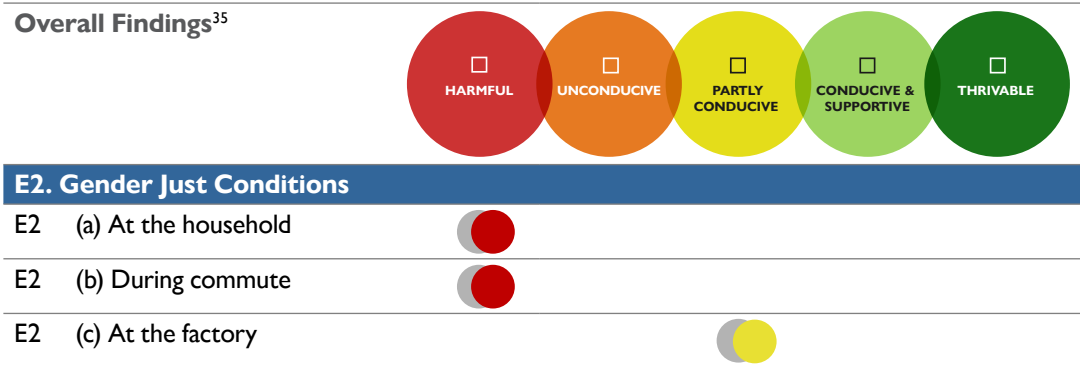
Streelink initiative built the capacities of the workers and staff to understand and identify mental, verbal and emotional forms of violence and harassment. Earlier, these forms of violence were often normalized and overlooked in the pretext of workload and production targets. There is recognition of these nuanced forms of violence by supervisors who attended the sensitization programmes. This new understanding forced some of them to reflect their own position as an offender or a bystander or a survivor and made them reflect on their responsibility towards creating a safe environment in the factory. Overall, the increased capacities are working as preventive measures and has also changed relationships between supervisors. For e.g. in case a woman worker's productivity is low, the sensitized supervisor sends the worker to HR department instead of scolding her, which was the earlier practice. Since only half of the women workers and a small proportion of supervisors were covered by the initiative, the capacity enhancement is partial.

Based on the initiative's recommendations, Shahi is in the process of installing new systems as per the new policy. The significant measures taken during the project period are:

- Restructuring of IC: Earlier the IC was centralized which was restructured so that all the factories have a separate IC and with a mandate to work independent of HR or management. A representative of NGO was included as external member in the IC.
- The mahila committee was dissolved and few of its members were appointed as members of IC. It is to be noted that the law does not mandate the worker representatives to be elected.
- The new POSH policy was communicated to workers through posters. New workers are encouraged to attend the IC meetings as part of their induction. It has also developed a digital training project for its workers on POSH.

V. IMPACTS AND SUSTAINABILITY

E2. Gender Just Conditions³⁴



OVERALL RATING

Within the targeted factories, most workers work under conducive conditions, but no impact is observed in workers' conditions at the NCR garment industry level. The initiative contributed to enhanced understanding of workers to deal with violence at all three spaces that women workers occupy. But deep-rooted mindsets have still not changed. The changes in capacities and beliefs are significant; continuous messaging and support systems will be needed to sustain them. Support system at factory level has improved; those at community and commute levels are absent.

The initiative's impact is assessed to understand capacity enhancement of women workers to deal with GBV and SH@WP at the spaces that they occupy, i.e. factory, household and commute. It is to be noted that while initiative had targeted to impact at the NCR level, the initiative was implemented only in the two factories and no impact was visible at the NCR garment industry level. Accordingly, this section deals with the impact on the capacities of women workers leading to change in organizational culture towards GBV and SH@WP. Further, the gender just working conditions are limited to SH@WP as the initiative did not target other aspects of working conditions like payment and recruitment systems.

³⁴ Note that criteria of Gender Justice and Social Inclusion and Just Conditions for all workers were merged as Gender Just Conditions which includes conditions of women workers in all the three spaces that they occupy.

³⁵ The rating as defined by the ERS can be found in Annexure 4

TABLE 6: PROJECT'S PERFORMANCE AGAINST THE PLANNED OUTCOMES THAT ARE RELEVANT TO GENDER JUST CONDITIONS

Outcome	Targets	Endline Data
<ul style="list-style-type: none"> Factory workers- Recognize forms of violence/SH Identifying and acknowledge incidences of violence Sharing of cases (culture of silence will be broken) Increased % of women workers reporting cases of GBV and sexual harassment by women workers. 	<ul style="list-style-type: none"> 95% women workers and 90% men workers will recognise various forms of SH and GBV. 10 % women and men workers will identify and acknowledge incidence of sexual harassment/GBV 30% greater reporting of cases of GBV & SH by women workers by December 2019 	<ul style="list-style-type: none"> 80% of them recognise at least 3 forms of violence. 92% of the male and 81% of the female workers recognise at least 1 form of SH. 92% of the male and 97% of the female workers recognise at least 1 form of DV. 24% of the male and 88% of the female workers acknowledge that girls and women face harassment in public spaces. None of the respondents acknowledged incidences of violence at work place and at home (in the qualitative interviews). In the survey, 4% of the women workers reported increase in GBV faced by them after the coronavirus related lockdown. The programme did not collect data on reporting of cases.³⁶
<ul style="list-style-type: none"> Core group members- Recognize forms of violence Aware about the process of handling cases related to SH/GBV 	<ul style="list-style-type: none"> 100% of core group members were aware about the process of handling cases related to SH/GBV 	<ul style="list-style-type: none"> 100% of the core group members recognize at least 5 forms of SH. 100% of core-group members recognize at least 4 forms of DV. 56% of the core group members are aware of the process of handling SH@WPP (only 11% know that enquiry has to be completed within 90 days). 100% of them know that women can lodge a complaint against DV.
<ul style="list-style-type: none"> Women workers increasingly access community mechanisms to tackle SH/GBV Women/ community members demand and avail government/private/ NGOs services related to preventing violence 	<ul style="list-style-type: none"> No baseline data on access and demand of services 	<ul style="list-style-type: none"> The interviews with women workers did not suggest any progress in workers accessing community mechanisms. Data on access of community mechanisms to tackle SH/ GBV is not available; the programme did not track this as part of its MIS. Qualitative data at the endline suggests that there are some cases of community women (not workers) accessing community mechanisms as well as services in the factory to tackle SH/ GBV.

Impact on women's capacity to deal with DV and GBV at the household level

The initiative focused on developing agency of the women worker, which can be considered ability to recognize different forms of violence and take action against them.

As explained in the 'changing the narrative section', there is significant change in women's ability to identify different forms of violence at the household level. In case of incidents of DV, there is an increase in proportion of women who would seek external help like reporting to police (increase by 23 percent points), seeking help of NGO (by 14 percent points), and reporting to helpline (by 6 percent points). There is also decrease in proportion women who would discuss the situation with perpetrator (by 7 percent points), would seek help from family member (by 11 percent points) or remain silent (by 2 percent points). However, this is

marginal. Interestingly, there is significant decrease (by 25 percent points) in proportion of women who would stand up to the perpetrator. The in-depth-discussions with the workers suggest that women would also consider severity of the acts of violence while deciding their response. While in severe cases, most would like to seek external help from police or NGO, in case of moderate ones they would like to resolve it at the household level. The workers believed that non-physical violence needs to be resolved amicably as formal complaints to the police many disturb the family life. This suggests a marginal change in the capacities of women workers to deal with DV. This can be related to the fact that more than half of the workers are still unaware of the DV Act, even though there is an increase of 14 percent from baseline. The awareness around the DV Act was found even low amongst the men workers, as only 39 percent had heard about the Act.

³⁶ As mentioned in the report, since the evaluation was conducted through phone-interviews (instead of face-to-face interviews), personal and sensitive questions such as these could not be covered.

TABLE 7: WOMEN CAPACITY TO DEAL WITH DV AND GBV AT HOUSEHOLD LEVEL (BASELINE- ENDLINE COMPARISON)

Q. If you ever face violence or abuse from someone in your home, what would you do (multiple choice)	Baseline	Endline
Will go to the police	32	55
Will try to reason or talk to the perpetrator to make them understand	56	49
Will seek help from other family members (ask them to talk and intervene)	39	28
Will approach Breakthrough/ other NGO	2	16
Will stand up to the perpetrator (by arguing or fighting back)	34	9
Will seek help from friends or community members	13	5
Will remain silent and/or adjust to the situation	15	13
Report to Helpline	0	6
Will seek help from a community group/collective	0	2
Will approach a lawyer/court	1	2
Will go to own mother's house/ get divorced	1	3
Don't know/Can't say	2	5

Impact on women's capacity to deal with GBV during commute

One of the key messages of the initiative was to resist any form of violence at the first instance as it also helps in stopping the act immediately. Most of the women related this message with the SH at the public spaces. As the findings suggest, women workers believe that women should either resist or report violence in public places as a significant proportion of them feel that women should either report to police, call the helpline, take help of bystanders or confront the perpetrator. There is a significant increase in percentage of women who think acts of violence should be reported to formal mechanisms.

TABLE 8: WOMEN'S CAPACITY TO DEAL WITH GBV DURING COMMUTE

Q: What steps should be taken if anybody faces harassment at public places	Baseline	Endline
Report to police	54	63
Ask people around to help/Take some action	46	51
Confront the perpetrator	53	40
Report to helpline (is able to remember the helpline number)	16	17
Report to helpline (not able to remember the helpline number)	0	25
Tell to family members/Friends	15	18
Report to security guard	10	1
Report to bus driver/Conductor/ auto-driver	4	1
Report to CBO/community Groups	3	0
Don't know	1	0

Impact on women's capacity to deal with GBV and SH@WP at the factory

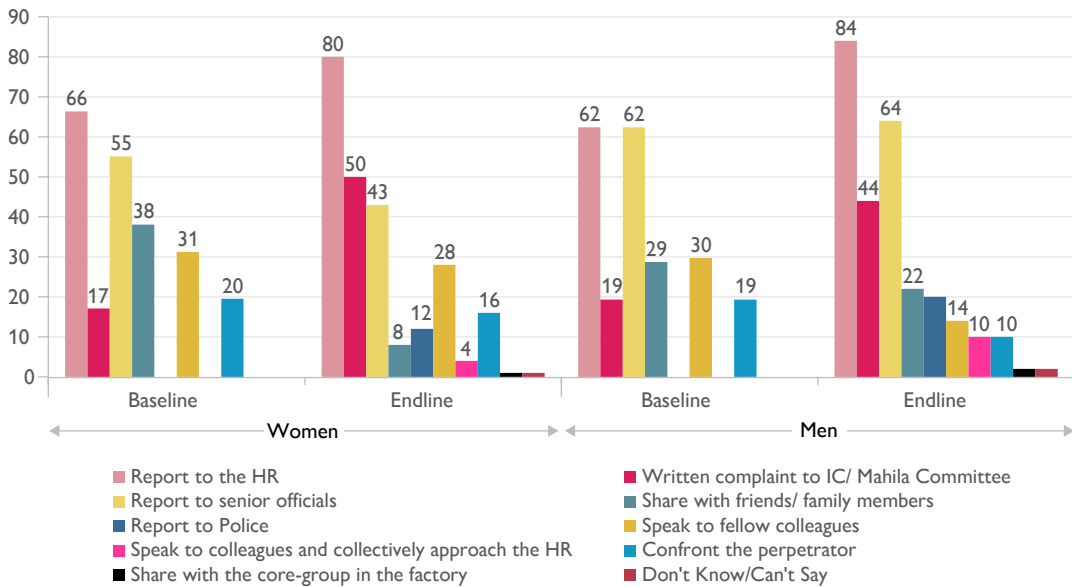
The capacity of women to access workplaces free from violence is assessed from the perspective of their awareness of the systems and their beliefs around reporting of the SH@WP. As earlier mentioned, Shahi has special facilities and provisions for women workers such as child care facilities, separate urinals, maternity leaves. The findings suggest that almost all the workers were aware of these facilities, which is a significant improvement from the baseline.

Capacity related to reporting of SH@WP cases

The endline survey findings show that 98% of the women workers are confident to report acts of SH at the factory floor. The percentage was high even during baseline, i.e. 94%. More importantly, 89% believe that their complaint will be resolved. The chart below suggests that there is a significant increase in number of workers (both women and men) who believe that women should report to HR, IC, senior officials and even police. As can be seen, there is less proportion of workers who believe in informal mechanisms, for e.g. speaking with colleagues, family or friends or even confronting the perpetrator. This clearly suggests that workers believe more in the institutional mechanisms to respond to SH@WP suggesting shift in the organisational culture to formal mechanisms.

Figure 3: Women’s capacity to deal with SH@WP.

Q. In case of an incident of sexual harassment/ violence against women in the workplace, what should the survivor do?



The in-depth-discussions suggest that women workers are confident about reporting the severe forms of violence and harassment, while they may avoid the ‘small’ or the nuanced ones. This is because they fear getting into unnecessary controversy, which may lead to loss of job. Further, some of them believe that the ‘supervisor class’ may turn against her and make her stay in the factory difficult.

Awareness of IC committee and its procedures

It is significant to note that almost all the women are aware of IC committee in the factory, which is a significant change from the baseline status of 61 percent. Around 88 percent of men workers are aware of the IC, which is same as during the baseline. While there is awareness on the existence of the IC, only 46 percent women and 40 men workers are aware of the procedures of the IC committee in case of complaints. Most of the workers (100 percent of the male and 78% of the female workers) are aware that the committee has to conduct an enquiry after receiving a complaint, however, a very small percentage (6 percent male and 4 percent female) is aware that the enquiry must be completed within 90 days of receipt of complaint. Also, while all the women are aware that both the parties, i.e. complainant and accused, have to present their cases before the IC, only 29 percent of the men workers are aware of this provision. Overall, the workers do not have adequate awareness of the detailed provisions of the IC.

How workers will respond if they come to know about any act of SH@WP

When workers were asked about their response to any act of SH@WP with any of their colleagues, a significant proportion of them mentioned taking direct action to either report to IC, HR/senior officials or police and some even mentioned confronting the perpetrator. In case of men, this is significant improvement from baseline as they were not in favour of direct action then.

Similarly, a significant proportion of workers mentioned providing support to the survivor for reporting within the factory or to the police.

Overall, all the workers mentioned that they would provide either direct or indirect support to report to formal mechanisms and a small proportion also mentioned that they would confront the perpetrator.

TABLE 9: WORKERS' RESPONSE TO SH@WP (BASELINE-ENDLINE COMPARISON)

Q: Suppose one of your woman colleagues faces harassment/ violence at workplace, what action will you take? (Multiple response) (This question was not asked to women during baseline)				
	Response (in %)	Women	Men	
		Endline	Baseline	Endline
Direct action	Go with/ on behalf of the survivor(s) to the IC	30	9	30
	Report to HR	19	0	36
	Report to senior officials	11	0	12
	Go with the survivor(s) to the police	13	4	28
	Confront the perpetrator	8	11	22
Support	Counseling and moral support for reporting and seeking justice	15	38	40
	Ask the survivor(s) to approach the IC	11	21	32
	Ask the survivor(s) to approach the police	17	9	16
	Ask the survivor(s) to confront the perpetrator	14	6	8
	Share with the core-group in the factory	0	0	6

OVERALL COMMENTS

As evident from the findings above, the initiative has contributed to enhanced understanding of the workers to deal with violence at all the three spaces that women workers occupy, however, awareness of legal provisions and procedures of IC is still lacking. The enhanced awareness has led to increased confidence to deal with the situations in terms of reporting to formal mechanisms, however, the deep-rooted mindsets have still not changed. This may have impact on the organizational culture with consistent efforts and systems strengthening. The qualitative discussions suggest that a significant proportion of workers continue to believe in the gendered roles and patriarchal norms. For instance, despite identifying verbal abuse (shouting/ taunting) as one of the forms of sexual harassment at workplace, some continue to rationalize it as pressure of work. Many continue to believe that household chores as prime responsibility of women workers. This is further illustrated by the survey findings as highlighted in the table below.

TABLE 10: PERCEPTION OF WORKERS REGARDING GENDER ROLES

% Of respondents who agree with the following statements.	Men		Women	
	Baseline	Endline	Baseline	Endline
Women are supposed to take care of household matters. Men go out and work and earn	41	28	22	53
Women should go out to earn only when their family needs money	NA	42	24	51
It's against the honour of a family if a woman goes to work	11	12	5	15
Women who go to work are not under control of the husband/family	11	10	4	6
When women work, there are less jobs available for men	12	28	84	29

Accordingly, the changes in the capacities and beliefs are significant, they may not sustain if the messaging is not continued and the support systems do not provide adequate support. While the support systems at the factory level regarding grievance redressal and reporting has improved, support systems at the community level are still absent. As the initiative targeted to change the organizational culture towards GBV and SH@WP, the change is partial and requires consistent and continuous efforts.

E4. Financial Sustainability³⁷



OVERALL RATING

The initiative became increasingly expensive and was unable to generate co-financing for its uptake and scale. The factory level intervention has the potential to be scaled with demonstrated evidence of model's success; community level intervention does not have any scope for continuation without grant funding.

The project is not sustainable financially. The total budget had a co-financing component of EUR50, 000 (out of 500, 000 EUR), which was to be raised by BT. However, BT was unable to raise this component, and as a result the budget was subsequently reduced (to 450, 000 EUR). This highlights that the initiative was unable to demonstrate its uptake by other donors, which limits the financial sustainability. Further, the initiative spending increased substantially (almost 3 times) from the first to the third year. This trend is not conducive for the financial sustainability, as it shows an escalation, instead of reduction, of BT's investment and involvement over the three years.

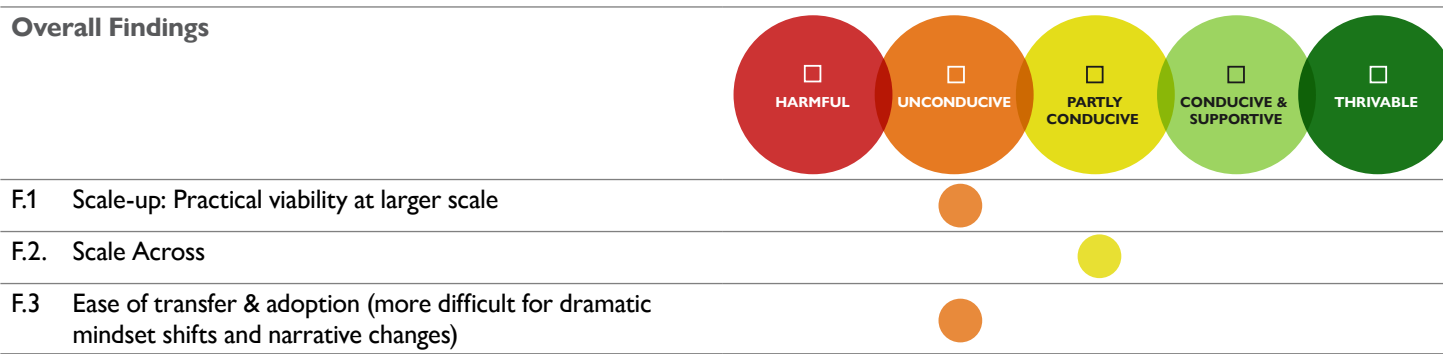
³⁷ The rating as defined by the ERS can be found in Annexure 4

The factory level intervention has the potential to be sustained as Shahi Exports has the capacity to manage the initiative, and has previous examples of institutionalising other programs. However, Shahi management requires evidence of the effectiveness and impact of initiative to institutionalise it. The community level intervention, on the other hand, does not have any scope for continuation without grant funding, as there are no viable systems or capacities created to take ownership of the process.

VI. SCALABILITY

The evaluation considered scalability of the Streelink initiative from the dimensions of ‘scale-up’, ‘scale-across’ and ‘ease of transfer and adoption’. It is to be noted that the holistic concept of Streelink initiative required a range of interventions with multiple layers, which was partially demonstrated. The significant missing elements are creation of informal support systems at the community and factory levels and engagement with potential perpetrators, i.e. family members at the household level, supervisors at the factor level and transporters at the commute level. Accordingly, scaling up of the Streelink initiative is not a good idea as it is still developing. However, there are certain elements of the initiative that have shown potential for scalability. To advocate for scalability with garment industry, the initiative will require robust evidences to establish the effectiveness of the strategies and their contribution to worker well-being. The implementing organisation may also have to partner with brands and/or buyers to push for the agenda within the factories. The initiative had planned creation of toolkit for scaling up of the project within NCR, however, the toolkit in its current shape is not sufficient for this purpose. This toolkit was to include guidelines for the different systems, legal aid, complaints committees and other standards that industries need to create a gender responsive workplace. However, no such comprehensive toolkit was developed by the project. The initiative had also factored in scale-up by Shahi, which owns around 65 factories, however, it will require more evidence to establish the effectiveness of its model.

Further, around 57% of the project budget was for personnel and overhead costs. Since the evaluation team does not have break-up of the this cost for project development and project running, it is unclear to what extent the project cost can be reduced during scaling up process. The evaluation believes that scaling up at these costs is unlikely.



F1. Scale-up: Practical viability at larger scale³⁸

UNCONDUCTIVE

OVERALL RATING

The initiative, in its current form, is likely to fail if implemented at a larger scale. The factory level intervention has the potential for scale-up with customization. The community level intervention is still at an early stage and yet to demonstrate a viable model for scaling.

For “scaling up”, the evaluation considered expanding the initiative to a larger beneficiary pool across a larger number of factories, where the factories employ more than 1000 workers with significant proportion of female workers in a context like NCR. The key findings as per the different elements are as follows:

- The Streelink mela as a sensitisation tool have the potential for scale-up after some customisation of the design and content. Further, the scaled up initiative will need support of an expert organisation for effective execution. Further, it will require planning and significant commitment from the management and HR/OD teams to maintain the quality and to work on weekends, which was cited as one of the impeding factors. It is important to note that Shahi had considered scaling up of Streelink mela, however, found it too resource intensive.
- In order to scale up the HR/OD trainings, the initiative will require a supportive and participatory environment within the factory. The HR/OD teams will need to spare time in a consistent manner to complete the training module. Further, the module of this training will further need to be standardised to be acceptable to the garment industry.
- Review of SH policies have high potential of scale-up as the garment factories need to undertake this to be complaint to law. At a macro level, sensitisation projects for garment factory owners will need to be undertaken in partnership with their associations to highlight this. A model SH policy can be developed and shared with the industry owners, which can significantly reduce the cost. The setting up of systems as per the new policy will require commitment from the management as it will involve changes in the existing power relations within the hierarchy especially HR department and IC. Based on the experience of this initiative, a training module can be developed to train management and HR teams to implement the changes. It is significant to note that Shahi has enforced new policy in all the factories of NCR and is in the process of doing it for all its factories. Since export oriented units are under greater scrutiny by the compliance systems of the brands, many of the factories would be willing to review their policies with adequate technical support.
- The experience of *Bell Bajao*, a successful BT campaign to halt domestic violence, suggests that a successful mass media and public campaign requires independent programming with significant investment and partnerships with multiple organisations from government, corporate multiple civil society organisations. BT had created a national level Streelink campaign, which at this stage does not look scalable.³⁹

The community and commute level intervention, as well as the project’s activities around the creation of factory level core-group, do not demonstrate potential for scaling.



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³⁸ The rating as defined by the ERS can be found in Annexure 4

³⁹ The website of streelink campaign can be found at <https://inbreakthrough.org/campaign/streelink/>

F2. Scale Across⁴⁰

PARTLY
CONDUCTIVE

OVERALL RATING

The findings suggest that many of the design components were not reflective of NCR context and have the potential of being scaled to specific contexts where the workers live as groups and their accessibility beyond outside factory is not a challenge. The factory level intervention is more difficult to scale across, as it relies on a highly supportive and participatory management and leadership, which would be difficult to find in most garment factories.

For “scaling-across”, the evaluation considered expanding the initiative to different contexts with garment factories of different sizes and demography and workers coming from variety of communities.

The findings suggest that many of the design components were not reflective of NCR context and have the potential of being scaled to specific contexts where the workers live as groups and their accessibility outside factory is not a challenge. Some of the key points on the scaling-across are as follows:

- Women support groups can be more effective in other garment hubs of India, where the workers are less dispersed. Further, contexts where workers are not circular migrants and live near factories, the strategies of creating support system at the community level can be more effective. In order to function as informal support system for garment sector women workers, the women support groups will need to ensure direct linkage of women workers with the women support groups. Lessons from other initiatives, like associations of women workers or trade unions of women workers, can be considered to develop appropriate strategies.
- The factory level strategies including Streelink melas relied on a supportive and participatory management and leadership, which is not evident in most of the garment factories in the developing world. Brands or the local governments will need to lead the initiative to push the factories especially smaller and medium sized ones to undertake such an exercise. It is to be noted many international brands have already included the agenda of prevention of sexual harassment as part of their compliance mechanisms.
- The public campaign tools at the community level have good potential for scaling across other locations with the right kind of skills of the implementing organisation. They are adaptive to the context, and uses methods, which are not overly reflective of any

specific cultural or geographical context. Some of the activities like the Ratri chowpal use participatory method, encouraging local participation and ownership of the process. Similarly, the employment of community mobilisers from the community further leads to the reliance and building of local capacities, which makes this component easier for scaling across. However, the key messages and communication products developed under the project were very specific to context and as such their adoption will require significant investment to customise to other contexts.

F3. Ease of Transfer & Adoption⁴¹

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OVERALL RATING

The evaluation findings suggest that any attempt to replicate this initiative will be very difficult, and will face similar difficulties that this project faced in its execution.

The experience of Streelink initiative suggests that transfer of the initial project idea into execution was difficult in the NCR context, which indicates initiative’s low ease of transfer and adoption. Consequently, any attempt to transfer this initiative in other locations would be met by similar difficulties, and should take into account the learning curve inherent in a holistic and multi layered project like this. Any future programming must account for adequate resources for the creation of an enabling environment before many of the activities can be initiated on ground. The other specific points around the key strategies are:

- Any future initiative will require significant mindset shifts among the management of the participatory factories and accordingly, the initiative must strategize and allocate adequate resources for sensitisation and changing narratives at the level of the factory leadership before any activity is implemented.
- The activities under public campaign and mass media are fairly easy to replicate, and straightforward to adopt. It does not require any significant mindset shifts amongst the audience to attend to the campaigns (whether on social media or in the community), and can be easily modified to fit into different contexts.
- The activities under networks and support structures have low ease of transfer and adoption, as it requires significant change in narratives before the influencers can actively participate in such networks and support structures. Therefore, any attempt to replicate this component should reasonably expect similar challenges, and must plan for enough resources and time to invest in environment building and narrative changes before such structures can be formed.

⁴⁰ The rating as defined by the ERS can be found in Annexure 4

⁴¹ The rating as defined by the ERS can be found in Annexure 4



Lessons

LESSONS TO IMPROVE THE QUALITY, EFFECTIVENESS AND LONG TERM VALUE OF THE INITIATIVE

Capacity Building Component (factory level)

- The feasibility studies need to capture status of systems at the factory, community as well households.
- Prior familiarity with the garment industry is necessary to design and implement a project in the factories. In the absence of such familiarity, partnership with experienced organisations should be considered. Also, the design must account for the time constraints of the workers and staff.
- Level of sensitisation varies across the different workers and staff, and the training project should be designed as a multi-level module.
- Development of training modules is an evolving and time consuming process and has to incorporate feedback of factory and needs their validation for sustainability.
- Key messages to change the narrative require dissemination in a sustained manner.

Community Level Component (Building support structures and community mobilization) – also applicable to community led approaches

- Trust building in the community is a time consuming process.
- Significant behavioural change at the community level requires at least three years of sustained intervention.
- Partnership with local organisations and service providers is critical, however, it is a challenge to find credible and committed civil society partners. Further, their ownership is difficult in absence of funding support.
- Communities require support to link with verified support services, which has to be provided to them in parallel to mobilisation activity.

Public Campaign Component

- Public campaigns should directly link with the outcomes of the initiative and should not have independent outcomes. This ensures their contribution to specific objectives of the initiative.
- Public campaigns at scale are cost intensive and must be developed as independent initiatives with separate budget and outcome that subsumes the outcomes and themes of the different programs of the organization.
- Initiative should include a separate campaign evaluation that assesses not just the reach and impressions of the campaign, but also its targeting, impact and recall.

Advocacy

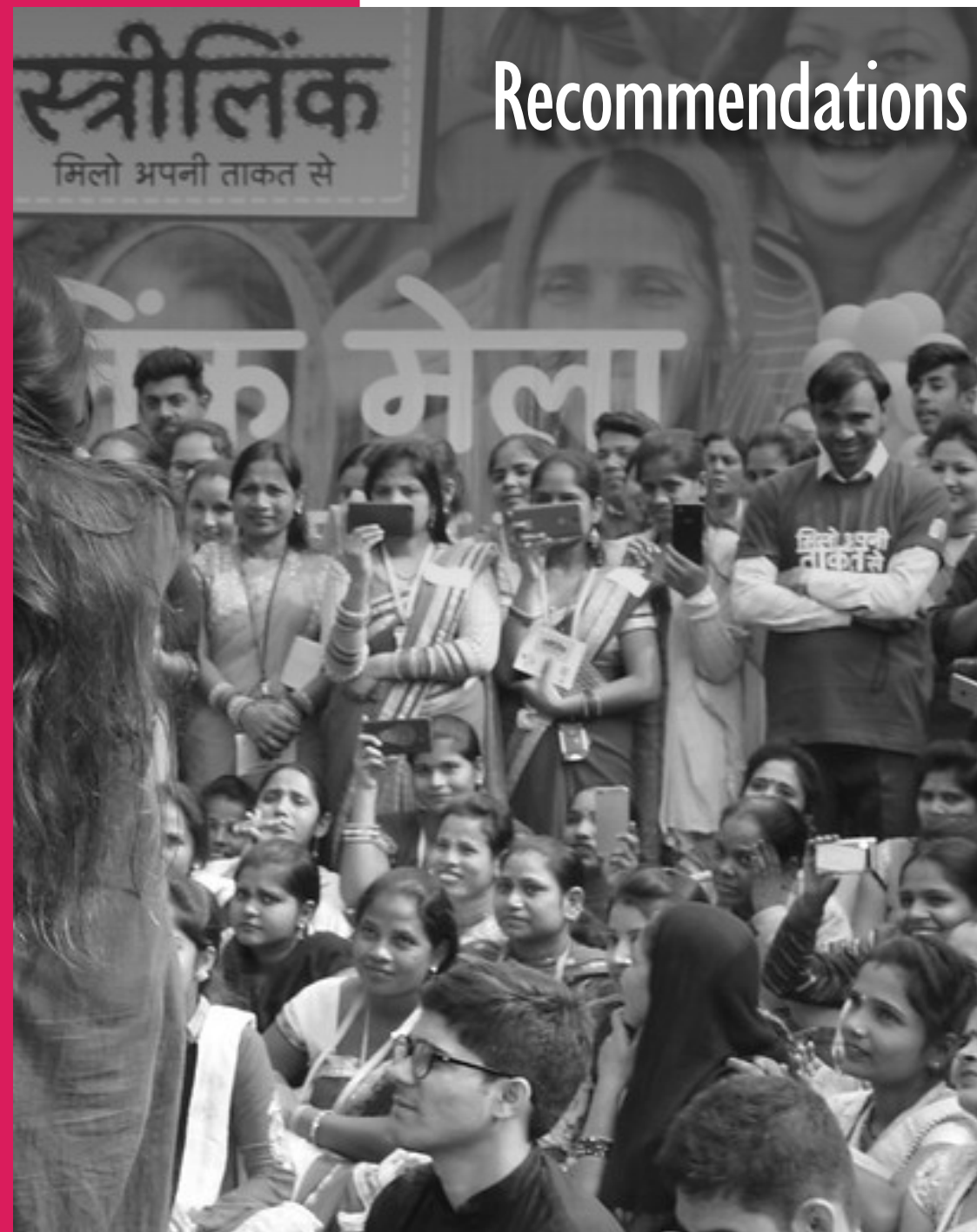
- Evidence based advocacy is required for industry to accept policy recommendations. This would involve documenting the effectiveness and success of a model, and lobbying with industry stakeholders for its uptake.

LESSONS FOR THE COMMUNITY LED MODEL FOR SYSTEMIC CHANGES

- Factory led initiatives have limited impact on the root causes of SH@WP and should include community led approaches so that the GBV related issues faced by women apparel workers at the household and societal levels.
- Worker sensitization programs can lead to generation of demand for safer and inclusive workplaces, however, has to be matched with an effective response system, both formal and informal, and trust of the workers in those systems.

LESSONS FOR BRINGING SYSTEMIC CHANGES IN THE GARMENT INDUSTRY

- To bring systemic change in the garment industry, multi-stakeholder and holistic approach is needed, where the initiative engages with all the relevant stakeholders, i.e. workers, factories/ suppliers, brands, buyers/ consumers, factory associations, media, etc.



Recommendations

The recommendations are presented as per the key stakeholders in the project, i.e. Laudes Foundation and BT.

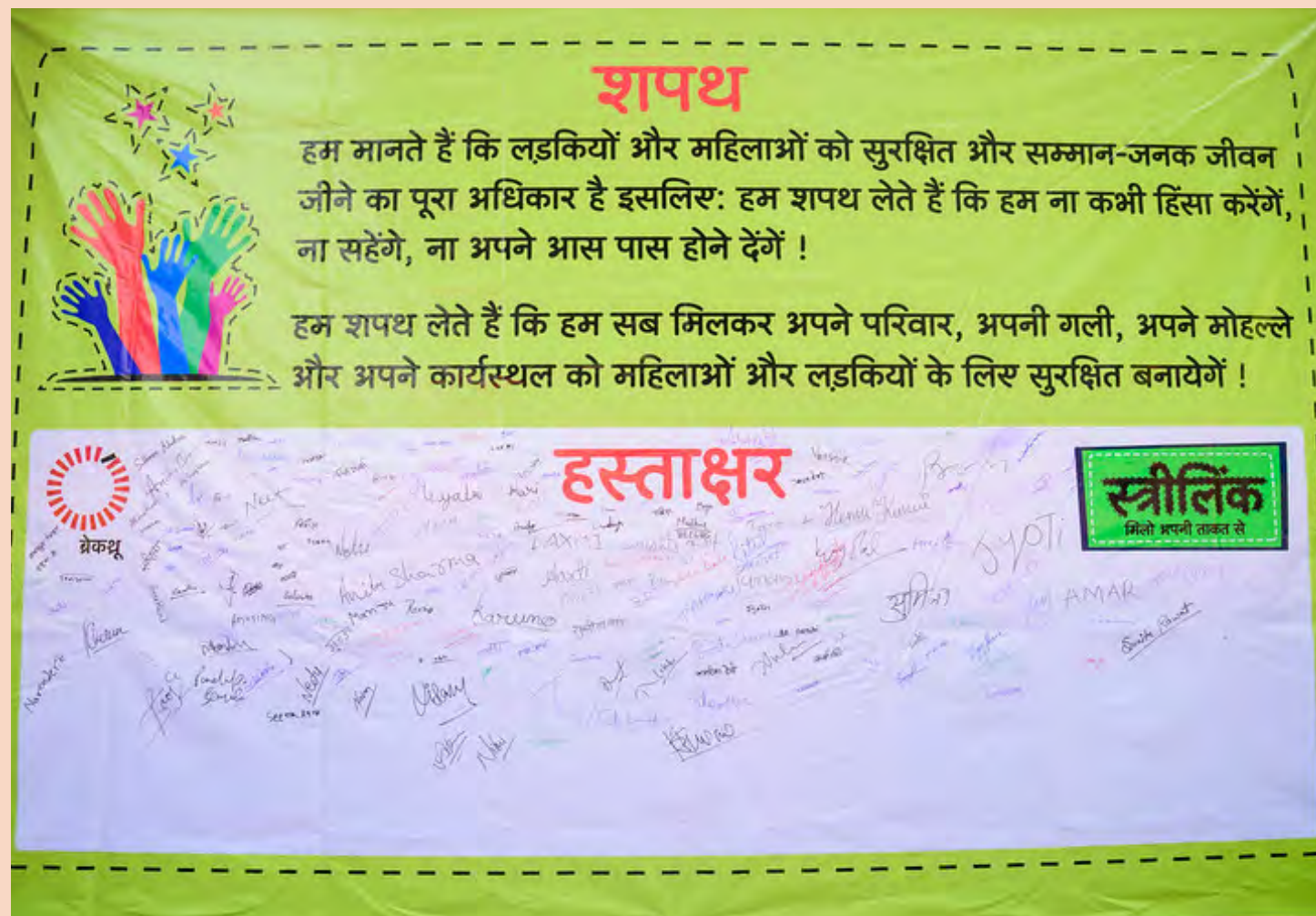
RECOMMENDATIONS FOR LAUDES FOUNDATION

1. The foundation must assess feasibility of Streelink's community led approach for the next phase in light of lessons from this project. The design must answer the key challenges encountered at the community level. Further, the strategies and outcomes related to SH@WP along with the role of the garment factories in the approach must be spelt out.
2. The foundation must make note that Streelink concept requires multi-layered and multi-dimensional design and intervention strategies. To execute this model successfully, a multi-organizational implementation framework with different set of competencies is required. Accordingly, the exercise must include assessment of the organizational capacity w.r.t. the proposed design.
3. The foundation must review the targets proposed critically especially in the light of assumptions made in the results framework. Further, the foundation must consider including a budget note in its proposal format to explain the alignment of resource allocation with the proposed activities and strategies.
4. The foundation must include co-financing targets in mid-term review of the initiatives so that conversations on financial sustainability and exit strategy start early.
5. The foundation must improve upon the due diligence and quality assurance processes. The due diligence must answer all the questions (as mentioned in the due diligence form) in detailed manner with evidence. During implementation, any change in the results framework must be passed through Effective Philanthropy team.⁴² Tracking of outcomes and outputs of the initiative must follow a specified format in which partner must report on all the indicators.

⁴² Note that since the design of this grant, the due diligence process at the Foundation has undergone changes and strengthening. Further, the EP is generally kept on board for all changes in the results framework of all projects funded; the experience of this project with respect to the EP being kept out of the loop was an aberration.

RECOMMENDATIONS FOR BT

1. As part of the process to successfully end this phase, BT must get formally validated all the products developed and shared with Shahi. As part of exercise, BT must get clear statement of intent from Shahi on the institutionalisation of and scaling up of the different products and modules within Shahi factories and the reasons thereof. The Foundation must support BT in this process.
2. BT must capitalize on the lessons from this initiative to develop the Streelink initiative in a community led approach. BT must partner with specialized organizations for different components and such partnerships must be finalized in the concept development stage.
3. BT must consider lessons from other initiatives on mobilization and collectivization of women workers especially in garment industry in diverse contexts, in creating support structures for women workers, engaging with influencers and government service providers and the level of commute.
4. BT must review the digital campaign strategy to draw out a plan with clear outcomes and focused intervention that contributes to goals and objectives of the project.
5. BT must work to improve the systems to track the outcome level indicators and the quality of progress reporting.



ANNEXURE 1: LOGICAL FRAMEWORK (COMPARATIVE)

Note:

As mentioned before, the logical framework underwent a change during the course of the implementation. Here we have combined the two logical frameworks, highlighting a new sections and old sections that were replaced.

Additions/ Changes: New additions/ changes that were NOT part of the earlier version: in +; Deletions: Parts from the earlier version that are NOT part of the new version -.

The parts that do not have + or - are unchanged.

Goal: To improve the lives of apparel workers in the factories & communities by making them free from gender based violence (aligned with GJ ToC – Impact #2)						
Objectives: To develop the capacity & leadership of women apparel workers in Delhi NCR so that they can access their workplace that is free from GBV & sexual harassment To build a gender transformative workplace within the apparel industry with gender just working conditions						
Activities	Outputs	Outcome	Assumptions (AS) & Risks (RI)	Outcome Indicators	Baseline	Targets
1. Capacity Development						
1.1 Develop capacity of women apparel workers around GBV & leadership skills through training workshops (Aligned with GJ Strategy #1)	Women apparel workers trained on leadership & negotiation skills to deal with GBV & Sexual Harassment	<div> <div>+ Factory workers recognize forms of violence/SH</div> <div>+ Identifying and acknowledge incidences of violence</div> <div>+ Sharing of cases (culture of silence will be broken)</div> <div>- Increased % of women workers reporting cases of GBV and sexual harassment by women workers.</div> </div>	<div> <div>AS: That beyond our intervention, the factory management too will promote 'zero tolerance towards GBV especially SH @ Workplace'</div> <div>AS: Women feel comfortable + and are able to overcome the fear of further victimization in reporting cases on GBV & sexual harassment</div> <div>+ RI: That, the factory management may only offer token support to keep the brands happy</div> <div>RI: Not all men are sensitized; especially + new insensitive supervisors may join the workforce. Management may not take objective action against errant supervisors who otherwise deliver good results</div> </div>	<div> <div>+ Percentage of factory workers who recognise at least three forms of GBV and possible solutions</div> <div>+ Percentage of factory workers who identify and acknowledge incidences of violence at work place, at home and during commute</div> <div>- Increased % of women apparel workers reporting cases of GBV & SH</div> <div>+ Factory workers sharing cases of GBV at work place, at home and during commute</div> </div>	<div> <div>+ 65 to 90% women workers recognised various forms of SH</div> <div>+ 61% to 88% men workers recognised various forms of SH</div> <div>+ 69 % women and men workers recognised other forms of violence (no baseline data available)</div> <div>+ Only 4.4 % women workers identified and acknowledged incidence of sexual harassment/GBV in the past one year</div> <div>- Cases reported on GBV & SH by women workers</div> <div>+ Data not available due to culture of silence</div> </div>	<div> <div>+ 95% women workers and 90% men workers will recognise various forms of SH and GBV</div> <div>+ 10 % women and men workers will identify and acknowledge incidence of sexual harassment/GBV</div> <div>- 30% greater reporting of cases of GBV & SH by women workers by December 2019</div> <div>+ Concrete target cannot be set due to culture of silence. We definitely expect that, sharing of some cases related to SH/GBV to happen either formally to ICC or informally to core team/Breakthrough staff</div> </div>

Activities	Outputs	Outcome	Assumptions (AS) & Risks (RI)	Outcome Indicators	Baseline	Targets
<p>1.2 Develop capacity of + Core group as change agents working in the same apparel factories & living in the same communities that women come from by using interactive tools & workshops (using #MenEngage as a programming strategy - Aligned with GJ Strategy #2)</p> <p>+ [Changed from “develop capacity of men as change agents...”]</p>	<p>Increase in understanding among factory workers, supervisors and senior management about safe workplace</p> <p>- Additional Output that was part of the Earlier version: “Better understanding among apparel workers (men and women) on the impact of GBV on women.</p>	<p>+ Core group members- Recognize forms of violence</p> <p>- Creation of a safe workspace environment that helps reduce GBV and SH</p> <p>+ Aware about the process of handling cases related to SH/GBV</p> <p>– Aligned with GJ Outcome #2)</p> <p>- Reduction in cases of GBV and SH in the apparel supply chain (specifically in the factories where the programme is being implemented- Aligned with GJ Outcome #2)</p>	<p>- RI: That, there could be backlash from the factory management with regard to the programme.</p> <p>- AS: Men who are trained will intervene in cases on violence</p>	<p>+ Percentage of core group members who recognise at least three forms of GBV</p> <p>+ Percentage of core group members aware about the process of handling cases related to SH/GBV</p> <p>- % Reduction in incidences of GBV & sexual harassment in the apparel supply chain (specifically in the factories where the programme is being implemented-</p>	<p>+ Core group has recently been formed, baseline data on these indicators will be collected in the next engagement</p> <p>+ 50% of core group members were aware about the process of handling cases related to SH/GBV</p> <p>+ 30% of extended core group (450 workers) were aware about the process of handling cases related to SH/GBV</p> <p>- % Reduction in cases of GBV and SH in the last 2 years.</p>	<p>+ 100% of core group members were aware about the process of handling cases related to SH/GBV</p> <p>- Reduction in cases of GBV and SH in the apparel supply chain by December 2019.</p>
1.3 Organise multi-layered training sessions with factory senior managements and with HR personnel & OD personnel's						
1.4 + Organising a kiosk on health / financial literacy / Legal Aid for factory workers in the factory						

Activities	Outputs	Outcome	Assumptions (AS) & Risks (RI)	Outcome Indicators	Baseline	Targets
2. Networks and support structures						
<p>2.1 Identify & map NGOs & government service providers in the community / vicinity & build a supportive network</p> <p>Hold joint community events for apparel workers, e.g., health camps, financial literacy camps, legal aid camps, etc. with the NGOs, service providers & other government & private bodies</p>	<p>Women are aware of govt. services, private services/ community services</p> <p>Creation of a strong & supportive linkages between service providers (NGOs, private & government) in the community for women apparel workers</p>	<p>+ Women workers increasingly access community mechanisms to tackle SH/GBV</p> <p>+ Women/ community members demand and avail government/private/ NGOs services related to preventing violence</p> <p>- Women workers increasingly access, demand and avail govt services & are better linked to NGOs, private and governmental service providers</p>	<p>AS: That, all / majority factory workers will be staying in the catchment area of factories & will be available in the community</p> <p>AS: That, there are many other service providers that are available & are willing to work with the programme</p> <p>- AS: Women feel safe and comfortable to access these govt. services</p>	<p>Percentage of women apparel workers accessing and availing services available</p> <p>+ Percentage of women workers access community mechanisms to tackle SH/GBV</p>	<p>+ 17% women workers and 19% of men workers were aware of written complaint to ICC</p> <p>+ Currently baseline data is not available to other services, will be able to provide in coming months after interaction/engagement with factory workers</p> <p>- % Of women workers using the government services.</p>	<p>+ Increase in ...% of the women apparel workers and community women start using services available in the catchment area of the programme December 2019. At least one service (which may include legal services related to DV and SH) (<i>List of helpline nos. of women centric NGOs/agencies, Government and DLSA</i>)</p>
<p>2.3 Use local media to promote these services</p> <p>+ Develop Women Support groups at the community level</p>	<p>+ Women are aware of government services related to GBV</p>					<p>- 60% of women apparel workers using these services available in the catchment area of the programme by Dec 2019.</p>

Activities	Outputs	Outcome	Assumptions (AS) & Risks (RI)	Outcome Indicators	Baseline	Targets
3. Public Campaign and Mass Media						
3.1 Implement an integrated public facing mass media campaign (using radio, press & digital / social media/ mobile) reaching to a large audience to increase the understanding of GBV & Sexual Harassment @ Workplace	3.1. (a) Sensitization of the community towards women working in the apparel sector 3.1. (b) Issue-specific multimedia products, training modules, curriculum, information handouts & brochures developed & disseminated	Reduced stigma within the community towards women who go out to work 3.2. and 3.3. Community aware of GBV and SH@ WP, community and possible solutions Media carrying stories on GBV in factories and communities	AS: That, reaching only women beneficiaries will create gap thus men will also be a part of training & any other awareness activities RI: That, cultural norms that normalises GBV will take time to change RI: That, media may use the information insensitively & sensationalise in their reporting	+ 1 million of people reached out through the digital media campaign No. of people reached out to through the mass and media campaign + % women (who go out to work) reporting reduced stigma - % of women who report reduced stigma within the community - % of men who stigmatize women for being part of the workforce + 4 of articles published on issues of GBV in factories and communities (earlier version: "No. of articles...")	+ 2.4% and 3.5% of the women workers and men workers, respectively - were aware of any campaigns on sexual harassment and gender based violence running in the factory No. of people aware of GBV and SH @ WP + About 44% of women workers, 42% of men workers and almost 39% of community respondents had come across information on sexual harassment and gender based violence. Witnessed sexual harassment incidents at public place- only 12% men workers and 14% community members stated that they intervened in the matter and tried to help the survivor - % of women workers who report reduced stigma within the community. - % of men who stigmatize women for being part of the workforce. - Articles published on issues of GBV in factories and communities.	+ 3.1. 80 % of women and men workers will be aware on sexual harassment and GBV and possible solutions No. of people aware of GBV and SH @ WP + 5% women reporting receiving support reduced stigma instead of resistance and stigma when report GBV and SH@ workplace % of women workers who report reduced stigma within the community by Dec 2019 + 3.3. 60 % of women and men workers as well as community people will participate (in streelink melas on sexual harassment and GBV - % reduction of men who stigmatize women for being part of the workforce by Dec 2019 4 media stories / articles published on issues of GBV in factories and communities by December, 2019
3.1 + Create and disseminate mass media product to build awareness around GBV and SH at work place to be used in the local community, factory floor and on digital/social media platforms	3.2 and 3.3. Improved understanding of the community on how sexual harassment limits women's access to public spaces or work Media stories / articles published in mainstream print / electronic media					
3.2 Implement community driven hyper-local campaigns for specific results & potential for scale & replication						
3.3 Undertake community mobilization initiatives using video vans in local events like 'melas' (fairs) where there is higher public engagement & participation						
3.4 Engage influencers (such as law enforcement officers, local leaders & organise community events)						
3.5 Engage with media to orient & encourage them to sensitively highlight the issues of GBV in factories & communities						

Activities	Outputs	Outcome	Assumptions (AS) & Risks (RI)	Outcome Indicators	Baseline	Targets
4. Advocacy						
<p>4.1 Advocate & network with Trade & Apparel Export Associations & connected organisations (e.g., CII, FICCI, ILO, government departments, etc.) on GBV, SH@WP and workplace policies (Aligned with GJ ToC Strategy 3)</p>	Trade and Apparel Export Associations are aware about GBV, SH@WP and workplace policies	<p>Apparel industry associations are taking initiative to make factory managements and workforce aware about GBV and SH@WP and laws regulating it (KPI – ARC)</p> <p>+ Factory managements implementing trainings, health camps for workers (this was an Output in the earlier version)</p> <p>- Instead, the Outcome in the earlier version framed as: “Increase in trainings, health camps supported by factory management for workers”</p>	<p>AS: Low level of knowledge & awareness of factory management & industry players on GBV</p> <p>AS: Policies in factories are non-existent and/or not implemented</p> <p>RI: Factories are not willing to provide services</p> <p>AS: Management see women worker's well-being as their duty & work place policies are sensitive to women's needs</p>	<p>+ No. of initiatives taken by Apparel industry association to make factory management responsive towards on GBV</p> <p>- # of apparel industry associations sensitized about laws around GBV and SH at workplace</p> <p>- No. of gender responsive workplace and practices enforced.</p> <p>+ No. of factory managements implementing trainings, health camps</p> <p>- No. of trainings, health camps supported by factory managements for workers</p>	<p>+ No. of gender responsive workplace and practices enforced</p> <p>- # of apparel industry associations sensitized about laws around GBV and SH at workplace</p> <p>- No. of gender responsive workplace and practices enforced.</p> <p>+ 27.3% women workers and 31.7% men workers were not aware of any type of provisions for women in the factory as mandated by law.</p> <p>+ 65.9% women workers, 59.9% men workers and 65.1% community members responded that, they have not heard about the Protection of Women from Domestic Violence act</p> <p>- No. of trainings, health camps supported by factory managements for workers</p>	<p>Factory draft /make revision in worker's welfare policies are visible inside the factory</p> <p>- # of apparel industry associations sensitized about laws around GBV and SH at workplace by Dec 2019</p> <p>- No. of gender responsive workplace and practices enforced by Dec 2019</p> <p>- No. of trainings, health camps supported by factory managements for workers by Dec 2019</p>
<p>4.2 Liaise with different industry bodies including C&A to scale up the best practices of the study to other factory settings using a training of trainers (TOT) model</p>		<p>+ Formal structures created within factories to prevent sexual harassment in the factories with guidelines for operation (this was an output in the earlier version)</p> <p>- Instead, the Outcome in the earlier version framed as: “Increase in no. of factories where formal structures are created to prevent SH in workplace with guidelines for operation.”</p>	<p>RI: Factories are not willing to create the formal structures</p> <p>AS: Factories do not already have the formal structures in place</p>	No. of factories with formal structures and guidelines to prevent sexual harassment	- No. of factories with formal structures have been created to prevent SH with operational guidelines	- No. of factories with formal structures have been created to prevent SH with operational guidelines by Dec 2019
<p>4.3 + Use of social media as a tool for raising issues/ voices of factory workers and community people for the advocacy</p>		Gender responsive workplace practices and policies enforced				

ANNEXURE 2: EVALUATION DATA COLLECTION COVERAGE

Levels	Stakeholders	Tools	Sampling Logic	Coverage in the study	Total Coverage
Workplace/ factory	Women workers	KII	6 per factory	12	12
	Men workers	KII	6 per factory	12	11
	Core Group Members	KII	3 per factory	6	9
	Women workers	Survey	50 per factory	100	100
	Men workers	Survey	25 per factory	50	50
	Supervisors	KII	5 per factory	10	10
	Office bearers of Internal Complaints Committee	KII	2 per factory	4	2
	Operations Director and HR Personnel	KII	2 per factory	6	3
	Factory management	KII	1 per factory	1	0
Networks and support structures2	Government officials including District Legal Services Authority and Durga Shakti App (Police)	KII	4 in the study	4	4
	Local media	KII	2 in the study	2	2
	Brands (Marks and Spencer)	KII	1 in the study	1	1
	Other civil society organizations	KII	2 in the study	2	1
	Industry and export associations	KII	2 in the study	2	0
	Other officials from government and industry	KII	3 in the study	3	1
Community	Community members	FGD/KII	6 in the study	6	6
	Family members	KII	6 in the study	6	4
	Local celebrities, field level workers and local leaders	KII	6 in the study	6	5
	Community Action Group members of women	FGD/KII	3 in the study	3	14
	Community level core group members	KII	3 in the study	3	9
Breakthrough and Foundation	Breakthrough Streelink project team	KIIs	2 in the study	2	5
	Breakthrough management and project team	KII	6 in the study	6	10
	Laudes Foundation staff	KII	4 in the study	3	3
	Total number of KIIs	99	112		
	Sample size of surveys	150*	155		







ANNEXURE 3: LIST OF RESPONDENTS



Respondent List





SI No	Agency Name	Name of Respondent	Designation
1	Laudes Foundation	Bama Athreya	Sr. Advisor, Gender and Social Inclusion
2		Naureen Chowdhury	Sr. Programme Manager
3		Ipshita Sinha	Programme Manager
4	Breakthrough	Shahnaaz	Coordinator-Community Development
5		Sunita	Coordinator-Community Development
6		Farman Ahmad	Assistant Manager-StreeLink Program
7		Mousumi Kundu	State Lead-Haryana, Delhi-NCR Program Implementation
8		Naresh Kumar	Manager-Program Documentation-StreeLink
9		Anika Verma	Sr. Manager Design and Communication
10		Nitika Salwan	Manger, Content and facilitation
11		Alok Gupta	Manager-Research & Evaluation
12		Barsha Charaborty	Sr. Manager, Gender, Digital Media & Public Policy
13		Venkitesan Ramakrishnan	Finance Director, Breakthrough
14		Leana Sushant	Director, Manager-Research & Evaluation
15		Pauline G	Deputy Director- Content and Facilitation
16		Urvashi Gandhi	Director-Global Advocacy
17		Nayana Chowdhury	Director Programmes
18		Sohini Bhattacharya	President and CEO

SI No	Agency Name	Name of Respondent	Designation
19	Shahi	Anant Ahuja	Head OD & CEO and Co-founder at Good Business Lab
20		Gauri Sharma	Manager, OD
21		Babita	HR Head
22		Avni Khaturia	Sr. Executive ,OD
23		Kamana Gupta	Sr Manager, HR
24		Mrityunjay	Head, HR
25		Zoya Javed	Sr. Executive ,OD
26	Govt.	Adv Neena Sharma	Advocate, DLSA
27		Adv Anita	Advocate, DLSA
28		Adv Keshav Singh	Para Legal Volunteer, DLSA
29		Sohan Sharma	Constable, Durga Shakti App, Mahila Thana, Faridabad
30		Asha	Counsellor, Red Cross Society, Faridabad
31	Media	Anil Betab	Reporter Dainik Jagran, Faridabad
32		Khemraj Verma	Reporter, Nav Bharat Times, Faridabad
33	Industry	Ranjeet	Head of Compliance, CSR, Plan A India & Srilanka Region, Marks and Spencer
34	NGO	Pravesh Malik	Mission Jagriti

ANNEXURE 4: RATINGS AS DEFINED BY THE ERS

CRITERIA	RATING	AS DEFINED BY THE ERS
Right Design	 UNCONDUCTIVE	The initiative's design, although conceptually strong enough to obtain funding initially, has turned out not to be as well suited to some of the unanticipated challenges and conditions in the implementation environment. Although it may address some issues, the current design does not adequately address some of the root causes or hidden needs that are key to producing systemic impact that will lead to genuine industry change in this setting.
Alignment	 UNCONDUCTIVE	The initiative is at least partly aligned with the priorities and interests of the C&A Foundation but clearly lacks alignment with the strengths, capacity or priorities of the partner organisations – or the reverse. This misalignment is substantial enough that it is likely to significantly affect the likely success of the initiative.
Implementation	 PARTLY CONDUCTIVE	Overall, the initiative is implemented reasonably well. Some inefficiencies and inconsistencies may take place, but none of them are very serious. (Good Implementation is defined as using an “inclusive, enabling, empowering, capacity-enhancing implementation approach”)
Monitoring and Adaptive Management	 UNCONDUCTIVE	Several major limitations are evident in the initiative's monitoring system, especially in terms of relevance and usefulness of the information generated. Typically, the monitoring system collects a lot of data that is not really focused on the real important questions managers need answers for in order to adapt and improve the initiative. However, those serious limitations are not clearly harmful to the initiative or the people or organisations involved.
Good Communication	 CONDUCTIVE & SUPPORTIVE	The initiative has a good and transparent communication system with participating individuals, organisations and networks facilitating internal learning. It communicates reasonably well with external audiences (potential partners in the causes that the initiative serves), but with some challenges that limit to some extent mutual learning. Most, but not all, relevant information about successes and failures in the initiative's design, methods, strategies, outputs, outcomes, learning etc., after properly anonymised, are made publicly available. Publicity of the initiative's work is, most of the time, done wisely and purposefully to help improve its impact and effectiveness.
Changing the narrative (at factory level)	 PARTLY CONDUCTIVE	Clear progress is evident in getting new narratives accepted, although there is still a significant way to go. Problematic narratives do persist in several areas, so change is still a work in progress. To avoid slipping back, it is important to keep actively reinforcing the new ways of thinking and challenging the old narratives when they appear.

Changing the narrative (at household and society level level)		This is a typical 'baseline' situation; it is why initiatives are implemented in the first place. Most initiatives will face this as their starting point and will be looking to shift the situation up towards yellow, then green. The dominant narratives reinforce, perpetuate, and may even exacerbate the status quo, e.g., they support the continued exploitation of workers and their communities, and/or harming natural environments for the purpose of profit maximisation. There is a general acceptance that "this is the way things are" and no real belief that the fashion industry can or should be changed.
Advocacy		The initiative has made some attempts to influence decision makers to make positive changes in policies and/or practices but has not yet seen much progress. The current situation continues to reinforce, perpetuate, or even exacerbate the status quo, e.g., they enable and implicitly encourage the continued exploitation of workers and their communities, and/or harming natural environments for the purpose of profit maximisation.
Collective Action		Some well-intentioned efforts have been made to understand and respond to the needs and aspirations of workers, citizens or groups, although not yet in ways that give genuine voice to people's most important concerns and preferences.
Organisational and Network Effectiveness		The organisation(s) and/or network(s) have most of the knowledge, skills and capacity, but are struggling to achieve some of the outcomes they were set up to produce. The few that they are not being able to achieve will limit in a meaningful way their ability to contribute to systemic impacts. Their values are fully aligned with C&AF's values. (Note: This evaluation only looked at factory level org effectiveness for this criteria)
Just Conditions of all workers (at factory level)		Although the working conditions for most people involved or affected by the initiative are not quite as positive as described under "Conductive," the numbers of people who are working under harsh conditions (see "Unconductive" below) is quite low, and not disproportionately affecting historically marginalised groups. There are no cases of extreme human rights violations such as forced or child labour.
Just Conditions of all workers (at household and commute level)		The vast majority of people targeted by the initiative work under conditions that endanger their health and/or safety, including accidents, injuries, and/or loss of health or quality of life. There are typically few or no consequences for perpetrators and/or little or no access to justice for survivors. Forced and child labour are clearly evident and, in some cases, rife.

Financial Sustainability		<p>Financially unsustainable, as evidenced by one or more of the following:</p> <p>The initiative is becoming increasingly expensive over time with fast- diminishing returns (e.g., because it has addressed the relatively straightforward issues to achieve quick wins but will be far too costly for the more complex and challenging issues ahead)</p> <p>There are serious diseconomies of scale that make this initiative prohibitively expensive to expand where it needs to.</p>
Scale Up		<p>The initiative is likely to fail if it is implemented at larger scale. For example (any one or more of the following applies):</p> <p>The initiative is overly reliant on a particular individual, group, or organisation with exceptional passion, strengths or capabilities that will be exceedingly difficult to find more of (they alone can't handle the scale-up due to its magnitude).</p> <p>The initiative, by its very nature, needs to be small in scale in order to work effectively. The model breaks down when it gets too big.</p> <p>There are serious diseconomies of scale that cannot yet be overcome with an improved design.</p>
Scale Across		<p>The initiative has a reasonable chance of being effective in some other contexts and/or organisations, and/or with a diverse range of people (different genders, ethnicities, sexual orientations, disabilities etc.). Typically, an initiative at this level would have at least one of (i) to (iii) built in, but with some important gaps or limitations.</p> <ul style="list-style-type: none">i. A core design that is not overly reflective of the specific cultural, social, political, and physical/geographical environment in which it was originally developed;ii A robust and highly inclusive participatory localization and adaptation process (e.g., strengths, needs, and context assessment);iii A strong adaptive management system that gives useful real-time feedback about how well things are working, for whom, and why.
Ease of Transfer		<p>The initiative requires major/dramatic mindset shifts, narrative changes, and/or very substantial new skills and capabilities to be effective. This makes it exceedingly difficult and, in some places, almost impossible to be understood, accepted and adopted in other contexts and/or by other organisations.</p>

ANNEXURE 5: PROJECT TEAM

S.No.	Name	Designation	Department	Support kind	Yr 1	Yr2	Yr 3	Extn (3 months)
A Personnel charged and deployed in the project								
A.1	Mousumi Kundu	Deputy Director	Delhi & Haryana Implementation	Direct	30%	30%	30%	-
A.2	Nirmala Singh	Assistant Manager	Delhi & Haryana Implementation	Direct	50%	50%	-	-
A.3	Farman Ahmed	Assistant Manager	Delhi & Haryana Implementation	Direct	-	100%	100%	-
A.4	Priyanka Sinha	Manager	Delhi & Haryana Implementation	Direct	50%	20%	50%	-
A.5	Naresh Kumar	Manager - Documentation	Delhi & Haryana Implementation	Direct	30%	20%	20%	-
A.6	Shahnaz	Coordinator - Community Development	Delhi & Haryana Implementation	Direct	-	-	100%	100%
A.7	Sunita	Coordinator - Community Development	Delhi & Haryana Implementation	Direct	-	-	100%	100%
A.8	Sunita Menon	Senior Director	Content & Design	Indirect	45%	45%	50%	-
A.9	Arundhuti Pauline Gomes	Deputy Director	Content & Design	Direct	5%	5%	15%	-
A.10	Nitika Salwan	Manager	Content & Design	Direct	30%	30%	30%	-
A.11	Anika Verma	Senior Manager	Campaigns	Direct	25%	25%	25%	-
A.12	Richa Singh	Assistant Manager	Digital Engagement	Direct	-	-	30%	-
A.13	Tribeni Pegu	Manager	Social Media	Direct	-	-	50%	-
A.14	Epti Pattnaik	Manager	Video Production	Direct	-	5%	-	-
A.15	Priyanka Kher	Deputy Director	Media & Communication	Indirect	-	-	25%	-
A.16	Arjun Khare	Assistant Manager	Digital Marketing	Indirect	15%	15%	-	-
A.17	Shashwata Nova Boruah	Manager	Graphics & Production	Direct	-	-	20%	-
A.18	Deepali Desai	Manager	Public Relations	Direct	-	-	50%	-
B Personnel charged to project but not deployed								
B.1	Shweta Singh	Assistant Manager	Curriculum & Leadership Dev	Direct	25%	0%	0%	-
B.2	Piali Bhattacharya	Manager	Delhi & Haryana Implementation	Direct	50%	-	-	-
B.3	Meeta Sen	Manager	Content & Design	Direct	-	-	20%	-
B.4	Lav Kumar Singh	Manager	Digital Marketing	Direct	15%	-	-	-
B.5	Vaishali Singh	Assistant Manager	Training and community mobilization	Direct	30%	-	-	-
B.6	Deepanshu Rawat	Coordinator	Graphics & Production	Direct	20%	20%	0%	-
B.7	Purva Kheterpal	Manager	PR & Outreach	Direct	5%	5%	0%	-
B.8	Pushkar Singh Kirola	Manager - Accounts & Admin	Delhi & Haryana Implementation	Direct	-	-	50%	-
B.9	Sohini Bhattacharya	President & CEO		Indirect	10%	10%	20%	-
B.10	Rajshri Sen	Deputy Director	Resource Mobilization	Indirect	10%	-	-	-

B.11	Manish Kumar Srivastava	Senior Manager	Accounts	Indirect	20%	20%	-	-
B.12	Mayuri Chakroborty	Assistant Manager	Admin	Indirect	-	-	100%	-
B.13	Gautam Marwah	Senior Manager	Accounts	Indirect	10%	10%	40%	-
B.14	Ashutosh Srivastava	Senior Coordinator	Accounts & Admin	Indirect	-	-	45%	-
B.15	Ankita Malik	Senior Manager	HR	Indirect	-	-	10%	-
B.16	Kuldeep Singh	Senior Manager	IT	Indirect	-	-	5%	-
B.17	Sancheeta Ghosh	Senior Manager	M&E	Indirect	30%	-	-	-
C Personnel deployed in the project but not charged								
C.1	Urvashi Gandhi	Director	Global Advocacy	Direct				
C.2	Barsha	Senior Manager	Digital Engagement	Direct				
C.3	Saswati Mahika		Content creation	Direct				
C.4	Saurabh		Video production	Direct				
C.5	Anurag	Manager	Graphics and Production	Direct				
C.6	Leena Sushant	Director	Research & Evaluation	Direct				
C.7	Alok Gupta	Manager	Research & Evaluation	Direct				
C.8	Vineet	Senior Manager	Media Advocacy	Direct				

ANNEXURE 6: DETAILS OF PUBLIC CAMPAIGN

Details of public campaign at the community level				
Year	Spots covered	Duration @ spot	Days	Messages covered
Video Van (implemented using street theatre and not video van)				
2018	24	90 Minutes	10	Domestic violence, sexual harassment at workplace, commute and domestic sphere and simultaneously addressing the stigma and double burden of work which a working women face.
2019	25	90 Minutes	10	Deepen the awareness about the issue in every strata of population by forum theater about the nuances of domestic violence, commute and domestic sphere and simultaneously addressing the stigma and double burden of work which a working women face.
Hyper Local				
2018	11	90 Minutes	10	Sexual harassment during commute and in public spaces
2019	22	90 Minutes	10	Campaign ask is to build safer space in public spaces

ANNEXURE 7: INDICATOR TABLE (ENDLINE STATUS)

Outcome Indicators	Baseline	Targets	Endline Data
Capacity Development			
<ul style="list-style-type: none"> Percentage of factory workers who recognise atleast three forms of GBV and possible solutions Percentage of factory workers who identify and acknowledge incidences of violence at work place, at home and during commute Increased % of women apparel workers reporting cases of GBV & SH⁴³ 	<ul style="list-style-type: none"> 65 to 90% women workers recognised various forms of SH 61% to 88% men workers recognised various forms of SH 69 % women and men workers recognised other forms of violence (no baseline data available) Only 4.4 % women workers identified and acknowledged incidence of sexual harassment/GBV in the past one year Cases reported on GBV & SH by women workers 	<ul style="list-style-type: none"> 95% women workers and 90% men workers will recognise various forms of SH and GBV. 10 % women and men workers will identify and acknowledge incidence of sexual harassment/GBV 30% greater reporting of cases of GBV & SH by women workers by December 2019 	<ul style="list-style-type: none"> 80% of them recognise at least 3 forms of violence. 92% of the male and 81% of the female workers recognise at least 1 form of SH. 92% of the male and 97% of the female workers recognise at least 1 form of DV. 24% of the male and 88% of the female workers acknowledge that girls and women face harassment in public spaces. None of the respondents acknowledged incidences of violence at work place and at home (in the qualitative interviews). In the survey, 4% of the women workers reported increase in GBV faced by them after the coronavirus related lockdown. The programme did not collect data on reporting of cases.
<ul style="list-style-type: none"> Factory workers sharing cases of GBV at work place, at home and during commute Percentage of core group members who recognise atleast three forms of GBV Percentage of core group members aware about the process of handling cases related to SH/GBV 	<p>Data not available due to culture of silence</p> <ul style="list-style-type: none"> Core group has recently been formed, baseline data on these indicators will be collected in the next engagement. 50% of core group members were aware about the process of handling cases related to SH/GBV 30% of extended core group (450 workers) were aware about the process of handling cases related to SH/GBV 	<p>Concrete target cannot be set due to culture of silence. We definitely expect that, sharing of some cases related to SH/GBV to happen either formally to ICC or informally to core team/Breakthrough staff</p> <p>100% of core group members were aware about the process of handling cases related to SH/GBV</p>	<ul style="list-style-type: none"> Endline status is not available for this indicator.⁴⁴ 100% of the core group members recognize at least 5 forms of SH. 100% of core-group members recognize at least 4 forms of DV. 56% of the core group members are aware of the process of handling SH@WP (only 11% know that enquiry has to be completed within 90 days). 100% of them know that women can lodge a complaint against DV.
Network and Support Structures			
<ul style="list-style-type: none"> Percentage of women apparel workers accessing and availing services available Percentage of women workers access community mechanisms to tackle SH/GBV 	<p>17% women workers and 19% of men workers were aware of written complaint to ICC</p> <p>Currently baseline data is not available to other services, will be able to provide in coming months after interaction/engagement with factory workers</p>	<p>Increase in ...% of the women apparel workers and community women start using services available in the catchment area of the programme December, 2019.</p> <p>Atleast one service (which may include legal services related to DV and SH)</p> <p>(List of helpline nos. of women centric NGOs/agencies, Government and DLSA)</p>	<ul style="list-style-type: none"> 86% of the male and 97% of the female workers are aware of the ICC. 44% of the male and 50% of the female workers are aware about giving written complaints to the ICC. Data on access of community mechanisms to tackle SH/ GBV is not available; the programme did not track this as part of its MIS. But qualitative data suggests that there are some cases of women accessing community mechanisms as well as services in the factory to tackle SH/ GBV.

⁴³ This indicator was removed from the revised LFA.

⁴⁴ As mentioned in the report, since the evaluation was conducted through phone-interviews (instead of face-to-face interviews), personal and sensitive questions such as these could not be covered.

Public Campaign and Mass Media

- 1 million of people reached out through the digital media campaign
- % women (who go out to work) reporting reduced stigma
- 4 of articles published on issues of GBV in factories and communities
- 2.4% and 3.5% of the women workers and men workers, respectively - were aware of any campaigns on sexual harassment and gender based violence running in the factory
- About 44% of women workers, 42% of men workers and almost 39% of community respondents had come across information on sexual harassment and gender based violence. Witnessed sexual harassment incidents at public place- only 12% men workers and 14% community members stated that they intervened in the matter and tried to help the survivor
- 80 % of women and men workers will be aware on sexual harassment and GBV and possible solutions
- 5% women reporting receiving support reduced stigma instead of resistance and stigma when report GBV and SH@ workplace
- 60 % of women and men workers as well as community people will participate (in streelink melas on sexual harassment and GBV
- 4 media stories articles published on issues of GBV in factories and communities by December, 2019
- More than 5 million people reached through the digital media campaign.
- Qualitative findings suggest that there is no reduction in stigma.
- 87% of the women apparel workers report that their husbands and family are completely supportive of them working outside
- [1 article](#) was published in Indian Development Review about the decline in women's participation in the labour force of India. In this the connection between DV and increased women's mobility was also made.

Advocacy

- No. of initiatives taken by Apparel industry association to make factory management responsive towards on GBV
- No. of factory managements implementing trainings, health camps
- No. of gender responsive workplace and practices enforced
- 27.3% women workers and 31.7% men workers were not aware of any type of provisions for women in the factory as mandated by law.
- 65.9% women workers, 59.9% men workers and 65.1% community members responded that, they have not heard about the
- Protection of Women from Domestic Violence act
- Factory draft /make revision in worker's welfare policies are visible inside the factory
- Reporting during the Baseline is not relevant to the indicators set.
- No change observed by the evaluation on the indicators set.
- Revision of Shahi's SH Policy, which has been operationalised across its 6 factories in Delhi NCR.

ANNEXURE 8: WOMEN IDENTIFYING FORMS OF VIOLENCE (COMPARISON TABLE)

% of Women who recognize the following as forms of SH			% of Women who recognize the following as forms of DV		
	Baseline	Endline		Baseline	Endline
Passing inappropriate comments /Sexual jokes	84	62	Physically hurting someone (like a slap, a shove, hitting with an object	74	92
Leering	90	63	Threatening to physically hurt someone	0	89
Whistling and Obscene gestures	88	63	Forcing sex or a sexual act (even by a spouse) when they do	78	84
Stalking	87	57	Insulting/ Taunting someone	83	84
Touching/brushing	77	62	Humiliating someone in front of others	0	85
Groping (breast or buttock)	69	72	Not giving money for expenses	0	62
Circulating private/ inappropriate pictures of someone without their consent	NA	66	Forcefully taking and/or controlling the money earned by someone	85	82
Sending indecent/ inappropriate messages/ texts	NA	63	Not letting them visit their friends/ maternal home; Trying	0	87
Spreading rumours of a sexual/ inappropriate nature about an	NA	62	Don't know/ Can't say	0	3
Flashing	NA	70			
Sexual assault	65	64			
Don't Know / can't say	0	19			



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