

March 2017

Report

External Evaluation of the Fundación C&A Initiative “Yo quiero, yo puedo...cuidarme y mejorar mi productividad”

Final report

Submitted to
C&A Foundation
and
Fundación C&A México



Bath Social & Development Research Ltd

www.qualitysocialimpact.org

Contents

Executive Summary.....	1
1. Background.....	5
1.1 The Mexican textile and apparel industry	5
1.2 The YQYP initiative	6
1.3 Evaluation	7
2. Methodology	7
2.1 Qualitative component (QuIP)	11
2.2 Quantitative component.....	13
3. Outcomes	14
3.1 Qualitative component: QuIP	15
3.1.1 Perceptions of overall change	15
3.1.2 Attributed outcome	15
3.1.3 Most significant drivers of change	17
3.1.4 Outcomes and drivers of change by impact domain.....	19
Relationships.....	19
Job satisfaction & productivity	21
Gender equality	23
Health & self-care	25
Economic security.....	27
Overall wellbeing	28
3.1.5 Summary of drivers of change and associated outcomes across all impact domain	30
3.2 Quantitative component.....	32
3.2.1 Evaluation results per ToC domain	32
Knowledge	33
Life skills.....	33
Psychosocial barriers	34
Physical health and self-care	34
Relationships.....	34
Job satisfaction	34
Productivity.....	34
Gender equality	34
Well-being.....	35
Intrinsic empowerment	35
Personal agency	35
Working conditions.....	35
3.2.2 Résumé of quantitative outcome results	35
4. Process evaluation.....	37
4.1 Relevance.....	37
4.1.1 Alignment of the YQYP Initiative with the C&A Foundation's vision and mission	37

4.1.2	Identification of factories and workers for the YQYP initiative.....	38
4.1.3	Achievement of the YQYP initiative's objectives.....	39
4.2	Inputs and activities	40
4.2.1	Sensitisation conferences.....	41
4.2.2	Formative workshops.....	41
4.2.3	Replica workshops.....	42
4.2.4	Accompaniment visits	42
4.3	Intended outputs	45
4.3.1	Initiative implementation.....	45
4.3.2	Initiative targets	45
4.4	Efficiency	46
4.4.1	Allocation and use of human resources	46
4.4.2	Financial management	48
4.4.3	Initiative's monitoring and evaluation	48
4.4.4	Initiative's learning and constraints	50
4.5	Effectiveness	51
4.5.1	Initiative activities	51
	Formative workshops	51
	Replica workshops	52
	Accompaniment visits.....	52
4.5.2	Internal learning feedback loops between Yo Quiero Yo Puedo-IMIFAP and Fundación C&A	52
4.5.3	Contribution of Fundación C&A to the YQYP initiative objectives	53
4.6	Sustainability.....	53
5.	Conclusions.....	56
5.1	Outcomes.....	56
5.2	Process evaluation	57
6.	Recommendations.....	60
Annexes	62
	Annex 1. Theory of Change of the YQYP initiative	62
	Annex 2: Definitions of the Theory of Change of the YQYP Initiative.....	64
	Annex 3. Process evaluation results	68
	Annex 4: QulP tables	72
	Annex 5: Evaluation results	88

Figures

Figure 2.1. Methodology framework	7
Figure 3.1. Drivers of change and associated outcomes (relationships)	20
Figure 3.2. Drivers of change and associated outcomes (job satisfaction & productivity)	23
Figure 3.3. Drivers of change and associated outcomes (gender equality)	25
Figure 3.4. Drivers of change and associated outcomes (Health & self-care)	27
Figure 3.5. Drivers of change and associated outcomes (Economic security)	28
Figure 3.6. Drivers of change and associated outcomes (Wellbeing)	30
Figure 3.7. Initiative related drivers of change and associated outcomes	31
Figure 3.8. Work related drivers of change and associated outcomes.....	32
Figure 3.9 Initiative statistically significant effects for supervisors	36
Figure 3.10. Initiative statistically significant effects for operators.....	36
Figure 3.11. Statistically significant effects of socio-demographic variables in ToC evaluated domains.	37
Figure 4.1. Number of maquilas attending Sensitisation Conferences by year.....	41
Figure 4.2. Sustainability model for the YQYP initiative	55
Figure A0.1. Theory of Change of the YQYP initiative.....	63

Tables

Table 2.1. Maquilas by role and year of participation.	8
Table 2.2. Number of participant supervisors per year and maquila.	8
Table 2.3. Number of operators per year and maquila.	10
Table 2.4. Participants in individual interviews by maquila and sub categories.	12
Table 2.5. Participants in focus group discussions by maquila and sub categories.....	12
Table 2.6. Distribution of evaluation questionnaires applied per year and treatment.	13
Table 2.7. Distribution of accompaniment visits performed per year.....	13
Table 3.1. Most significant outcomes from the qualitative and quantitative evaluations	14
Table 3.2. Outcome codes	15
Table 3.3. Positive and negative changes reported by blinded individual interviews (n=33).	16
Table 3.4. Positive and negative changes reported by unblinded focus groups (n=4).	16
Table 3.5. Top 5 drivers of positive change by subsample.	17
Table 3.6. Top 5 drivers of negative change by sub sample.	18
Table 4.1. The YQYP initiative's approach.	40
Table 4.2. Percentage of supervisors with high level of technical skills as observed by the PIT during the accompaniment visits.	43
Table 4.3. Percentage of replica groups with high level of engagement behaviours as observed by the PIT during the accompaniment visits.....	44
Table 4.4. Specific aspects of the initiative very positively rated by supervisors.	44
Table 4.5. Initiative targets by year of participation.....	45
Table 4.6. Initiative human resources by year of participation.	47
Table 4.7. Monitoring and evaluation instruments.	48
Table 4.8. Participants in FGDs and case studies.....	51
Table 4.9. Current and suggested topics for Formative Workshops	51
Table 4.10. Current and suggested topics for Replica Workshops	52
Table A6.0.1. Supervisors' attendance per year, initiative modality and maquila.	68
Table A6.0.2. Distribution of sociodemographic variables for supervisors.	69
Table A6.0.3. Distribution of sociodemographic variables for operators' evaluation sample.	70
Table A6.0.4. Number of supervisors, supervisors visited and AVs per year, initiative modality and maquila. ..	71
Table A7.1 Questionnaire items for supervisors and operators per year.	Error! Bookmark not defined.
Table A7.2. Psychometric characteristics of evaluation questionnaires	Error! Bookmark not defined.
Table A8. 1. Maquilas selected for data collection.....	Error! Bookmark not defined.
Table A8. 2. Participants in key informant interviews.	72
Table A8.3. Summary of individual responses to closed questions.....	73
Table A8.4. Positive changes reported by individual interviews by year of the initiative.	74
Table A8.5. Negative changes reported by individual interviews by year of the initiative.	75

Table A8.6. Positive & negative changes reported by focus groups by year of the initiative.	76
Table A8.7. Drivers of positive change per impact domain (individual interviews).	77
Table A8.8. Drivers of positive change per impact domain (focus groups discussions).	78
Table A8.9. Drivers of negative change per impact domain (individual interviews).	79
Table A8.10. Drivers of negative change per impact domain (focus groups discussions).	79
Table A8. 11. Most commonly cited positive changes and associated drivers of change (Individual interviews)	80
Table A8. 12. List of drivers of positive change	81
Table A8. 13. List of positive change (outcomes)	81
Table A8. 14. Most commonly cited negative changes and associated drivers of change (Individual interviews)	82
Table A8. 15. Most commonly cited positive changes and associated drivers of change (Focus groups)	83
Table A8. 16. Most commonly cited negative changes and associated drivers of change (Focus groups)	84
Table A8. 17. Significant changes over specified time period reported by respondents	85
 Table A9.1. Parameter estimates of the hierarchical linear model for scale variables applied to supervisor data.	88
Table A9.2. Parameter estimates of the hierarchical linear model for scale variables applied to operator data.	90

Executive Summary

Background

In 2014 Fundación C&A and C&A Foundation started working with the Mexican Institute for Family and Population Research (Yo Quiero Yo Puedo-IMIFAP) in support of an initiative to improve working conditions in the Mexican apparel industry. The initiative is called “Yo quiero, yo puedo... cuidarme y mejorar mi productividad” (YQYP), and aims to support the guidelines of codes of conduct of international companies signed up to the principles of the 2020 Global Pact to promote the wellbeing of workers. The YQYP initiative focused on the development of personal agency and intrinsic empowerment of operators and supervisors of apparel factories (maquilas) to achieve sustainable changes at individual, family and community levels.

The YQYP initiative delivered a series of life skills workshops between March 2014 and August 2016; Formative (supervisors) and Replica (operators) sessions, as well as Accompaniment Visits (supervisors). The initiative aimed to achieve the following outcomes within both the workplace and ultimately within households: (1) improved physical health and self-care; (2) improved job satisfaction; (3) increased productivity; (4) improved gender equality; and (5) better interpersonal relationships. 34 apparel maquilas (23 treatment and 11 comparison) participated in the YQYP initiative during Y1 (2014-2015) and/or Y2 (2015-2016). These cohorts are referred to as Y1 and Y1/Y2.

The specific objectives of this evaluation were:

- To explore how the initiative contributed to either positive or negative, intended or unintended changes on the wellbeing and productivity of supervisors and operators during the two years of the initiative.
- To assess the initiative's relevance, efficiency, effectiveness and sustainability.
- To provide a set of recommendations that will enhance the effectiveness of the initiative in Mexico and help to inform the C&A Foundation's efforts in other countries.

The evaluation used a mixed-method approach with qualitative and quantitative components. The Qualitative Impact Protocol (QuIP) evaluation methodology was used to collect and analyse qualitative data and the quantitative component consisted of psychometric analyses (aimed at evaluating and optimizing the quality of the measurements) and statistical modelling of process and monitoring data collected by the Programme's Implementation Team (PIT). The findings are split into an assessment of the outcomes achieved by the initiative, and an assessment of the process used to deliver the initiative.

YQYP Initiative: Outcomes

Findings demonstrated clear evidence that the YQYP initiative had contributed to a range of different outcomes of the lives of operators and supervisors across both years of the initiative. The most significant positive outcomes relating to the YQYP initiative fell under four ‘impact domains’ (the areas of respondents' lives which were assessed through the questionnaires): relationships, job satisfaction & productivity, gender equality, and health & self-care.

Most significant outcomes:

1. The most important contribution of the initiative was to improve the **working environment and relationships** for the vast majority of supervisors and operators across Y2 and Y1&2 cohorts. This finding was supported by quantitative results that showed that Y1¹ supervisors, men in particular, and respondents who had worked in the maquila for less than two years had better working relationships.
2. The initiative also contributed to improving the **sense of teamwork** amongst the majority of supervisors and operators of both years of the initiative, particularly Y1&2 supervisors.
3. Over half the supervisors and operators interviewed, particularly from the Y2 cohort felt that the YQYP initiative helped them to have a **better sense of personal development, job satisfaction and self-fulfilment**². This was aligned with quantitative results which also showed higher levels of job satisfaction in all cohorts except Y1&2 supervisors, and amongst operators with higher levels of education.
4. The initiative contributed to increasing the **productivity and results** particularly of Y2 and Y1&2 operators and in a lesser extent in Y1&2 supervisors. This finding was supported by quantitative results that

¹ Note that the isolated Y1 cohort outcomes were only evaluated by the quantitative component.

² A sense of self-fulfilment refers to a feeling of satisfaction from achieving what the workers aspired or wanted to achieve by their own means, whether in their workplace or at home.

demonstrated higher levels of productivity amongst Y1 and Y2 operators, but no effects at all in supervisors of all year cohorts.

5. The quantitative study results showed positive effects of the initiative on the **physical health and self-care** of Y1 supervisors and operators. The blinded qualitative results were less conclusive. Overall change was positive in this area, but fewer than ten respondents, particularly supervisors, reported that the initiative had contributed to improved physical health. Other more personal factors (such as improved housing conditions) not related to the initiative were considered to be more significant drivers of positive change in this area.
6. The initiative had positive results on the overall sense of **wellbeing** of Y2 supervisors and operators, particularly men and respondents with higher level of secondary education. The qualitative findings also showed that some supervisors in the Y1&2 cohort improved their wellbeing as a result of the initiative.
7. Improving **life skills** was one of the objectives of the initiative. Findings showed that an improved **sense of self-control, self-confidence and self-esteem** was more common in supervisors compared to operators from Y2 and Y1&2 cohorts. This finding was aligned with quantitative results that also showed positive effects in all cohorts except in Y1 and Y1&2 supervisors. Higher levels of education and men showed better achievements in their life skills.
8. Finally, the initiative contributed to an improved **sense of prevention of accidents, responsibility and working conditions**, particularly amongst supervisors. To a lesser extent the initiative also contributed to an increase in the **sense of respect, empathy, equity and working rights** of less than half of the sampled operators and supervisors, particularly from the Y1&2 cohort.

Results did not find explicit evidence of negative outcomes as a result of the YQYP initiative activities; the initiative 'did no harm'. However, the initiative did not appear to have mitigated some negative outcomes which it had aimed to. Although these are outliers, they deserve attention for future improvement of the initiative:

- Although the initiative contributed to positive outcomes in the health & self-care domain, more than ten respondents, particularly supervisors, reported that their **physical health had worsened** due to stress, sickness and bad eating and sleeping habits.
- Eight respondents across both samples reported **increased stress at work**.
- Five respondents, particularly Y2 and Y1&2 supervisors, cited that their **quality of life and time with family had decreased** due to workloads.
- Two respondents cited **hostile relationships, discrimination and harassment** due to conflicts caused by pressure and stress during busy work periods.

YQYP Initiative: process evaluation

Relevance:

- The YQYP initiative's objectives and participative workshops were aligned with three out of the four³ key principles of the C&A Foundation's ToC, mission and vision: (a) it amplified workers' voice and participation; (b) it advocated women's (and men's) rights and empowerment and; (c) it fostered collaboration between different stakeholders of the apparel industry.
- The YQYP initiative reached more cities than originally planned, whilst not reaching the expected profile due to a lack of interest from maquilas with 'precarious working conditions' and the inherent risk involved in working with them.

Inputs and activities:

- Sensitisation Conferences (SCs) were effective for attracting maquilas by geographical region but less effective for achieving scale.
- Formative Workshops (FWs) were structured and controlled by members of the programme implementing team (PIT).
- Replica Workshops (RWs) and Accompaniment Visits (AVs) were structured but not controlled by members of the PIT, as they relied on the supervisor's time, capacity and priorities. As a consequence, five maquilas did not comply in a timely fashion with the RWs of the initiative.

³ The fourth principle is "Transparency for accountability", the YQYP programme did not focus on transparency issues within the maquilas, rather it focused on developing knowledge and life skills of maquilas' workers.

Intended outputs:

- Initiative targets were generally achieved in Y1, whereas in Y2, the initiative was more than 50 percent short of follow-up maquilas from Y1, affecting the overall targets of Y2.
- The YQYP initiative provided good management structures, implementation capacity and a trained, experienced and motivated team.
- The number of people deployed to implement the initiative in Y1 was on target (8), whereas it was significantly larger in Y2 (36) due to more staff required to deliver Accompaniment Visits (AVs).

Efficiency:

- All financial operations and initiative expenditure were closely monitored, and effectively controlled.
- The YQYP initiative activities and outcomes were monitored and evaluated through an array of instruments used before and after the initiative implementation, producing credible results.
- Due to low participation, most of the human and financial resources for process and results evaluation were concentrated on the maquilas that demonstrated interest in the initiative.
- The evidence recorded during the FWs and RWs could be systematised and used to improve access to maquilas and increase their interest in the initiative.

Effectiveness:

- Fundación C&A played an important role in the design and implementation of the YQYP initiative, commissioning a research study to determine the strategies of the initiative and facilitating the links with the Mexican Chambers of Commerce and maquilas.
- FWs were described as dynamic sessions, with appropriate methodology to deliver good quality sessions providing good supporting materials used by professional and engaging facilitators. Areas of improvement include: (1) providing handouts for supervisors, (2) extending the number of FW sessions, and (3) 'customising' the initiative according to the participants' profiles.
- RWs need to be improved by (1) making simpler and clearer handbooks for supervisors, (2) providing easier activities for supervisors to perform during RWs, and (3) running flexible RW sessions to meet maquila's needs.
- AVs were good but could be improved by providing simple follow-up reports of supervisors' progress.

Sustainability:

- Maquilas' senior managers and directors need to commit to and be involved in the initiative, allowing supervisors and operators to devote time on a weekly basis.
- Chambers of Commerce and larger or international brands need to strengthen collaboration and establish alliances with other stakeholders such as foundations and NGOs to develop leadership and facilitate easier access of maquilas to the initiative.
- Collaboration and dissemination of the initiative results could be more widely shared with Foundations, NGOs, think tank organisations, governments, Chambers of Commerce and academic institutions to improve advocacy and influence the development of policy-making and capacity building initiatives.

Conclusions

- This evaluation found that the YQYP initiative had positive effects on the lives of operators and supervisors across both years of the initiative, particularly in aspects related to job satisfaction & productivity, relationships, gender equality, and overall wellbeing domains.
- Negative outcomes were primarily related to working conditions in the maquilas such as pressure, workloads, stress and conflicts at the workplace. There is an opportunity for future stages of the initiative to mitigate the effect of these outcomes.
- The initiative faced access issues with maquilas. More collaboration and dissemination activities may help to improve the participation of more maquilas and other industry stakeholders.
- The implementation of supervision and control mechanisms during the RWs would contribute to even greater effectiveness of this initiative.

Recommendations

Initiative conceptualization	<ul style="list-style-type: none"> Review and refine the Theory of Change underlying the initiative to meet C&A Foundation's objectives and key performance indicators. Introduce formal and informal feedback loop mechanisms at different levels of the maquilas (i.e. operators, supervisors, middle managers, senior managers and directors) to customise the design and contents of FWs and RWs according to their needs and education profiles. Review and update the content, number and length of Formative and Replica workshops, supporting materials, language of handbooks and type of activities. Introduce new topics such as (1) personal development, (2) economic security, (3) environment, (4) sexual harassment at work, (5) human rights, (6) topics related to disabled people, (7) self-esteem, (8) ethics and values. Strengthen existing learning units such as: (1) stress and conflicts, (2) quality of life, (3) hostile relationships, discrimination and harassment at work, and (4) productivity and results at work.
Initiative implementation	<ul style="list-style-type: none"> Plan, implement and systematise adequate mechanisms to monitor and control the implementation of RWs. Yo Quiero Yo Puedo-IMIFAP and Fundación C&A should work in closer collaboration to reduce access barriers to maquilas and strengthen the result and dissemination of the initiative. Involve senior managers and directors in the initiative to gain more buy-in and support. Improve collaboration with Chambers of Commerce and other industry stakeholders to increase the number of new maquilas in the initiative. Implement formal and informal feedback loop mechanisms between different stakeholders in order for Yo Quiero Yo Puedo-IMIFAP and the FC&A to learn and improve the results of the initiative.
Process evaluation	<ul style="list-style-type: none"> Improve systematisation of monitoring activities. Provide an equal number of accompaniment visits and systematise qualitative information gathered during these visits.
Outcome evaluation	<ul style="list-style-type: none"> If future initiatives' evaluations aim to generalise results to a broader population of maquilas, revise the evaluation design. Revise the design of the questionnaires (Post and Pre) to standardise and improve the quality of data collection and data entry. Capture and systematise additional evidence that was not used in the initiative, but may be informative to improve the results of future phases.
Dissemination	<ul style="list-style-type: none"> Improve the dissemination of results within the apparel industry in order to increase participation rates of maquilas and states. Share and discuss initiative experience with businesses, academics, government, and civil society sectors in public events and forums.

1. Background

1.1 The Mexican textile and apparel industry

The textile and apparel industry in Mexico plays an important role nationally and internationally. At the international level, Mexico is the fifth largest apparel provider in the United States after the giant China, Vietnam, Bangladesh, Indonesia and India⁴. At the national level, the textile and apparel industry contributes 4.7 percent to the manufacturing Gross Domestic Product (GDP); with textile and apparel companies accounting for 1.3 percent and 2.5 percent respectively⁵. This industry is an important source of employment nationwide as it employs approximately 450 thousand people that represents 11.1 percent of the manufacturing sector and 1 percent of the jobs at the national level⁶.

According to the CANAIVE (Mexican National Chamber of the Apparel Industry), there are 8,613 registered apparel companies in Mexico from which 44% are concentrated in the central region of the country: Mexico City, Mexico State, Puebla, Tlaxcala, Hidalgo and Querétaro. This region employs around 107 thousand people that represents 34% of the whole apparel sector⁷. Mexico City and Mexico State are the locations with the largest concentration of apparel companies in the region and in the country (18.1% and 12.8% respectively)⁸. The region of Puebla contains a smaller number at 7.2%, however, this state has a long tradition of apparel companies. For example, Tehuacán is the second largest city in Puebla where the vast majority of working women are seamstresses⁹.

Nevertheless, whilst the textile and apparel industry brings important benefits for the national economy, it also places a number of important issues and challenges that need to be addressed. First, as a research study on labour practices in Mexico points out, official figures do not reflect the number or location of clandestine workshops that have multiplied in the past decade as a consequence of the 2008 global economic crisis¹⁰. These unregistered workshops generally have poor and unsafe working conditions, do not provide contracts and engage in intimidation and worker abuse, and sometimes employ children. Second, it is estimated that 60 percent of large manufactures in Mexico hire outsourcing companies whose workers also endure poor working conditions and labour abuses such as lack of freedom of association, discrimination, sexual harassment, low wages and lack of benefits.¹¹ Third, the 2012 labour law reforms in Mexico have undermined workers' rights and granted more benefits to employers. In addition, the majority of Mexican trade union organisations are corrupted, having close relationships with the state and political parties and favouring employers rather than workers.

Other organisations such as trade associations and Chambers of Commerce are beginning to play a strategic role "advocating" better working conditions through the lenses of Corporate Social Responsibility (CSR). In 2015, a study commissioned by Fundación C&A identified nearly 60 organisations related to the apparel industry and CSR in Mexico¹². However, the Chambers' understanding and promotion of CSR is associated with limiting the use of toxic chemicals and water, and protecting the environment rather than improving working conditions and workers' wellbeing. In addition, a research commissioned by the C&A Foundation on labour practices in Mexico pointed out that working conditions in the Mexican apparel industry are very much dependent upon the size of the establishment and the type of client for whom they work. At one extreme of the spectrum, large garment factories usually work for international brands and prestigious domestic firms so they comply with certifications and legal requirements regarding salaries, benefits, and health and safety standards. In the middle of the spectrum, medium sized factories are normally subcontracted by larger factories, and often work directly for international brands; however, they do not comply entirely with all legal requirements and standards as they are less subject to inspections. At the other extreme, small factories and 'clandestine workshops' literally work outside any regulation; they do not usually provide employment contracts or benefits, they pay lower wages with longer working hours (typically 12 hours), and working conditions are very poor or non-existent¹³.

⁴ CANAIVE (2016). La Industria de la Confección. Cámara Nacional de la Industria del Vestido

⁵ CANAIVE *op cit*. The remaining 0.9% correspond to the footwear industry.

⁶ INEGI (2014). La industria textil y del vestido en México 2014. Instituto Nacional de Estadística y Geografía. México: INEGI

⁷ CANAIVE *op cit*

⁸ Verité (2015). Research on Country Labor Practices: Mexico. Prepared for The C&A Foundation. February 2015

⁹ ProDESC (ND).

¹⁰ Verité *op cit*

¹¹ Castano-Freeman J. (2016). Are Mexico's maquila labour rights worsening? 7th October 2016. Accessed, 12 Jan 2017 http://www.just-style.com/analysis/are-mexicos-maquila-labour-rights-worsening_id128988.aspx

¹² Hip (2016). Mapping of Chambers of Commerce in Mexico's Apparel Industry. Hispanics in Philanthropy

¹³ Verité *op cit*.

1.2 The YQYP initiative

As part of the initiative to improve the working conditions of the Mexican apparel industry in 2014 the Fundación C&A and C&A Foundation partnered with the Mexican Institute for Family and Population Research (Yo Quiero Yo Puedo-IMIFAP) to implement the initiative “Yo quiero, yo puedo...cuidarme y mejorar mi productividad” (I want to, I can...take care of myself and improve my productivity), referred to as YQYP initiative. The YQYP initiative ran from March 2014 to August 2016 with the objective of promoting the integral wellbeing of the workers in the Mexican textile industry in order to improve their productivity and support the guidelines of codes of conduct of international companies attached to the principles of the 2020 Global Pact¹⁴.

The YQYP initiative was grounded on the Yo Quiero Yo Puedo-IMIFAP’s theoretical Framework for Enabling Empowerment (FrEE)¹⁵. The FrEE builds on Amartya Sen’s Human Development approach and argues that the development of life skills (e.g. decision-making, control of stress, empathy), the acquisition of relevant knowledge (e.g. health, self-care, safety, wellbeing, positive working environment and labour rights), and reduction of psychological barriers (e.g. fear, shame, guilt) set the basis for attitudinal and behavioural change. This in turn enables people to gain control over their lives and take responsibility of their own actions (personal agency), and improve their context (intrinsic empowerment), achieving in this way sustainable changes at the individual, family and community levels. In other words, “if [textile and apparel] workers are enabled with the knowledge to develop their emotional and cognitive social skills — whether through a focus on health, education, citizenship or work — they not only experience life benefits, but they also become active contributors to their work environments”¹⁶. Thus, the overall theory of the YQYP initiative was that enabling workers with life skills would increase workers’ productivity, decrease their mistakes at work, lower the rates of absenteeism, and ultimately improve their wellbeing.

Yo Quiero Yo Puedo-IMIFAP based the contents of the initiative on the results obtained from the study carried out by INSITUM from March to May 2014¹⁷ and results from an exit survey applied in the first stage of implementation. As mentioned above, the YQYP initiative was based on Yo Quiero Yo Puedo-IMIFAP’s FrEE framework but it did not have a specific Theory of Change (ToC) or logic model to understand the causal mechanisms and processes by which the initiative would achieve the expected outcomes given certain inputs and activities. The Evaluation Team presented a proposal of the initiative’s ToC and discussed it with Yo Quiero Yo Puedo-IMIFAP’s Director and Research Leader to adjust it and conclude a final version (see Annex 1). The final version the initiative’s ToC included four main inputs:

- Sensitization Conferences with leaders and senior managers of textile and apparel factories in Mexico (*maquilas*) to attract their interest in joining the initiative.
- Yo Quiero Yo Puedo-IMIFAP provided 40 and 56-hour Formative Workshops to Supervisors (middle-level managers) in life skills, work environment and productivity topics.
- Once supervisors received the formative workshops, they acted as key agents within the *maquilas* running Replica Workshops with their Operators during daily 15-minute sessions over 18 weeks.
- Supervisors received Accompaniment Visits and feedback sessions from the initiative implementing team (PIT) during the replica workshops in order to improve the quality and performance.

Throughout life skills workshops on topics such as personal development, self-care, working environment, human and labour rights, labour obligations, safety in the workplace, equality, prevention of violence at work and personal economy and finance, supervisors and operators were expected to acquire particular knowledge and tools that will in turn help them develop the abilities needed to drive change on their attitudes and behaviours at their workplace and eventually at their households (outputs).

Initiative outputs were expected to lead to the following outcomes:

- Improved physical health and self-care
- Better job satisfaction
- Increased productivity
- Improved gender equality
- Better interpersonal relationships

¹⁴ See <https://www.unglobalcompact.org/what-is-gc/mission/principles>

¹⁵ Pick & Sirkin (2010). *Breaking the Poverty Cycle*. Nueva York: Oxford University Press.

¹⁶ Pick (2015). *Workers’ Wellbeing Can Create a More Sustainable Apparel Industry — and Boost Profits*. Triple Pundit. 20th October, 2015. Accessed, 19 Jan 2017 <http://www.triplepundit.com/2015/10/investing-workers-wellbeing-can-catalyze-sustainable-apparel-industry-boost-profits/>

¹⁷ INSITUM (2014). *Proyecto Hilar. Resumen Ejecutivo*. INSITUM, mayo 2014.

By enabling supervisors and operators to make informed decisions in their lives, take responsibility of their own actions and improve their overall context, it was expected to have a positive change on their wellbeing, intrinsic empowerment, individual agency and productivity.

1.3 Evaluation

This report details the methodology and results from the evaluation of the YQYP initiative. The purpose of the evaluation was to assess the extent to which the initiative proved to be effective in improving the quality of life, labour conditions and productivity of workers in the *maquilas* where the initiative was implemented.

The objectives of the evaluation were:

- To explore how the initiative contributed to either positive or negative, intended or unintended changes on the wellbeing and productivity of supervisors and operators during the two years of the initiative.
- To assess the initiative 's relevance, efficiency, effectiveness and sustainability.

The evaluation covered the activities of the YQYP initiative during the two-year initiative cycle between March 2014 and August 2016.

2. Methodology

This evaluation was carried out from September 15th 2016 to February 27th 2017 and applied a mixed-method approach employing a qualitative and a quantitative component described in Figure 2.1 below.

Figure 2.1. Methodology framework

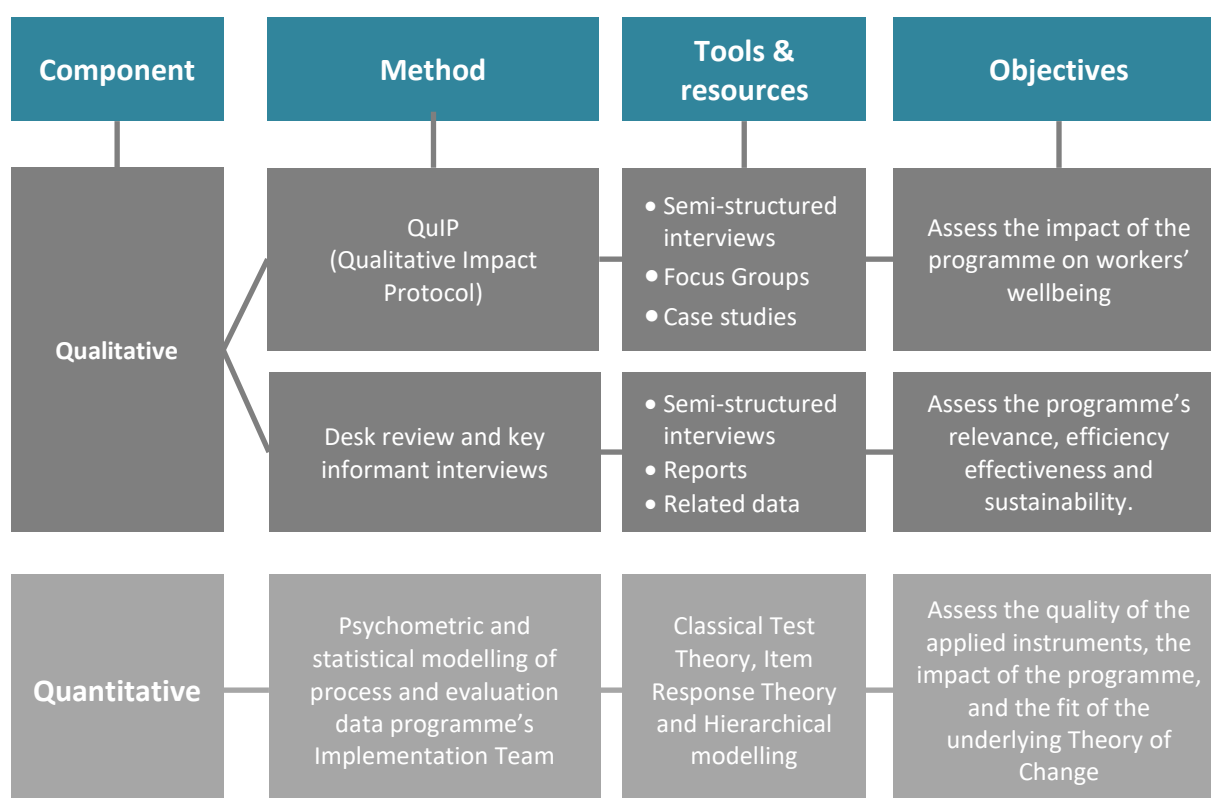


Table 2.1 shows the 34 textile factories (*maquilas*) that participated in the YQYP initiative by role (treatment or comparison¹⁸) and by year of participation: 2014-2015 (Y1) and 2015-2016 (Y2). This evaluation focused primarily on treatment *maquilas* as they were the main target of the initiative, although data derived from comparison

¹⁸ "Treatment" refers to *maquilas* that received the programme intervention, that is, supervisors were trained and evaluated, whereas "comparison" refers to *maquilas* that did not receive the intervention and only participated in the evaluation, that is, supervisors were not trained but responded evaluation questionnaires.

maquilas was used for and reported in the quantitative component of this evaluation (Section 2.2). For this reason, when we mention maquilas we refer to *treatment* textile factories.

In Y1, 14 maquilas participated in the initiative. In Y2, six out of the 14 maquilas of Y1 followed up and nine new maquilas joined the initiative, that is 15 maquilas in Y2.

Table 2.1. Maquilas by role and year of participation.

	Treatment 2015–2016 (Y2)	Frequency	Maquilas	Location
Treatment	Treatment	6	Permacheff (Cofías de México) Poin Telas el Asturcón Covadonga Industrias Cos Taller Independiente “Sandy” Taller Independiente “Matilde”	Puebla Puebla Puebla Mexico City Mexico City Mexico City
Treatment	Without participation	8	COATS (Distrito Federal) Empacabados GDI Grupo Diamante Challenger Taller Independiente “Lilia Claudia” Taller Independiente “Elda Pedraza” COATS (Tlaxcala) COATS (Veracruz)	Mexico City Puebla Mexico City Mexico City Mexico State Mexico City Tlaxcala Veracruz
Comparison	Without participation	5	Tritón Industrial Confecciones Tauro’s Taller Independiente “Tomás Sáenz” Industria Maquibor Taller Independiente “Excelencia Novias”	Puebla Puebla Puebla Puebla Mexico State
Without participation	Treatment	9	Tecniacril La Poblana Deportivos Quini Hergo Texbel Inova Textiles Acabados Textiles 2012 Fábrica María Trajes Mexicanos	Puebla Puebla Puebla Puebla Puebla Mexico State Mexico State Puebla Mexico State
Without participation	Comparison	6	Warehouse Jeans de México* Domenico Internacional* Innofa México* Grupo Epidemic de México Quality Knits Nanacamilpa Manufacturas	Puebla Puebla Puebla Mexico City Puebla Tlaxcala

*Although originally considered treatment, this maquila was moved to the comparison group (by the implementation team) because their supervisors dropped out of the workshop and did not replicate the initiative.

Source: Elaborated by author with data provided by Yo Quiero Yo Puedo-IMIFAP and C&A Foundation.

Regarding the number of Supervisors in the YQYP initiative, the evaluation used two sets of data collected by the initiative’s implementing team:

1. Dataset 2014-2015 (Y1) included data from 83 supervisors from 14 maquilas located in the states of Mexico City, Mexico State, Puebla, Tlaxcala and Veracruz ¹⁹.
2. Dataset 2015-2016 (Y1&2) included data from 154 supervisors from 15 maquilas located in the states of Mexico City, Mexico State, Puebla and Tlaxcala.

Table 2.2 shows the number of supervisors that participated in each maquila per year; participation is defined by attending to at least one workshop session or responding an evaluation questionnaire.

Table 2.2. Number of participant supervisors per year and maquila.

Maquilas	Only Y1	Only Y2	Y1 & Y2	Total Y1	Total Y2	Total
----------	---------	---------	---------	----------	----------	-------

¹⁹ Programme was carried out in one more factory located in Honduras, because COATS has a branch there and asked for it to IMIFAP; nevertheless, this evaluation did not consider this maquila as was not part of the original implementation plan.

	A	B	C	A + C	B + C	A + B + C
COATS (Distrito Federal)	7	—	—	—	—	7
Empacabados	6	—	—	—	—	6
GDI Grupo Diamante	5	—	—	—	—	5
Challenger	4	—	—	—	—	4
Taller Independiente “Lilia Claudia”	2	—	—	—	—	2
Taller Independiente “Elda Pedraza”	1	—	—	—	—	1
COATS (Tlaxcala)	4	—	—	—	—	4
COATS (Veracruz)	14	—	—	—	—	14
Subtotal maquilas Y1	43	—	—	43	—	43
Tecniacril	—	6	—	—	—	6
La Poblana	—	3	—	—	—	3
Deportivos Quini	—	3	—	—	—	3
Hergo	—	1	—	—	—	1
Texbel	—	1	—	—	—	1
Inova Textiles	—	22	—	—	—	22
Acabados Textiles 2012	—	9	—	—	—	9
Fábrica María	—	7	—	—	—	7
Trajes Mexicanos	—	66	—	—	—	66
Subtotal maquilas Y2	—	118	—	—	118	118
Permacheff (Cofías de México)	4	0	1	—	—	5
Poin	1	9	2	—	—	12
Telas el Asturcón Covadonga	3	3	2	—	—	8
Industrias Cos	13*	5	12	—	—	30
Taller Independiente “Sandy”	0	0	1	—	—	1
Taller Independiente “Matilde”	0	0	1	—	—	1
Subtotal maquilas Y1 & Y2	21	17	19	40	36	57
Overall	64	135	19	83	154	218

*Three out of thirteen supervisors responded the pre questionnaire without any participation in the workshop.

Source: Elaborated by author with data provided by Yo Quiero Yo Puedo-IMIFAP and C&A Foundation.

There was no consistent data to estimate an accurate number of Operators that participated in the YQYP initiative. In principle, there were four sources of data from which a figure could be estimated:

1. Supervisors’ attendance lists from Formative Workshops. These data contained the ‘number of people with who s/he would replicate the workshops’.
2. Evaluation questionnaire Pre-workshop for supervisors. These data contained the same variable of the ‘number of people with who s/he would replicate the workshops’.
3. Evaluation questionnaire Post-workshop for supervisors. These data contained the same variable of the ‘number of people with who s/he would replicate the workshops’.
4. Accompaniment visits, there was a register of the number of Operators who attended the Replica Workshop.

However, these sources of data presented the following issues:

- a. There were a significant number of missing data in data sources 1, 2 and 3.
- b. Available data from sources 1, 2 and 3 did not completely match with one another.
- c. Data sources 1, 2 and 3 reported ‘intentions’, which did not mean the number of operators attending the Replica Workshops but only the number of operators with who supervisors were intending to replicate the initiative.
- d. It is likely that the variable of the ‘number of people with who she/he would replicate the workshops’ is not exclusive. For example, there were two supervisors from maquila Poin that reported to replicate the initiative with 188 operators, which it is believed that those 188 people might be the same people in both cases.
- e. There was a lot of variation between the number of operators who received Replica Workshops from the same supervisor.
- f. Numbers of attendees found in data source 4 (accompaniment visits) varied significantly compared to data sources 1, 2 and 3.
- g. Accompaniment visits only visited a sample of supervisors during Replica Workshops and those who were visited were not necessarily replicating with all operators as supervisors normally had multiple

groups of operators. So, the initiative implementing team did not know how many operators were effectively receiving the intervention.

Given these issues, the number of operators in the initiative was taken from the reports provided by the initiative implementing team as follows:

1. Dataset 2014-2015 (Y1) included data from 1,039 operators from 14 maquilas located in the states of Mexico City, Mexico State, Puebla, Tlaxcala and Veracruz ²⁰.
2. Dataset 2015-2016 (Y1&2) included data from 1,536 operators from 15 maquilas located in the states of Mexico City, Mexico State, Puebla and Tlaxcala.

Table 2.3. Number of operators per year and maquila.

Maquilas	Location	Initiative year	Operators	Initiative year	Operators
GDI Grupo Diamante	Mexico City	Y1	0	—	—
Challenger	Mexico City	Y1	12	—	—
Taller independiente Elda Pedraza	Mexico City	Y1	0	—	—
COATS DF	Mexico City	Y1	0	—	—
COATS Tlax	Tlaxcala	Y1	296	—	—
COATS Ver	Veracruz	Y1	266	—	—
Empacabados	Puebla	Y1	0	—	—
Taller Independiente Lilia Claudia	Mexico State	Y1	0	—	—
Industrias COS	Mexico City	Y1	57	Y1&2	145
Taller Independiente Sandy	Mexico City	Y1	0	Y1&2	0
Taller Independiente Matilde	Mexico City	Y1	0	Y1&2	0
Cofias de México (Permacheff)	Puebla	Y1	80	Y1&2	35
Poin S.A. de C.V.	Puebla	Y1	168	Y1&2	22
Telas El Asturcón S.A. de C.V.	Puebla	Y1	160	Y1&2	11
Tecniacril	Tlaxcala	—	—	Y2	15
La Poblana S.A. de C.V.	Puebla	—	—	Y2	45
Deportivos Quini S.A de C.V.	Puebla	—	—	Y2	6
Hergo S.A. de C.V.	Puebla	—	—	Y2	17
Texbel S.A. de C.V.	Puebla	—	—	Y2	8
Fábrica María	Puebla	—	—	Y2	26
Inova Textiles*	Mexico State	—	—	Y2	0
Acabados textiles 2012	Mexico State	—	—	Y2	0
Trajes Mexicanos S.A. de C.V.	Mexico State	—	—	Y2	1206
Total			1039		1536

²⁰ Programme was carried out in one more factory located in Honduras, because COATS has a branch there and asked for it to Yo Quiero Yo Puedo- IMIFAP; nevertheless, this evaluation did not consider this maquila as was not part of the original implementation plan.

2.1 Qualitative component (QuIP)

This evaluation employed the QuIP (qualitative impact protocol) analysis methodology. A distinctive characteristic of the QuIP method is that the interviews are as far as possible blinded, reducing the risk of ‘pro-project’ or ‘confirmation’ bias. This was effected by managing data collection in such a way that the researchers conducting the interviews were asked to collect information on broad changes in the lives and livelihoods of respondents, without being aware that they had participated in the YQYP initiative, or that analysis would specifically assess this. A full questionnaire schedule is available in the annexes.

Once the data has been collected, narrative responses from interviews and focus group discussions are analysed and coded, looking for:

- Evidence of change, or ‘outcomes’ within the specified period
- Self-reported attribution, or ‘drivers of change’ which lead to the cited outcomes
- The extent to which positive or negative change is attributable to initiative-related activities

Some of the analysis from this coding is displayed in tables contained in this report. The coding system used enables the reader to trace back to the original quote available in a separate document – ensuring that the respondents’ voices are not lost in the analysis. These are organised according to impact domain (e.g. Health and self-care, Job satisfaction & productivity, Gender equality), attribution and outcome codes. Quotations are based on responses made in the local language, then summarised by the field researchers and subsequently been translated into English by the Evaluator. Clarifications were provided where necessary.

The QuIP sample is not statistically representative of the wider population. Findings cannot be extrapolated out across wider project target areas, nor is that the intention. The aim of carrying out a QuIP is to conduct a ‘deep dive’ assessment with a purposively selected group of people in the project target area to understand whether, and if so, how different aspects or ‘domains’ of their lives have changed in recent years.

The QuIP study used dataset Y1&2 only (whereas, as explained below, the quantitative study did include data from Y1 as well). The reason for this decision was because Yo Quiero Yo Puedo-IMIFAP and the C&A Foundation were interested in capturing the most recent outcomes from the two stages of the initiative, i.e. Y1&2 vs. Y2.

After the preparation phase, a local field team comprising two female and one male researchers were trained in the QuIP methodology. In order to explore specific aspects of the initiative’s effectiveness and following a request from the C&A Foundation team, the evaluation carried out a blinding-un-blinding approach, i.e. blinded individual semi-structured interviews followed by un-blinded focus group discussions (FGDs). This two-way approach was followed by two case studies: one Supervisor and one Worker who participated in the initiative. Full tailored questionnaire schedules are available in the Annex 3.

Individual level interviews

Individual interviews initially included 24 participants and then it was increased to 32²¹ using a sampling strategy including four sub-categories in each year of participation: Female Supervisors, Female Operators, Male Supervisors, and Male Operators.

The Principal Evaluator (PE) met up with the initiative’s implementing team (PIT) to select the sample. At the meeting, the PIT addressed a number of aspects to take into consideration during sampling selection:

1. Accompaniment visits during replica sessions at the factories was the way for the PIT to verify that maquilas were replicating the initiative with operators. Thus, the PE selected those maquilas with the largest number of accompaniment visits.
2. Pre and Post evaluation tools conducted with supervisors meant that they had received the YQYP initiative from start to end (although this does not exclude that they may have missed one or more workshop sessions).
3. Pre and Post evaluation tools conducted with operators meant that they had received at least one of the initiative’s replica sessions (with the majority having participated in over half of the sessions).

Only four maquilas (green shade) met the above criteria and were initially selected (shown in **Error! Reference source not found.** in Annex 8). Contacting participants to conduct individual interviews was not a straight forward task. The initiative implementing team (PIT) only produced contact lists with supervisors, but not with operators as they asked for full anonymity in the initiative lists. In addition, it was very unlikely that participants

²¹ The original design of 24 interviews presented some challenges with the initial four maquilas selected. After discussions with the C&A Foundation, it was decided to increase the sample size to 32 to balance the number of female and male participants in the four sub categories.

would answer phone calls from unknown numbers given the social insecurity in the region. For this reason, the suggested way to contact both supervisors and operators was through the maquilas' HR department.

From the initial four selected maquilas, one opted out to participate in the evaluation due to miscommunication (Trajes Mexicanos). In addition, there was a need for a larger proportion of female participation in both groups. For this reason, the sample size of individual interviews increased from 24 to 33 and two more maquilas were invited to participate. Final participation in individual interviews is shown in Table 2.4 below.

Table 2.4. Participants in individual interviews by maquila and sub categories.

Year 1&2	Location	Supervisors		Operators		Total
		Women	Men	Women	Men	
Industrias COS	Mexico City	3		3		6
Poin S.A. de C.V.	Puebla		4		4	8
Telas Asturcón	Puebla	1		1		2
Sub total		4	4	4	4	16
Year 2	Location	Women	Men	Women	Men	
Fábrica María	Puebla	1	1		3	5
La Poblana	Puebla		3			3
Inova Textiles	Mexico State	3	1	4	1	8
Sub total		4	5	4	4	17
Total		8	9	8	8	33

Un-blinded focus groups discussions

Focus groups discussions were organised according to role and year of participation in the initiative, with separate groups for: Supervisors Y1&2, Operators Y1&2, Supervisors Y2, and Operators Y2. The vast majority of the focus group members (83%) had not participated in the individual interviews. By differentiating FGDs by role and year of participation, introducing initiative related questions, and inviting participants to talk openly about the effectiveness of the initiative, these were intended as a cross-check on the individual interviews, particularly in relation to role sensitive aspects. The focus groups mostly comprised between 4-7 participants. Both individual interviews and focus groups were conducted in Spanish.

Table 2.5. Participants in focus group discussions by maquila and sub categories.

Focus Group	Maquila	Location	Women	Men	Total
Supervisors Y1&2	Poin S.A. de C.V.	Puebla	1	2 + 2	7
	Telas Asturcón	Puebla	1	1	
Operators Y1&2	Poin S.A. de C.V.	Puebla	2	4 + 1	7
Supervisors Y2	Inova Textiles	Mexico State	-	4	4
Operators Y2	Inova Textiles	Mexico State	4	2	6
			8	16	24

Note: numbers in red colour mean people who participated in individual interviews.

Case studies

Following individual interviews and focus groups, two respondents (one supervisor Y1&2 and one operator Y2) with enough experience and participation in the YQYP initiative were selected to conduct case studies. The aim was to gather deeper and more detailed insights into the effectiveness and logistics of the initiative from the worker and supervisors' point of view.

Desk review and interviews with key informants

In addition, the Principal Evaluator carried out a desk review of initiative-related information and conducted key informant interviews (KIIs) with one person from the C&A Foundation, one from Fundación C&A and six from Yo Quiero Yo Puedo-IMIFAP (see Table A in Annex 8). Interviews were conducted face-to-face and by Skype calls. KIIs were an efficient method to obtain a deeper understanding of and insights into the aspects that helped or undermined the relevance, efficiency, effectiveness and sustainability of the initiative from different perspectives. Triangulation of the data from different sources allowed cross-check and provided a multi-faceted perspective.

2.2 Quantitative component

The quantitative component of this project exclusively used data that were previously collected by the PIT, i.e. no new quantitative data were collected. These data included:

- Attendance lists of formative workshops with supervisors.
- Evaluation questionnaires applied to supervisors and operators before and after workshops and replica sessions for treatment and comparison groups (see Table 2.6).
- Accompaniment visit guides filled in during replica sessions by supervisors in Y1 (79 guides) and Y2 (245 guides; see Table 2.7).

Table 2.6. Distribution of evaluation questionnaires applied per year and treatment.

Role in the maquila	Year & Modality	Pre		Post		Total
		Treatment	Comparison	Treatment	Comparison	
Supervisors	Y1	55	13	47	19	134
	Y2 40-hour workshop	92	27	88	13	220
	Y2 56-hour workshop	32	0	20	0	52
Subtotal						406
Operators	Y1	543	54	114	129	840
	Y2 40-hour workshop	286	119	204	85	694
	Y2 56-hour workshop	109	33	113	40	295
Subtotal						1829

Table 2.7. Distribution of accompaniment visits performed per year.

Number of visits (to the same supervisor)	Y1			Y2		
	Frequency	Total	Percentage	Frequency	Total	Percentage
1	21	21	54%	11	11	5%
2	6	12	15%	32	64	26%
3	6	18	23%	37	111	45%
4	3	12	15%	5	20	8%
5	2	10	13%	3	15	6%
6	1	6	8%	1	6	2%
7	0	0	0%	0	0	0%
8	0	0	0%	0	0	0%
9	0	0	0%	2	18	7%
Overall		79	100%		245	100%

The methodology for the quantitative component comprises four phases:

Phase 1 implements a process of quality control, which implies cleaning and standardizing the data as well as checking for their internal consistency. The resulting data base is the one used for the subsequent analyses and presentation of results.

Phase 2 entails a quantitative analysis of the data with an eye to a process evaluation of the implementation of the program at its different levels. These analyses are mainly based on the attendance records and the observations by the PIT during the accompaniment visits for the replicas.

Phase 3 aims at a psychometric validation of the instruments used for the evaluation. This means that it is evaluated to what extent the instruments yield reliable information on the constructs of interest that were meant to be measured. Furthermore, these analyses allow groups from different years (Y1 vs. Y2) and different programs (40-hour vs 56-hour workshops) to be compared, even though the instruments used are not identical.

Phase 4 fits a statistical model to the data which may provide detailed information on the possible effects of the program and other (co)variables that may have intervened (directly or indirectly) in the results obtained by the evaluation questionnaires. The results presented in Section 3.2 principally reflect the outcomes obtained from these analyses.

For further details on the methodology used for the quantitative component, including a full description of the four above mentioned phases and the statistical model used for analysing the responses on the evaluation questionnaires, we refer the reader to section A4.1 in Annex 4.

3. Outcomes

Table 3.1 shows a summary of the most significant outcomes found in both the qualitative (QuIP) and quantitative components of this evaluation (note that the isolated Y1 cohort outcomes were only evaluated by the quantitative component). Taking both sets of data together (the darkest shaded areas), there is particularly strong evidence of positive change in the areas of physical health and self-care in both operators and supervisors across all sub-samples. Both evaluations found that Y1&2 and Y2 operators reported positive outcomes in their personal development, job satisfaction and self-fulfilment²², as well as in their sense of self-control, self-confidence, self-esteem, and life skills. In addition, positive effects were found in the areas of family communication, union, quality time and wellbeing for operators and supervisors of the Y2 cohort. Other positive outcomes are presented in the table below and explained in more detail in the following sections, along with more information about drivers which led to these outcomes.

Table 3.1. Most significant outcomes from the qualitative and quantitative evaluations

Outcomes	Y1*		Y1&2		Y2	
	O	S	O	S	O	S
Improved working environment & relationships at work						
Improved sense of teamwork, solidarity & general objective						
Better sense of personal development, job satisfaction & self-fulfilment						
Improved physical health and self-care at the workplace						
Increased productivity & results at work						
Stronger communication, union & quality time with family — Wellbeing						
Improved sense of self-control, self-confidence & self-esteem — Life skills						
Improved sense of prevention & responsibility — working conditions						
Increased sense of respect, empathy, equity and working rights						
Knowledge about initiative themes						

*Only evaluated quantitatively

O = Operators

S = Supervisors

QuIP findings Quantitative findings Findings by both methodologies

²² A sense of self-fulfilment refers to a feeling of satisfaction from achieving what the workers aspired or wanted to achieve by their own means, whether in their workplace or at home.

3.1 Qualitative component: QuIP

3.1.1 Perceptions of overall change

At the end of each ‘open-ended’ section of the individual interviews, respondents were asked closed questions intended to summarise the changes they had experienced over the previous one or two years. These provide a useful snapshot of responses as an introduction to the findings. These closed questions are relatively limited in their scope as respondents are only given three choices (better, worse, the same); the more detailed narrative responses provide more information on the often complex and multiple drivers of these changes. Table A8.1 (Annex 8) shows that the vast majority of respondents from Y2 and Y1&2 reported that they felt their experiences had improved across all areas covered during the interview. Three respondents reported overall negative change in Economic security (one Y1&2 operator and two Y2 supervisors); two respondents reported overall negative change in job satisfaction (one Y1&2 female operator and one male Y2 supervisor); and one respondent reported overall negative change in work productivity (a Y2 supervisor). The remaining respondents reported positive and/or no changes in the other aspects discussed in the interviews.

3.1.2 Attributed outcome

Narrative responses to open-ended questions were collected according to impact/wellbeing domains related to the initiative’s Theory of Change (ToC). The responses from individual interviews (IIs) and focus group discussions (FGDs) were then coded according to the matrix in Table 3.2 below. Using the Theory of Change as a starting point, the analyst attributed statements with a number between 1-9 depending on how closely change could be attributed to a project-related driver. Only statements related to *changes* that the respondent experienced were coded, since this methodology is focused on stories of change.

Table 3.2. Outcome codes

	Positive code	Negative code	Explanation
Explicit project	1	2	Positive or negative change explicitly attributed to the project or project-linked activities.
Implicit project	3	4	Change confirming (positive) or refuting (negative) the specific mechanism (or theory of change) by which the project aims to achieve outcome, but with no explicit reference to the project or named project activities.
Other attributed	5	6	Change attributed to other forces (not related to activities included in the project’s theory of change).
Other not attributed	7	8	Change not attributed to any specific cause.
Neutral	9		Change that is ambiguous, ambivalent or neutral in its effects: i.e. cannot readily be coded positive or negative.

This coding gives us a general overview of the distribution of positive and negative changes reported by IIs and FGDs, and whether these changes were related or not to the YQYP initiative. As a reminder, all references to the project in ‘blinded’ interviews are unprompted, adding to the strength of the evidence. As can be seen from Table 3.3 and Table 3.4, whilst there are many other drivers of change at play, a significant number of respondents explicitly or implicitly linked the YQYP initiative to positive changes in their lives over the past 1 (sub-sample Y1) or 2 years (sub-sample Y1&2).

The number of respondents reporting negative change is much smaller overall. There were some implicit references to the project, but most attributed change to external (other) drivers. As will be elaborated later, the implicit negative references most often relate to where the project has failed to mitigate negative drivers where it intended to, rather than to outright harm committed.

Table 3.3. Positive and negative changes reported by blinded individual interviews (n=33).

Impact domain	Positive changes				Negative changes			
	1	3	5	7	2	4	6	8
	Project explicit	Project implicit	Other	None	Project explicit	Project implicit	Other	None
Health and self-care	9	8	22	1	-	6	18	-
Job satisfaction & productivity	21	15	25	3	-	2	2	-
Gender equality	18	15	12	3	-	3	-	-
Economic security	1	1	28	-	-	1	3	1
Relationships	22	15	10	3	-	3	4	-
Overall wellbeing	3	7	13	2	-	-	-	-

Numbers indicate number of respondents who stated at least one change in the corresponding impact domain.

Table 3.4. Positive and negative changes reported by unblinded focus groups (n=4).

Impact domain	Positive changes				Negative changes			
	1	3	5	7	2	4	6	8
	Project explicit	Project implicit	Other	None	Project explicit	Project implicit	Other	None
Overall changes	4	-	-	-	-	-	-	-
Health and self-care	4	3	1	-	-	2	2	-
Job satisfaction & productivity	4	2	1	-	1	1	2	-
Gender equality	4	1	-	-	1	1	1	-
Economic security	-	-	2	-	1	2	1	-
Relationships	4	2	-	-	1	1	-	-
Overall wellbeing	3	1	1	-	-	-	1	-

Numbers indicate number of FGDs who stated at least one change in the corresponding impact domain.

The individual interview data demonstrates strong evidence of positive outcomes attributable to the YQYP initiative either explicitly or implicitly mainly in the following impact domains: (1) Relationships, (2) Job Satisfaction & Productivity, and (3) Gender Equality, with a fairly even spread across cohorts Y1 and Y1&2 (see Table A6.1 in Annex 8) demonstrating widespread outcomes across domains. It is important to note that these findings were corroborated when we pulled IIs and FGD together.

"Yes I have changed, with the new ideas from the engineers [Directors] as well as the talks and training sessions we have had, we now work better as a team. I feel good with all these changes because the working environment has changed, our productivity has increased and working as a team has improved" [WM1-2 D2].

"I fell very well, very happy. I enjoy my job, I feel that working in teams is good, the more communication we have as a team the easier we achieve our objectives, right? Before we didn't have much communication, so we didn't work as a team, we weren't well organised and there was a bit of a mess. We had returns and we were delayed in our deliveries, so we had to work extra time and all this was because of a lack of communication and teamwork. Since we have the training courses we have improved and we're still improving" [WF1-4 D2].

"Women here are more empowered. To be empowered is knowing what we are doing, planning and achieving your objectives at any cost, but it's not about affecting or stepping on other people. It's about negotiating to achieve my goals and influencing other people to change. I feel more empowered in the last two years, I strengthened my empowerment ..." [SF2-1 E2].

The YQYP initiative also produced positive changes in the Health and Self-Care domain although to a lesser extent than the three domains mentioned above. Other factors such as (1) improved health habits in the household, (2) housing improvements and (3) personal or family past experiences with health issues were other important drivers which led to positive changes in this impact domain.

The references to implicit negative changes in the Health and Self-Care domain and other impact domains provide some evidence that the initiative did not appear to have mitigated some negative outcomes which it had aimed to. Examples include: negligence, oversights at work and in the household, and a lack of self-discipline to improve physical health.

"I think we get sick because of changes of weather conditions or simply because we don't have a proper self-care habit at work. There are occasions where we want to do things very quickly and we don't wear our face masks to avoid breathing dust and that's why we get sick very often, I think..." [WM1-2 C1]

In the impact domain of Economic Security most positive changes were attributed to other factors not associated with the initiative such as (1) diversification of income outside work, (b) contribution from other household members, (c) pay rise and (d) working extra time at work. This finding was expected and it is consistent with the initiative's ToC.

FGDs were not blinded, they were asked questions directly related to the YQYP initiative. Apart from aspects on Economic Security, which were not part of the initiative's ToC, respondents across Y1 and Y1&2 cohorts reported positive changes in the other impact domains.

3.1.3 Most significant drivers of change

A second level of analysis enabled us to drill deeper into factors behind observed changes by coding the main cause-and-effect statements reported from the open-ended discussions. The coded statements were tagged with both a driver of change and an outcome, and then collated into tables. A driver or outcome was only selected if two or more households or focus groups had referred to it, thereby eliminating one-off statements.

Most significant drivers of positive change across all impact domains

Table A8.5 and A8.6 in Annex 8 report the full list of positive drivers of change by impact domain according to IIs and FGDs respectively. The drivers are listed on the left, with the domains across the top. Table 3.5 below presents the top 5 drivers of positive change cited by type of respondent across all impact domains. Findings from both blinded IIs and un-blinded FGDs consistently revealed that training in (1) effective communication & working relationships, (2) tolerance, values, equality & working responsibilities, and (3) teamwork were the most effective activities of the initiative that led to positive outcomes. Operators and particularly supervisors who received this training changed their behaviour and communication at work from disrespectful and even bullying relationships to environments based on respect and better communication to resolve conflicts. Results from the quantitative component described in Section **Error! Reference source not found.** also support the positive effects of the initiative on the relationships of Y1 supervisors.

"My work colleagues have changed because they used to bully people at work all the time but they don't do it anymore. They also used to swear a lot when they communicated with people and they even insulted each other. We now speak with respect, we try to treat each other better and demonstrate that we can do it and be better at work" [WM2-3 D1].

"... better teamwork and communication with my work colleagues. This is what we have learned from the training and it has helped us out very much. If we have a conflict at work, we gather together and talk it through with everyone". [WM2-3 G2].

Table 3.5. Top 5 drivers of positive change by subsample.

Code	Individual Interviews	W2	S2	W1&2	S1&2	Unique count
P8	YQYP training in effective communication and working relationships	13	16	10	14	53
P5	YQYP training in tolerance, values, equality and working responsibilities	1	8	10	9	28
P7	YQYP training in productivity and motivation to achieve better results	4	9	4	6	23
P4	YQYP training in teamwork	9	5	2	5	21
P37	Pay rise / better income / remuneration	3	8	2	8	21
	Total	30	46	28	42	146
Code	Focus Groups	W2	S2	W1&2	S1&2	Unique count

P8	YQYP training in effective communication and working relationships	5	5	3	4	17
P11	Increased sense of how to work/live better and happier	4	3	1	3	11
P10	YQYP training in balance between working and personal life	4	1	4	1	10
P5	YQYP training in tolerance, values, equality and working responsibilities	1	3	1	4	9
P4	YQYP training in teamwork	2	2	3	1	8
	Total	16	14	12	13	55

* **W2** = Operators Y2; **S2** = Supervisors Y2; **W1&2** = Operators Y1&2; **S1&2** = Supervisors Y1&2

Figures indicate number of changes cited by respondents attributed to that driver of change across all impact domains.

Most significant drivers of negative change across all impact domains

Drivers of negative change are the causal factors that lead to a negative outcome or change reported by the initiative's participants. Table A6.6 and Table A6.7 in Annex 8 report the full list of negative drivers of change by impact domain according to IIs and FGDs. Table 3.6 below presents the top 5 drivers of negative change. Note that none of these drivers relates directly to the YQYP initiative but some undoubtedly have a bearing on the ultimate success of the initiative. The most common driver of negative change in IIs and FGDs was "pressure, stress and high load at work". This was particularly found in supervisors, perhaps unsurprising given the nature of their roles:

"I have stress because of the issues I deal with in the factory, I mean because of the responsibility I have over the production and the problems with workers. I feel like hopeless or weak sometimes, I lose my strength and motivation to carry on. Sometimes I feel defeated, like very low... I didn't expect that being responsible for this area was like this..., that's what I feel" [SM1-2 C1].

"I think I have a little bit of excess of stress, because I feel that my job sucks me up. Well, my job stresses me out... I'm in charge of people and the production line. So, I have to be in charge of that because I can't delegate those responsibilities to them..." [SM2-4 C1].

"I think that here the main problem is stress... being stressed, that's the main reason for many, many things that happen here. Stress doesn't help you to resolve problems, on the contrary it increases them and generates more conflicts, many problems here and with my family" [SM1-5 C1].

Table 3.6. Top 5 drivers of negative change by sub sample.

Code	Individual Interviews	W2	S2	W1&2	S1&2	Unique count
N5	Pressure / workloads / stress and conflicts	2	11	5	3	21
N2	Debts and inflation	2	3	1	-	6
N8	Sickness / ill health	1	1	1	2	5
N7	Lack of time	1	1	1	1	4
N3	Macroeconomic situation	1	1	1	-	3
	Total	7	17	9	6	39
Code	Focus Groups	W2	S2	W1&2	S1&2	Unique count
N5	Pressure / workloads / stress and conflicts	1	2	2	-	5
N4	Lack of communication / information	-	2	1	-	3
N9	Poor facilities / organisation at work	-	-	2	-	2
N1	Hazardous working environment	1	-	1	-	2
N8	Sickness / ill health	1	1	-	-	2
	Total	3	6	6	-	15

* **W2** = Operators Y2; **S2** = Supervisors Y2; **W1&2** = Operators Y1&2; **S1&2** = Supervisors Y1&2

Figures indicate number of changes cited by respondents attributed to that driver of change across all impact domains.

The second most common reason that emerged in both IIs and FGDs was "sickness & ill health". The major causes were chronic illnesses such as diabetes, high blood pressure, and seasonal sickness such as colds, flu and stomach infections. During FGDs one operator from Y1&2 cohort claimed that changing his behaviour and self-care habits

caused serious conflicts with his wife since she thought he was having an affair with another person. However, this also reflects the extent and success of the changes he had made in his self-care habits!

3.1.4 Outcomes and drivers of change by impact domain

This section provides an analysis of the stories of change by impact domain. It looks at the outcomes and the root causes (drivers of change) attributed to them. At the end of each impact domain section there is a chart that presents the associations between drivers of change (initiative-, work-, or personal-related) and outcomes. Table A6. 8, Table A6. 11, Table A6. 12 and Table A6. 13 in Annex 8 show the full list of the correlations between the most commonly cited outcomes and their associated drivers of change.

Relationships

The YQYP initiative had the largest contribution to positive outcomes in the relationships domain across operators and supervisors from Y2 and Y1&2 cohorts. The vast majority of respondents of IIs (22) and all FGDs cited four positive changes in their work and household relationships:

1. Respondents, particularly Y1&2 supervisors felt that they had **improved their sense of teamwork, solidarity and general objectives** at work as a result of taking the **YQYP workshops in teamwork, effective communication, tolerance, values, equality and working responsibilities**. Additionally, they said that getting **support from their work colleagues and bosses** was a fundamental driver to achieve this change.

"There has been positive changes in how we support each other, in how we resolve conflicts, in helping as a team, in better willingness to work. The workshops helped us work as a team, we made some activities and team dynamics which were very useful to understand this..." [SF2-2 G2].

"I have learned to be more tolerant because I understand that there are work colleagues that don't share the same ideas with other people, so I think we need to become more tolerant. We need to develop a sense of solidarity and have more empathy with our work colleagues, we need to stand on someone else's shoes". [WM2-1 D2].

2. As supervisors and operators developed **more effective communication skills**, were more tolerant and understanding with their work colleagues and worked as a team, they experienced an **improved working environment** that allow them to feel less tension and more supportive of each other during pressure times and workloads.

"... working relationships have improved very much, this is because we don't have a tense working environment. When there are pressure or workloads, we all push the work together, not just operators, all help to get the job done! We support each other now, we have gained their trust and we provide them support. Sometimes we've had to give them a hand! But, it doesn't matter, we have a common objective and a common good, they know that if this works well and we deliver the production in time we all have a job" [SM1-4 G2].

"... the atmosphere at work is far less heavy than before, because for example before we used to get told off for anything, we said things without thinking and we bothered each other all the time. Now it's different, we don't have all that pressure at work..." [FGW2 C2].

3. Better communications skills at work and positive outcomes in their working environment had knock on effects in the household. Respondents (12) particularly Y2 supervisors and operators from IIs and Y2 and Y1&2 supervisors from FGDs felt that taking the **YQYP training in balance between working and personal life** and **YQYP training in effective communication** allowed them to develop a **stronger family communication, union and quality time**.

"... yes, we've changed, we respect the five-minute space that people need when they are upset or angry, if we see them like that we return later. I tried to have a loving, respectful and trustful relationship with my daughters. With my husband I tried to have respect, trust and tolerance with one another, although sometimes it's difficult... it was the workshop, it opened my eyes, we all are like that, we help each other and we keep reminding each other what we learnt in the workshops. We know each other better, we learnt how to control our emotions, respect each other, be empathetic, and have better communication. So, all this works well, you just need to put it in practice at work and with your family..." [SF2-2 G1].

"... it's changed for the good. I've improved my relationship and ability to talk with my partner and my daughters about what's going on or what we're gonna do, whether everyone goes or just one, we talk about everything now. This change is because I reflected on what to do after my mum died, and because of the workshops we received. The workshops helped me to relate with my family better. I understood well that we

need to leave our work problems at work, they shouldn't reach our homes, and also our family problems shouldn't be brought to work..." [WM2-4 G1].

4. Five respondents cited an **improved capacity to resolve disputes**. This outcome was primarily driven by the **YQYP training in violence and resolution of disputes at work**.

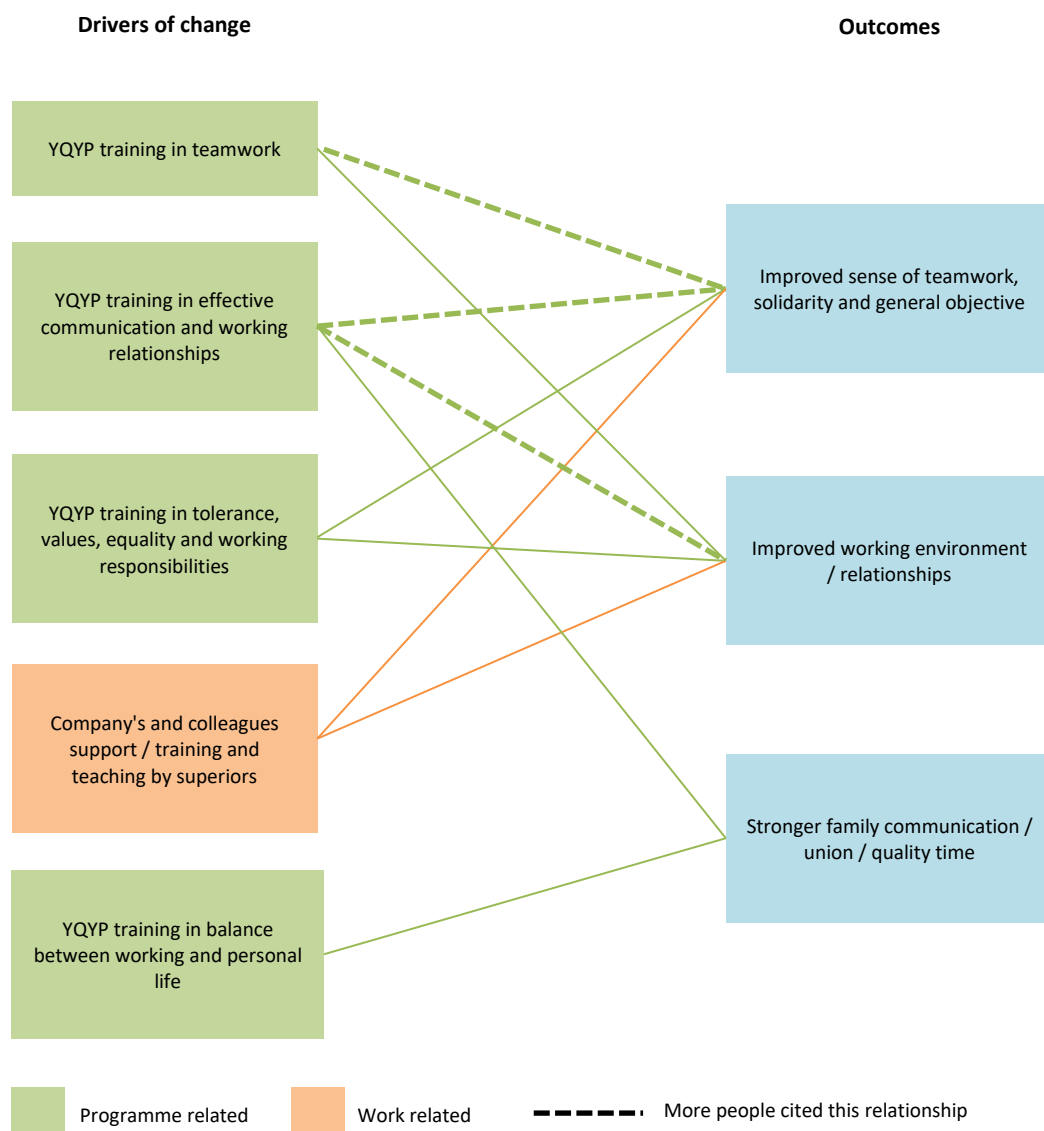
"We learnt not to be violent or use bad manners and expressions with our work colleagues such as shouting or swearing. We have to be respectful when we talk, now our work colleagues have a better relationship. We now resolve our conflicts talking to each other in order to avoid fights..." [SM2-3 G2].

"When there are conflicts, that we normally have, we always start talking, we always have a dialogue. We saw this in the workshops: to talk always and in the right moment... because if we try to talk when we are stressed, we won't progress at all, on the contrary, we will make things more complicated. So, this is what we learnt in the workshops..." [SM1-2 G1].

"When there is a conflict of interest between two people we try to mediate based on who is wrong and we demonstrate them why. We don't say you're wrong and that's it, we say them why they're wrong. Before we didn't do that, now it's different" [SM1-4 G2].

Only three respondents, mainly Y2 supervisors and workers, cited negative outcomes in the relationships domain such as **decreased quality of time with the family** and **weaker family union**. These were often due to **lack of time, workloads, stress and conflicts at work**.

Figure 3.1. Drivers of change and associated outcomes (relationships)



Job satisfaction & productivity

This impact domain was the **second** most important in positive changes attributed to the YQYP initiative. Although results from the quantitative component did not reach statistical significance in job satisfaction, they showed a relative higher level in Y2 supervisors and operators, and in Y1&2 operators.

1. The majority of responses (20) from IIs and all FGDs across Y2 and Y1&2 cohorts felt that their job satisfaction and productivity increased due to **improvements in their working environment and relationships**. This positive outcome was the result of two main drivers. First, all 20 respondents, particularly Y2 supervisors, said that the **YQYP training in effective communication and working relationships** helped them to change their behaviour and communication from disrespectful and even bullying relationships to communication based on respect and attitudes to resolve conflicts and help each other.

"My work colleagues have changed because they used to bully people at work all the time but they don't do it anymore. They also used to swear a lot when they communicated with people and they even insulted each other. We now speak with respect, we try to treat each other better and demonstrate that we can do it and be better at work" [SM2-3 D1].

"... better teamwork and communication with my work colleagues. This is what we have learned from the training and it has helped us out very much. If we have a conflict at work, we gather together and talk it through with everyone". [WM2-3 G2].

As people improved their quality of communication and working relationships, they developed a sense of empathy with their work colleagues. This change demonstrated that some workers were developing the abilities or life skills needed to deal with the demands for and challenges of life more effectively.

"I've changed in the way I ask for things and treat people at work. In the past I demanded for things without knowing the reasons why people weren't able to deliver them to me. Now it's different, other people have also changed, including my boss. We find out what the problem is about and then we deal with it as a team before we ask why you didn't do it". [SF2-1 E1].

The second driver of working environment and relationships was the **YQYP training in tolerance, values, equality and working responsibilities**. Six respondents pointed out that tolerance and taking responsibilities for their own actions was an important value to achieve a common goal. For some respondents, this learning experience contributed to their personal agency, for others it was a notable experience that helped them to tackle psychological barriers such as prejudices and resentment that affected their performance as a team.

"Before we didn't have good communication and a sense of responsibility. Everyone has a responsibility; everyone knows what they need to do at work to meet a common objective. It is not valid to stop the work of your colleague because you didn't talk to him. I learned this through a game during the first YQYP training course where we had personal and group dynamics." [SF2-1 D2].

"I am tolerant, patient and I have a sense of solidarity at work. We try to be more united as a team because sometimes we don't work as a team. I try to make people think that we all go to the same direction to achieve one goal. We understand and respect each other..." [WM2-1 G2].

2. A further positive outcome in job satisfaction cited by 16 respondents across both cohorts was having a **better sense of personal development, satisfaction and self-fulfilment**. Having received their **company's and colleagues support** and the **YQYP training in productivity and motivation to achieve better results** helped them to change their attitudes and increase their productivity at work.

"I've changed my attitude at work, I feel like an important and useful person in the Factory. That course called 'I Want, I Can' helped me very much to understand and focus my life and work. it helped me to understand others and be more sympathetic, helpful and teach values to other people... [SM1-2 D1].

Learning values during the YQYP initiative was indeed a fundamental factor that helped supervisors and operators to foster a **greater sense of control over their lives and work environment** that eventually strengthened their personal agency. This change led them to exercise their intrinsic empowerment in other environments outside work such as their own households. A good example of this is the following quote:

I have changed as a person because we learned values [in the training], they taught us how to understand each other, how to help each other... I understood it very well in the sense of how to help my work mates instead of 'sinking them further down'. It is important to teach them values, how to see life from a different perspective, how to reduce stress, motivate them to be better and feel useful in their lives, because sometimes people feel that they have failed in life and they feel rejected. I have learned that values are important and this helps me to apply them here at work and replicate them at home". [SM1-2 D1].

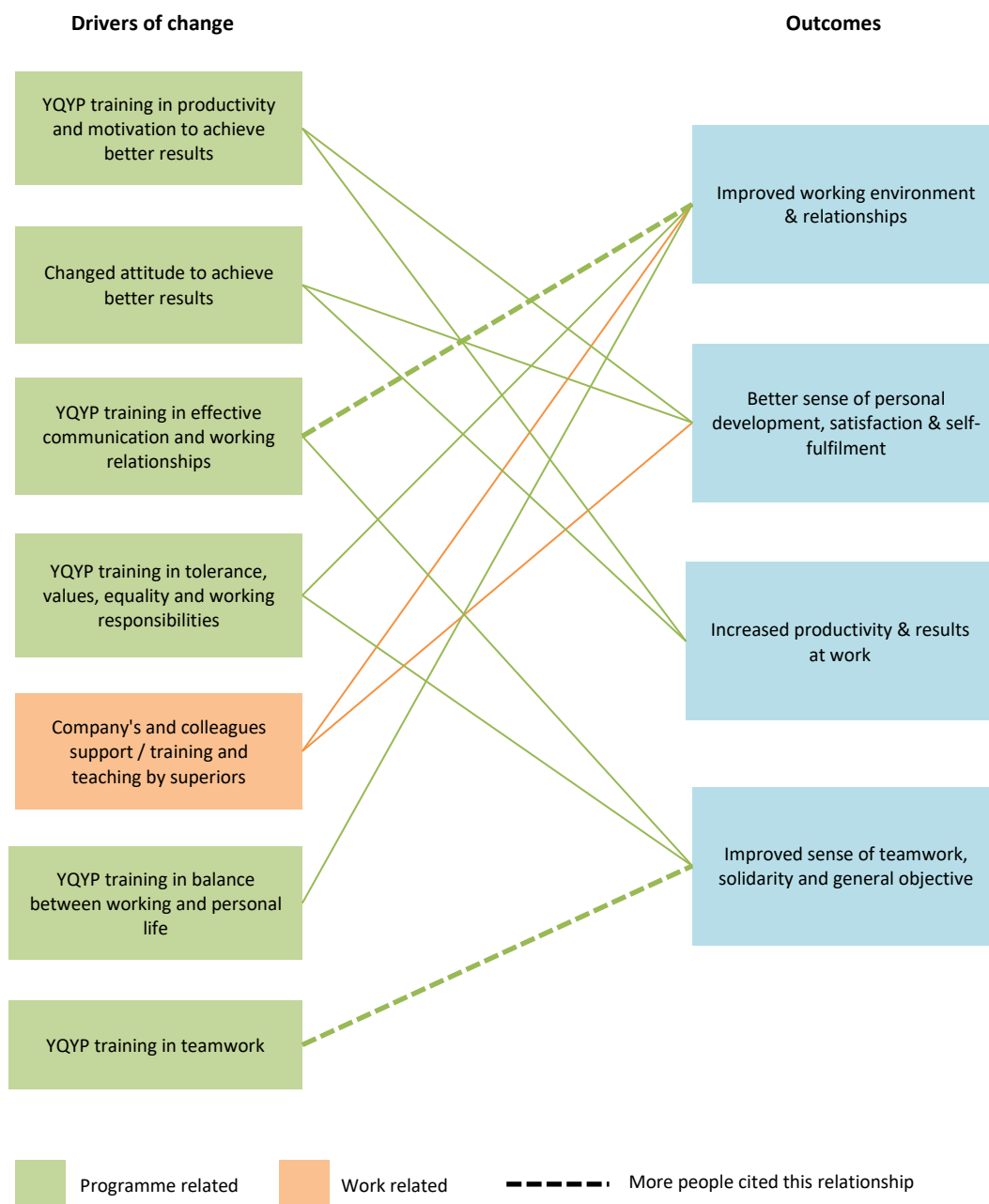
3. **Increased productivity and results at work** was the third most important positive outcome cited by 14 respondents from both years. Quantitative results showed positive effects of productivity on Y1 and Y2 operators, but no effects at all in supervisors of all cohorts. Interestingly, findings from IIs showed a similar pattern: fewer positive outcomes were reported by supervisors particularly from Y1&2 cohort compared to operators from both years. In many cases, supervisors expressed their frustration of not being able to get all the production on time due to staff not coming or getting late to work for sicknesses or personal affairs. On the other hand, operators particularly from the Y2 cohort felt that their productivity increased as a result of the **YQYP training in productivity and motivation to achieve better results** and the **YQYP training in effective communication and working relationships**.

"people get along much better now, relationships have improved and even the way we work. we listen to the recommendations and apply what they ask us to do. Yes, there have been changes. we now ask for help when we have a difficulty and we work together to finish the production much quicker. In my working area, my work colleagues ask for things more respectfully now." [WM1-2 G2]

4. **Improved sense of teamwork, solidarity and general objective** also figured as an important positive outcome amongst 12 respondents across all subsamples. The **YQYP training in teamwork** and **YQYP training in effective communication and working relationships** were the main drivers that helped particularly supervisors from Y2 and Y1&2 cohorts to understand the benefits of working as a team not only within their working area but across the organisation. A stronger sense of teamwork and solidarity enabled workers to understand the relevance of pursuing a common objective. As some respondents stated:

"There are changes in how we support each other because we understand what a common objective is about. For example, the work load of the production department leads to delays in the warehouse area. When that happens people from other departments send people over to the warehouse to help them packing up the products so they finish on time and don't leave work too late. Now people can see the meaning of a common objective, before we didn't see that meaning. We understood the meaning of common objective when we took the training. The training allowed us to understand a lot of things, although the boss [company Director] used to tell us that we were pursuing a common objective, we really got it until we actually understood the meaning of being part of a team...". [SF2-1 G2].

"The working environment has changed, what it's evident now is that we are working as a team. Each person in his and her position makes a change and contributes to the final date of delivery" [SF2-2 D1]

Figure 3.2. Drivers of change and associated outcomes (job satisfaction & productivity)

Gender equality

This impact domain was the **third** most important in terms of positive changes. Note that the data collected for the quantitative evaluation were insufficient to reach conclusive results in this domain (see Section **Error! Reference source not found.**). A half of the respondents from IIs (15) and all FGDs cited positive changes in gender equality aspects.

1. Participating in workshops on **effective communication and working relationships** and on **tolerance, values, equality and working responsibilities** contributed to improve the **working environment and the relationships** between men and women.

"Concerning gender equality, I can tell you that we all women and men have it in mind now, sometimes we need to remind them the importance of being equal. We saw this issue in our workshop and the best example is that I had a woman in the end of the production line who was a single mother. Despite of her situation she has demonstrated to give good results, she's learnt to do a lot of things, she makes her own decisions and she has

proved that she can make the same job of men. Now they [men] have realised that we all have the same capacities and responsibilities" [SM1-5 E1].

2. For those maquilas where the majority of workers were men, receiving the **YQYP training in gender equality and women's rights** together with workshops in **tolerance, values and equality** topics helped respondents particularly supervisors to increase their **sense of respect, empathy, gender equality and women's rights**. This finding was reported by 10 respondents from which eight were supervisors.

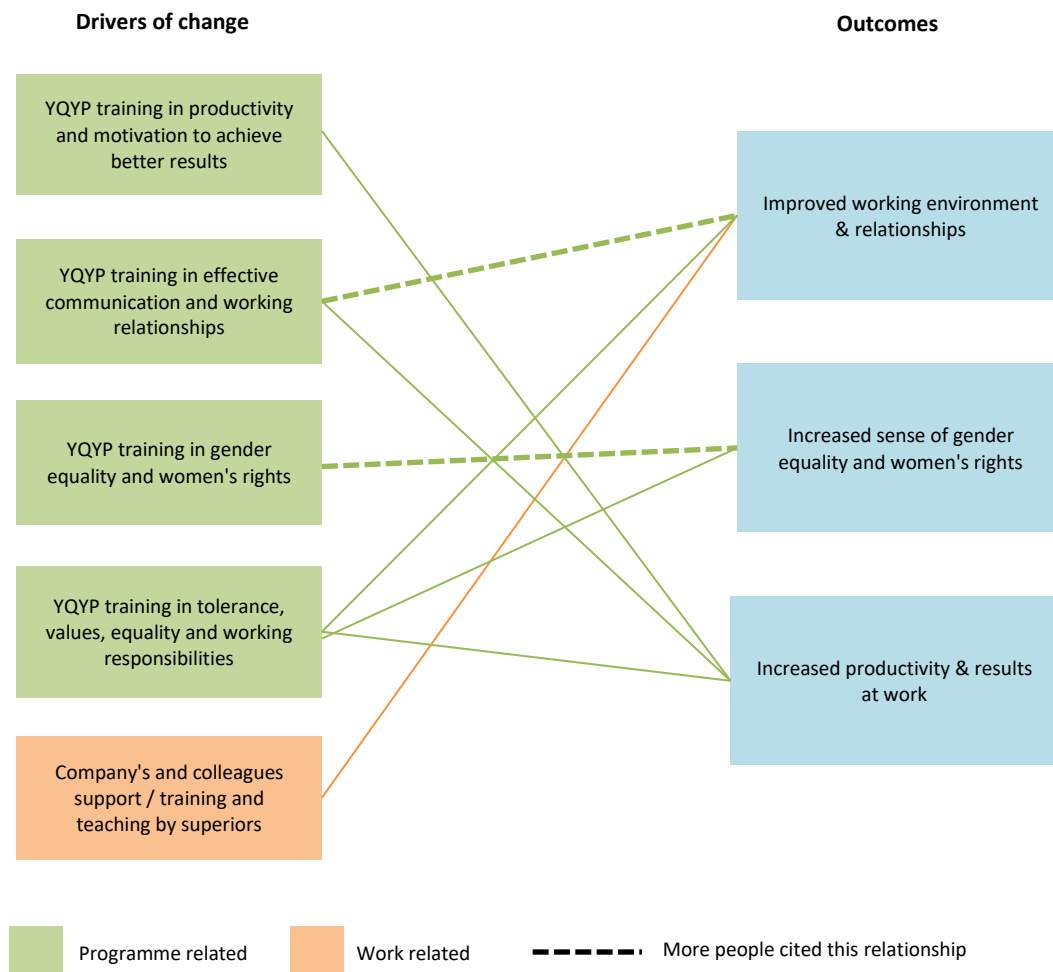
"... they respect each other better. We just received a workshop in gender equality. It's not the same a man and a woman, but we need to learn how to treat each other at work. I've seen them and they're getting along well, they're trying to get along better... there is a union now between work colleagues, you can tell, with respect and equality. These changes are the result, in part, of the talks in gender equality we have received, we need to learn because after 20 years of being working just with men, it's a radical change for everyone to all of a sudden work with women..." [SM2-2 E1].

"Some time ago there were no women in the factory, now they have been hired... there is no harassment anymore. This is because there is the same level between men and women, which means that there is an equality between men and women. Before women were treated as inferior people, but not anymore... since we took the training courses and when we replicated them, we have learnt that..." [SM2-3 E1].

3. Respondents from IIs (6) across all cohorts and two FGDs felt that their ability to be more productive and achieve better results at work increased as a result of the YQYP initiative. Respondents, particularly Y2 supervisors pointed out that taking workshops and providing replica sessions in **effective communication and working relationships** helped men and women to **work more harmoniously and productively**.

"... it has changed, before all men and women were working far from each other, they didn't want to be close to each other. Now it's different, they interact with one another better... workwise they trust each other better and there is better communication between men and women, they help each other and share their working methods... before they used to get annoyed if some wanted to see their work... all this has been the result of communication... from the courses we received. We had a long time without getting one and they were very, very important to me, I've changed" [SF1-3 E1].

There were two respondents (one male Y2 supervisor and one female Y1&2 operator) who cited experiences with hostile relationships, discrimination and harassment due to conflicts caused by pressure and stress during heavy workloads. The male supervisor said that he experienced hostile relationships when he joined the factory. Moreover, he had seen people from other areas being shouted and treated without respect. The female operator mentioned that working in a sector where the majority of workers are men is challenging for women especially when the "machismo" is still prevalent amongst many male workers. The fact that these cases were outliers is testament to improved conditions for most respondents, but these cases deserve to be mentioned in this evaluation to help further improve future phases of the initiative.

Figure 3.3. Drivers of change and associated outcomes (gender equality)

Health & self-care

The majority of individual interviews (24) across Y1 and Y1&2 sub samples felt that their health and self-care had changed positively in the last one and two years respectively.

1. Respondents cited that their **physical health and wellbeing** improved mainly as a result of **improving health habits in the household** given previous **personal or family health problems**. In addition, six operators cited that making **housing improvements** such as putting new flooring, windows and walls contributed to improve their physical health, whereas for four supervisors having taken the **YQYP training initiative** was an important factor to improve their physical health. This finding is supported by results from the quantitative component which found positive outcomes in physical health of operators and supervisors particularly from Y1 cohort (see Section **Error! Reference source not found.**).

"I was a very stressed person, I'm better now because I learned in the course that being stressed is bad for my health. In fact, every time I got stressed or pressurised by work my stomach ached more and I had reflux, thus I developed oesophagitis. I'm better now because I learned that I have to look after myself, so if I have a lot of work, I don't neglect myself, I always eat something and drink lots of water..." [SF1-1 C1].

"I improved the sewage system of my house because we had some health issues. I also built a wall around my house because there are a lot of street dogs in my neighbourhood and they used to come to do their things outside my house and my daughter also wanted to play with the dogs and they were very thirty" [WM2-1 C1].

2. Six respondents felt that their health improved because they had **better quality time and stronger communication** with their families. This outcome was more common amongst supervisors from both cohorts who attributed this change mainly to the **YQYP training in balance between working and personal life** and the **YQYP training in effective communication and working relationships**. This finding is consistent

with quantitative results that indicate that the YQYP initiative helped Y2 supervisors and operators to improve their work-family relationships.

"I think my health has improved because of my health habits. I need to look after myself better and my wife looks after me. Sometimes she says: 'we eat a lot of red meat, we have to stop eating so much red meat, we'll eat more vegetables'. So, our habits have changed, it's difficult though, because I have been always accustomed to eat fatty meat and I stopped recently... so we have to change our habits...eating more vegetables, fruits and healthy food... changing our nutrition and my children's nutrition is important..." [SM1-2 C1].

"... personally speaking it [training] helped me a lot because I don't get that level of pressure like before... they talked about organising and balancing our duties at work and in our households. Before we felt a lot of pressure and that tensioned our relationships with our colleagues and families. After taking the training we feel better and we work with less pressure and conflicts. It is working for me and feel better with my children". [FGW1 C1]

3. Improved **sense of self-control, self-confidence & self-esteem** was cited by six IIs respondents. This change was particularly observed amongst Y2 supervisors. Important reasons for this change were the **YQYP training in productivity and motivation to achieve better results**, and an increasing sense of how to work and live better and happier. With regard to the former, respondents felt that the training initiative helped them to be more motivated and in control of their jobs, as well as reduce their stress and its consequent effects in their health.

"... yes it [YQYP initiative] has influenced in the sense that I'm more tranquil now, more in control of my duties. For example, right at this moment that I'm here with you, I have all my area under control... I have everything in my head and I know that my team will respond to the load of work we have. Before, I use to leave my area and when I returned everything was upside down..." [SM1-5 D1].

4. Respondents across the four FGDs pointed out that they experienced positive changes to their health as a result of improving their **sense of prevention and responsibility** and this change was due to the **YQYP training in effective communication and working relationships** and the **YQYP training in self-care and health at work**.

"I have diabetes and high blood pressure, and I eat everything... but the training helped me to change a little in my attitude, because I say to myself 'well it [training] says 'I Want, I Can' so even though I'm an ill person I can do it! I'm not going to get trapped in my illness circle. Because one thing is to accept that you are ill, and quite another thing is to get trapped and say 'I can't go to work because I'm ill'. These training courses helped me to get going..." [FGW1 C1].

Others felt a better working environment and more sociable with their colleagues and families; these aspects enabled some operators to share their health problems with their bosses.

"... they are more open about their health problems, they come and tell you more about their illness and how they are treating it..." [FGS1 C1].

5. Where IIs and FGDs respondents had cited negative changes in the health and self-care domain, these were often due to factors not related to the YQYP activities such as **pressure and stress at work**. It was common that these factors led people to negative outcomes such as **worsening their physical health and wellbeing, increasing conflicts at work and decreasing their quality time with their families**.
6. **Sickness and debts** were also linked to other negative outcomes particularly in the FGDs, such as less productivity and a higher rate of risks and accidents at work.

Figure 3.4. Drivers of change and associated outcomes (Health & self-care)

Economic security

The responses from IIs and FGDs concerning economic security were generally linked to factors other than the YQYP initiative activities. This finding was expected since the initiative ToC did not include this impact domain.

1. The vast majority of respondents (27) across Y2 and Y1&2 cohorts felt that their **household income or economic situation improved** because they **diversified their source of income outside work** or other **household members contributed** to the family income. They often sold clothes, food, catalogue products and small items to their neighbours, family and friends. They also took **casual jobs** such as helping out people in their business or repairing clothing.

"I help my dad buying and selling vehicles, I earn \$200 (US\$10) or \$300 (US15) pesos. I sell small items like mobile phones, electronic devices, anything I can sell. I also use my car as a taxi..." [WM2-3 F1].

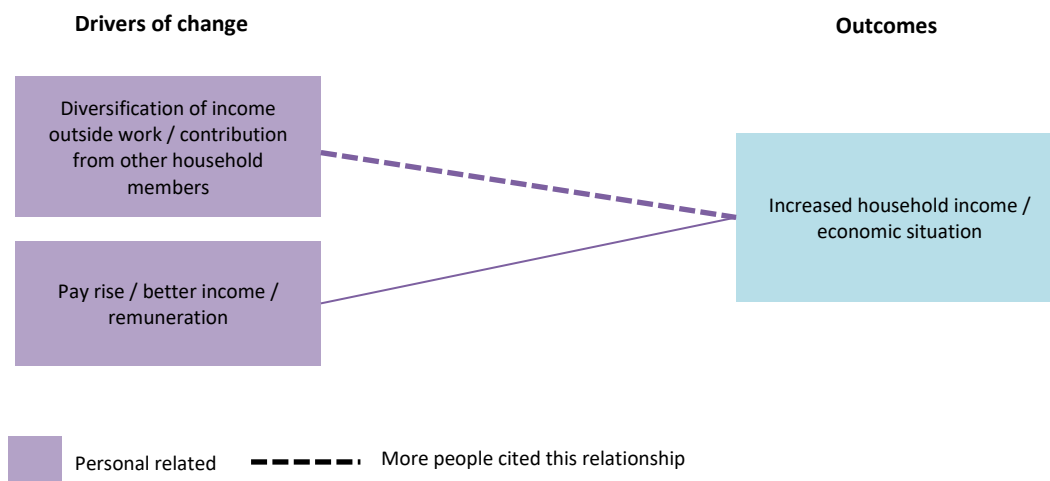
"I'm doing another business to increase my income, I sell soft drinks in the maquila. I asked for permission and I'm selling drinks. It helps to pay the petrol to come to work..." [SM2-2 F1].

Another driver that contributed to increasing their income was a **pay raise** due to job promotions or increases in salaries by law or negotiated by the union. Respondents from FGDs, particularly Y2 supervisors and operators, pointed out that they increased their income as a result of working **extra time** in the maquila.

"Personally speaking my economic situation has changed. They ask us to produce a certain number of garments and obviously they pay us for that. But if you work extra hours and produce more items they pay you more. So, in my case I get the incentive to work today a little bit more, and then tomorrow another little time y that effort is paid off in my personal economy" [FGW1 F1].

2. Negative changes in economic security were often driven by **debts and inflation** and the declining **macroeconomic situation** in the country. Y2 Supervisors pointed out that **pressure, stress and conflicts** at work were common factors that affected operators' productivity and thus undermining their ability to earn more money. This statement was supported by Y1&2 operators who revealed that pressure and stress at work together with **sicknesses** was often the main reason for not being at work and worsening their physical health.

Figure 3.5. Drivers of change and associated outcomes (Economic security)



Overall wellbeing

A smaller number of respondents (6) from individual interviews and three out of four FGDs reported positive outcomes in their overall wellbeing.

1. Respondents said that the major reason for feeling that their wellbeing had improved over the last one or two years was because **they increased their household income or improved their economic situation**. The main drivers for this change were (1) **diversification of income-generating activities** and **contribution from other family members**, (2) **pay rise**, and (3) **working extra time** in the factory.

"Last year I received a pay rise, that was good because you get a little bit of more money than before, so you can improve things in your house. For example, last year I managed to buy a new cooker, I had 15 years with the old one, since I got married. It was old and it didn't work properly, you know, the oven didn't work and I wanted to get a new one. So, buying my new cooker made feel very good. Now I cook happier. I didn't have a TV in my bedroom... I wanted to buy a small flat TV for my bedroom and this year I managed to buy it as well, so I'm happy..." [SF1-2 H2].

"My household has improved better because I earned more... all those changes help and we see the changes. I earned more money because of the yearly pay rise by law and it goes up every year, so we feel happier because

one earns more and we manage to afford more things. So, as I said we feel happier and we rest better..." [SM2-1 H2].

"... yes my economic situation improved a lot. Having a good economic life is what makes us better people" [WM1-3 H2].

2. Other respondents (5) particularly Y1&2 supervisors pointed out that their wellbeing improved because they had **better family communication, union and quality time**. These were considered very important values in their lives. Interestingly, the YQYP initiative activities were cited as the main drivers of these changes, particularly the **YQYP training in balance between working and personal life** and the **YQYP training in effective communication and working relationships**. This finding parallels results from the quantitative component in that significant positive changes in wellbeing (i.e., the balance between work and personal/family life) as well as in relationships at work were found amongst supervisors.

"I feel that my wellbeing has changed because of all the training courses that I've had, mainly in the life-related topics. I think that all of that has been a change, because you can see everything differently whenever you are having things in your life. You value the courses and your job and therefore you value your home better, you realise what matters in life. I have everything, I have love, happiness, harmony for the union, being together all the time. Sometimes you would like that everything was the same, but it's not possible, but what's important is your family because you find a support there, they help you to breath. That's why I think that the training courses have helped me a lot, and I've changed very much in my household..." [SM1-2 H2].

"I have changed the way I treat people, I don't impose things, I ask for things with good manners and I get better responses from people at work and in my family. It's improving, people are not scared of me anymore, they trust me and respect me... and my grandchildren adore me!" [SM1-3 H2]

"We speak more about our problems and what happens to us, we live more as a family" [WM1-2 H2]

3. Another notable positive outcome that emerged from five IIs affecting the wellbeing of supervisors and operators across both years was the **improved sense of personal development, satisfaction and self-fulfilment**. This outcome was the result of some of the YQYP initiative activities and the support respondents obtained from their **work colleagues and superiors**. The most significant initiative activity was the **YQYP training in productivity and motivation to achieve better results**. This training course helped respondents to change their attitudes to do better, and thus they felt happier, self-confident and more satisfied in their lives. This finding was also supported by respondents from all FGDs except Y2 supervisors who thought that their **sense of self-control, self-confidence and self-esteem** had improved since they received the YQYP training courses.

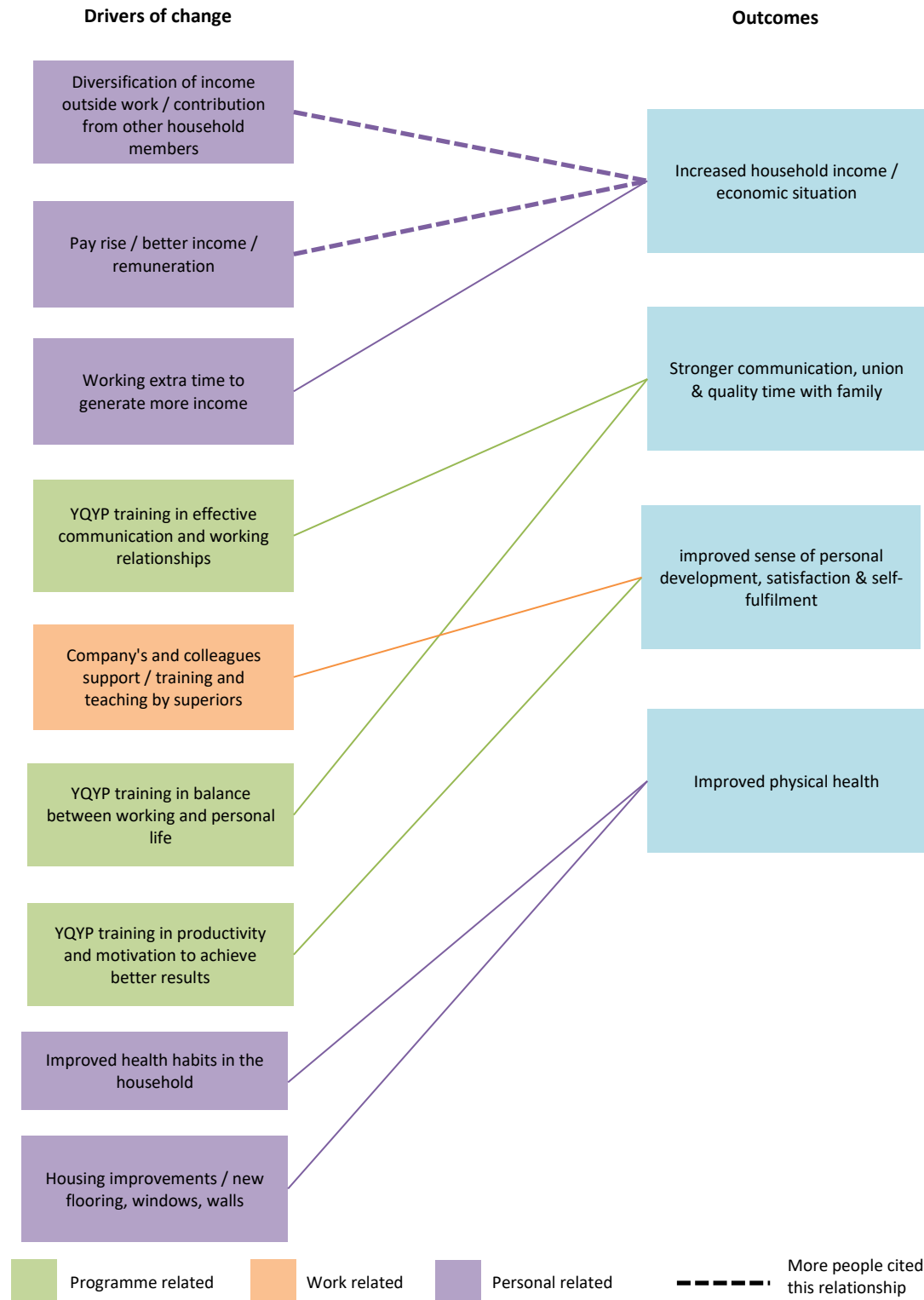
"About my job, I have achieved what I have ought to do... I have met and even gone beyond the goals that I have set up for myself. The same with my health, I look after myself. I tried to be healthy and have a good wellbeing at home, that is to be in harmony with my husband and achieve what we want to have in our home" [WF1-3 H2].

"It improved in everything because I feel more confident and secure. I feel that I have more knowledge and that I know myself better. I also respect my environment and everything around me, not just in my house, I respect everything wherever I am, street, shopping centre, and so on..." [SF2-2 H2].

"I have improved as household head, as a person. I've improved as the friend of my children and I give them more love and care instead of just giving them the money and the things they needed. Before I neglected my care and love for them because I was focused on other things, but I give them love now..." [SF1-3 H2].

4. Some respondents (5) from IIs also felt that improving their **physical health** had been an important positive change in their wellbeing. This outcome was primarily driven by improvements in the **household health habits, personal or family experience with health issues and housing improvements**.

No negative outcomes were reported in the overall wellbeing domain.

Figure 3.6. Drivers of change and associated outcomes (Wellbeing)

3.1.5 Summary of drivers of change and associated outcomes across all impact domain

Figure 3.7 and Figure 3.8 below summarise the initiative- and work-related drivers of change respectively that affected different outcomes across all the impacts domains analysed in the qualitative component. Boxes in green and orange colour are the drivers and the boxes on the right are the outcomes with darker shades indicating stronger relationships.

Figure 3.7. Initiative related drivers of change and associated outcomes

1. YQYP training in effective communication and working relationships	Increased sense of respect, empathy, equity and working rights	Improved capacity to resolve disputes	Improved relationship between workers and company owners /boss	Increased productivity / results at work	Stronger family communication / quality time	Improved sense of teamwork, solidarity and general objective	Improved working environment & relationships					
2. YQYP training in tolerance, values, equality and working responsibilities	Stronger family communication / quality time	Improved sense of self-control, self-confidence & self-esteem	Improved relationship between workers and company owners /boss	Improved sense of prevention and responsibility	Increased sense of gender equality and women's rights	Improved ability to influence others	Increased productivity / results at work	Better sense of personal development, satisfaction and self-fulfilment	Improved sense of teamwork solidarity and general objective	Improved working environment / relationships	Increased sense of respect, empathy, equity and working rights	
3. YQYP training in productivity and motivation to achieve better results	Improved sense of teamwork, solidarity and general objectives	Increased sense of competitiveness	Improved ability to influence others	Improved sense of prevention and responsibility	Improved sense of self-control, self-confidence & self-esteem	Better sense of personal development, satisfaction & self-fulfilment	Increased productivity / results at work					
4. YQYP training in teamwork	Increased productivity / results at work	Improved sense of self-control, self-confidence & self-esteem	Improved ability to influence others	Improved working environment / relationships	Better sense of personal development, satisfaction and self-fulfilment	Improved sense of teamwork, solidarity and general objective						
5. YQYP overall training initiative	Improved sense of teamwork, solidarity and general objective	Improved sense of prevention and responsibility	Improved ability to influence others	Improved working environment / relationships	Stronger family communication / quality time	Improved sense of self-control, self-confidence & self-esteem	Improved physical health / wellbeing	Better sense of personal development, satisfaction & self-fulfilment				
6. YQYP training in balance between working and personal life	Improved physical health / wellbeing	Better sense of personal development, satisfaction & self-fulfilment	Improved working environment / relationships	Improved sense of self-control, self-confidence & self-esteem	Improved ability to influence others	Stronger family communication / quality time						
7. YQYP training in respect, values and working rights	Increased productivity / results at work	Improved sense of self-control, self-confidence & self-esteem	Improved relationship between workers and company owners /boss	Improved ability to influence others	Improved working conditions	Increased sense of respect, empathy, equity and working rights						

8. YQYP training in gender equality and women's rights	Improved sense of self-control, self-confidence & self-esteem	Increased sense of gender equality and women's rights			
9. YQYP training in violence and resolution of disputes at work	Stronger family communication & quality time	Improved sense of self-control, self-confidence & self-esteem	Improved ability to influence others	Increased sense of respect, empathy, equity and working rights	Improved capacity to resolve disputes
10. YQYP training in self-care and health at work	Better sense of personal development, satisfaction & self-fulfilment	Improved working conditions	Improved physical health / wellbeing	Improved sense of prevention and responsibility	

Figure 3.8. Work related drivers of change and associated outcomes

1. Company and colleagues support / training and teaching by superiors	Improved sense of prevention and responsibility	Increased productivity / results at work	Improved sense of self-control, self-confidence & self-esteem	Improved working environment / relationships	Improved sense of teamwork, solidarity and general objective	Improved relationship between workers and company owners/boss	Better sense of personal development, satisfaction and self-fulfilment
2. Introduction of safety measures and new equipment by the maquila	Improved sense of teamwork, solidarity and general objective	Increased sense of respect, empathy, equity and working rights	Improved sense of prevention and responsibility	Increased productivity / results at work	Improved working conditions	Improved physical health / wellbeing	
3. Hiring women in the maquila	Increased sense of respect, empathy, equity and working rights	Improved working environment / relationships	Increased sense of competitiveness				
4. Social activities at work / Zumba classes, collective lunch	Stronger family communication / quality time	Improved relationship between workers and company owners/boss	Improved working environment / relationships	Improved physical health / wellbeing			
5. Pay rise / better income / remuneration / promotion	Improved physical health / wellbeing	Better sense of personal development, satisfaction & self-fulfilment	Increased household income				

3.2 Quantitative component

3.2.1 Evaluation results per ToC domain

For each one of the (outcome and impact) domains considered in the ToC and evaluated through the questionnaires applied by the PIT, we present results related to:

- (1) the effect of the initiative: a general/overall initiative effect and differentiated effects depending on
 - (a) the year of implementation, (b) gender of the participant, (c) participation in the preceding year

- (d) attendance levels to the workshops (for supervisors) or number of realized replication sessions at the time of the post evaluation (in operators);
- (2) design effects not related to the initiative, namely, general differences (at the pre-measurement) between treatment and comparison maquilas, differences between pre- and post-measurements in the comparison maquilas, and differences between Y1 and Y2;
- (3) effects of the sociodemographic variables considered in the statistical model: gender, education level, and seniority at the maquila.

Cautionary notes:

1. In the description of the results below, we will adhere to an interpretation of the outcomes for the main parameters of the statistical model in terms of initiative effects, in the same way as the PIT explained specific results of their quantitative analyses by referring to the participation of maquilas and participants in the initiative. However, as we already argued in Section 2.2, such an interpretation is only warranted under a rigorous implementation of the principles of experimental design. In particular, the sample of participating maquilas and participating supervisors/operators in each maquila should have been obtained by a random procedure; furthermore, the decision of whether or not the initiative was implemented in a maquila (i.e., whether a maquila belongs to the treatment or comparison group) is also required to be the result of a random process. Given that these assumptions are clearly violated in the current project, it is impossible to know to what extent the differences between treatment and comparison groups (with respect to their change between pre- and post-measurements) can be attributed to the initiative nor is it clear whether the results of the current study might be generalised to other maquilas and supervisors/operators.
2. The quantitative results, particularly those obtained from the analyses based on hierarchical linear models, are rather unstable, due to the relatively small number of maquilas involved in the evaluation. That is, strictly speaking the small sample of participating maquilas is too small a basis for generalizing the results to other maquilas (even though the number of operators/supervisors participating in the evaluation seems adequate). Because of this relative instability of the results, one should be cautious in interpreting effect sizes (in terms of, e.g., the parameter estimates in Tables A9.1 and A9.2).

Knowledge

The initiative had a differential positive effect on knowledge (about labour rights, organizational culture, safety and risks at the work environment, labour health, and gender equality) in supervisors from maquilas with a initiative implementation during Y1; the effect was more pronounced in those supervisors with higher attendance in the formative workshops. In addition, supervisors who participated in Y1 started in Y2 with a higher level of knowledge as compared to those who did not. This result shows evidence of a sustained program effect of knowledge from a previous implementation transferred to the next year. In operators, the initiative had a general positive effect on knowledge in both years. Education level had a small (statistically significant) effect in both supervisors and operators: Knowledge was higher in personnel with high school level or more compared to personnel with primary or secondary education.

Life skills

The initiative appeared to have mainly affected operators, mainly because it prevented them from decreasing their life skills level, which was found to be the case in the comparison group. Supervisors of treatment maquilas were found to have poorer life skills compared to the comparison group, starting from the pre-measurements.²³ Implementation year had an effect on supervisors' life skills level, with higher levels observed in Y2. Interestingly, the qualitative component also found more positive changes in the self-control, self-confidence & self-esteem (which were part of the life skills parameters measured in this analysis) of Y2 supervisors compared to Y2 operators and across the Y1&2 cohort. Education level had a positive effect on life skills in both supervisors and operators. In operators, an overall effect of gender was found with men showing better life skills than women.

²³Any significant differences between the treatment and comparison groups at the start of the programme are to be attributed to the lack of random assignment of maquilas to the treatment conditions. For example, the board of directors may decide that their maquila participates because they believe that the issues addressed by the programme are insufficient (as compared to other maquilas) and need to be improved; on the other hand, it is also possible that the maquilas participating in the programme are relatively well because the directors are more sensible to the programme issues and have already taken other initiatives to improve the wellbeing of their workers.

Psychosocial barriers

The initiative did not have an effect on psychosocial barriers (e.g. fear, shame, guilt), either in supervisors or in operators. Considering all cases (comparison and treatment, and pre and post), supervisors in Y2 reported fewer barriers than those in Y1. In addition, a significant increase in the post-measurement of supervisors was found, especially in the comparison group. On the contrary, the comparison group in operators showed a significant *decrease* in psychosocial barriers. Furthermore, male operators showed fewer psychosocial barriers than females. The qualitative component did not include questions related to psychosocial barriers.

Physical health and self-care

The initiative had a general positive effect on supervisors' physical health and self-care; this change was significantly bigger in Y1 than in Y2. Similarly, also a general positive effect of the initiative was found in operators, although mainly attributed to the Y1 operators. The latter effect was carried over to the start of Y2: If their maquila participated in Y1, operators started from a better place in Y2. These results are aligned with the findings from the qualitative component (discussed in section 3.1.4) which showed that supervisors across both years of the initiative reported positive outcomes in their physical health as a result of the YQYP initiative.

Relationships

The initiative had a (marginally significant) general positive effect on supervisors' relationships in the work place, mainly for the implementation in Y1. With respect to the effect in operators, a separate analysis of Y1 and Y2 was necessary as the items used for the evaluation differed across years; by separating the analyses (and, hence, reducing the information available for each analysis), the estimates of the statistical effects have become more unstable. Nevertheless, findings from the qualitative component confirm that the YQYP initiative was the most important contribution in the relationships domain across the two cohorts. The results for Y2 showed better relationships for men than for women, and personnel with less seniority (up to two years) had better interpersonal relations as compared to those with three or more years working at the maquila.

Job satisfaction

The estimates of the initiative effect on supervisors turned out to be very unstable: A relatively large estimate of the initiative effect was found, which nonetheless did not reach statistical significance. Considering all participants, a significant difference between Y1 and Y2 was found with supervisors in Y2 showing higher levels of satisfaction. Blinded interviews also showed that Y2 supervisors in particular felt more satisfied at work as their working relationships and communication had improved as a result of the YQYP initiative. For the operator data, separate analyses for Y1 and Y2 were required (because scales used in both years did not have any items in common). In Y2, the initiative had a general positive effect on job satisfaction in operators. In the qualitative component, the same number of positive outcomes were reported by both Y2 and Y1&2 operators. In Y1 as well as Y2, job satisfaction was related to seniority, with higher satisfaction levels in operators with 2 years or less or 11 years or more working at the maquila. In Y1, operators with higher education levels reported higher job satisfaction.

Productivity

The results did not show that the initiative had an effect on productivity in supervisors. Rather, an unexpected increase between pre- and post-measurements was found in the comparison group. Interestingly, findings from IIs showed fewer positive outcomes reported by supervisors particularly from Y1&2 cohort compared to operators from both years. Some supervisors cited that the absenteeism and unpunctuality of the personnel due to sicknesses or personal problems led to problems of productivity in some areas of the maquilas. In operators, there was a general positive initiative effect, mainly due to the Y1 implementation. In addition, there was an effect related to implementation year: overall, in Y2, operators scored higher on productivity than in Y1. This result is also supported by the qualitative component which found more positive outcomes in productivity in Y2 operators.

Gender equality

Gender equality was evaluated only in Y2 (because it was not part of the initiative contents in Y1). Moreover, different scales (without any overlap in items) were used for the two modalities (40-hour vs 56-hour workshops) of program implementation. As a result, sample sizes became rather small and the estimates of the examined effects turned out to be quite unstable/inconsistent.

Well-being

There were two different sets of items for wellbeing evaluation, one for Y1 and one for Y2, such that separate analyses were required for each year. In Y1, the results did not show any significant effect related to the initiative, neither in supervisors nor in operators. On the other hand, the results show a general and large effect of the initiative on supervisors in Y2, preventing them from losing the work-family connection. This result is strongly supported by evidence from the qualitative component that found that stronger communication, union and quality time with the family was a positive outcome reported by Y2 supervisors.

With respect to the socio-demographic variables, an effect of gender was found in Y2, for supervisors as well as operators, with males reporting higher levels of well-being than females. Seniority and education level were also related to well-being in operators, with those active in the maquila for less than 2 years and those with education beyond secondary school showing a better balance between personal life and work.

Intrinsic empowerment

This domain was only evaluated with supervisors participating in the Y2, 56-hour workshop modality. The sample size was too small to obtain stable results and no significant effects were found either related to the initiative implementation or to the other (design and socio-demographic) variables.

Personal agency

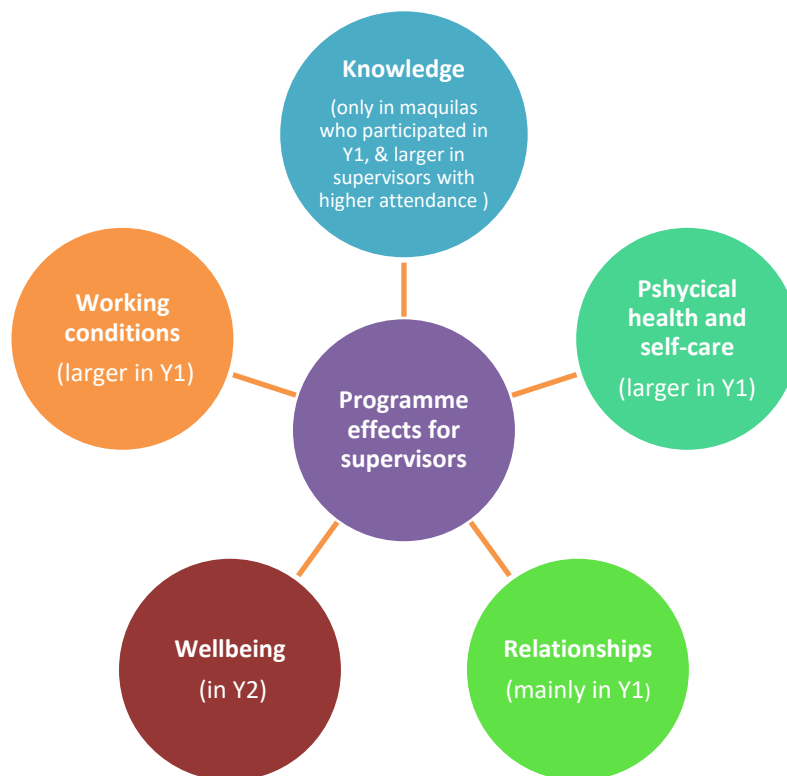
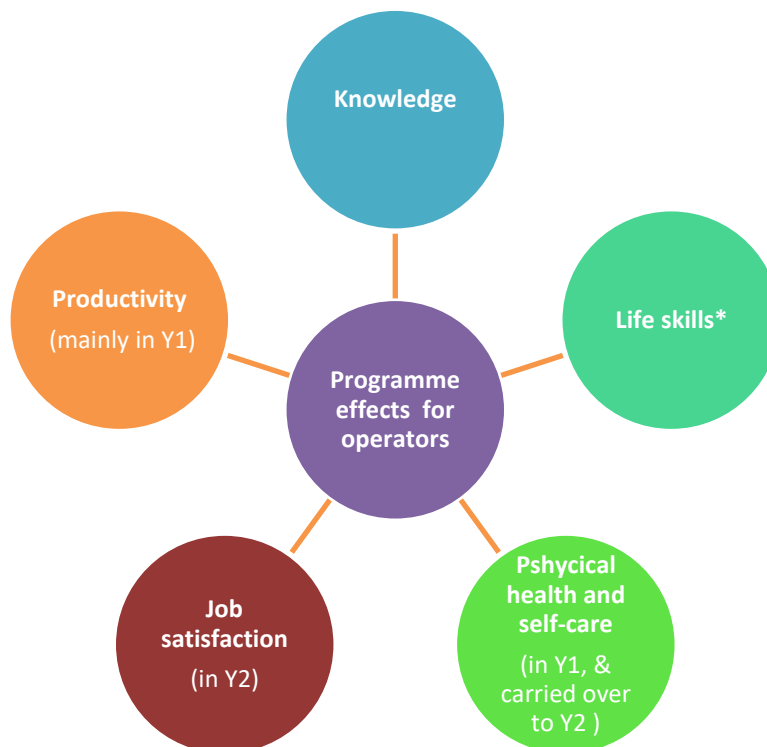
In supervisors, the only significant effect on personal agency was related to gender, with men showing higher levels of personal agency. In operators, where different scales were used in Y1 and Y2, no significant initiative-related effect was found; only in Y1 a significant effect was found, with participants of higher education levels reporting higher personal agency.

Working conditions

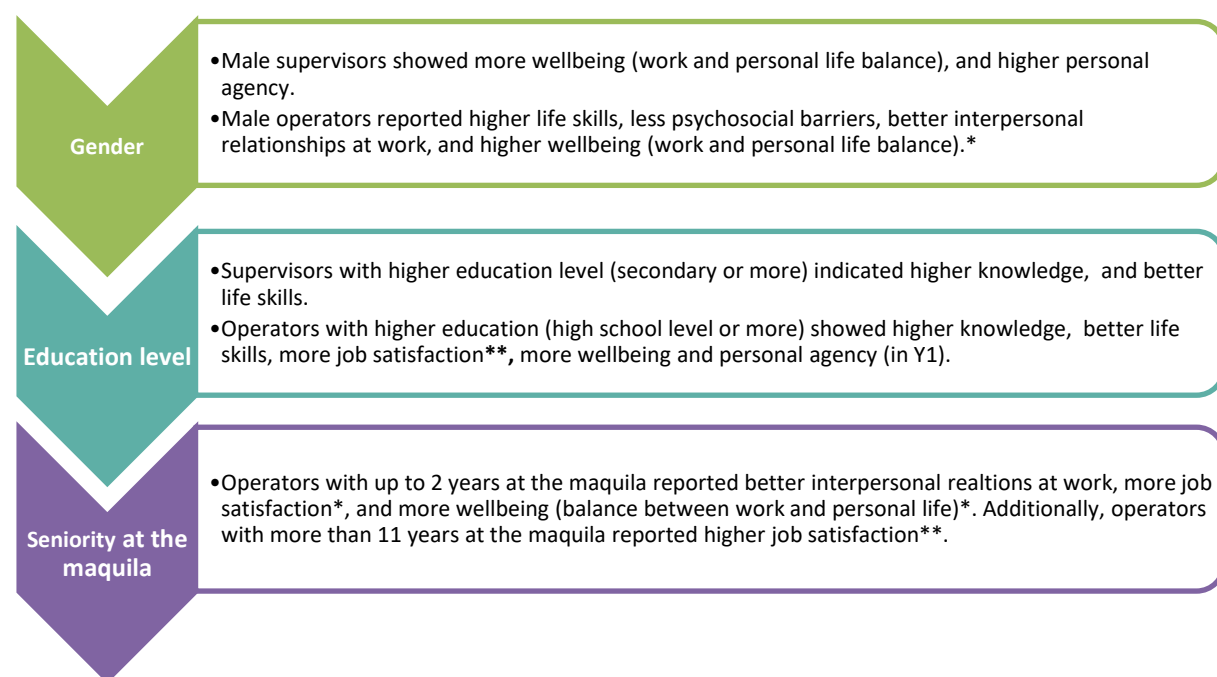
The initiative had a positive, marginally significant general outcome on supervisors' working conditions (observance of labour rights and safety and risk management at the work place); this improvement was very large in Y1 and moderate in Y2. This result is supported by the qualitative component which found that both supervisors and operators had improved their sense of prevention and responsibility as a result of the YQYP initiative. In operators, neither the initiative variables nor the other effects in the model showed an effect on working conditions.

3.2.2 Résumé of quantitative outcome results

The following figures provide an overview of the main outcome evaluation findings for supervisors and operators, and the influence of socio-demographic variables in the ToC evaluated domains.

Figure 3.9 Initiative statistically significant effects for supervisors**Figure 3.10.** Initiative statistically significant effects for operators

*The initiative effect in these domains means that the initiative prevented a decrease rather than produced an improvement or increase.

Figure 3.11. Statistically significant effects of socio-demographic variables in ToC evaluated domains.

*Only in the Y2 questionnaire.

** Only in the Y1 questionnaire.

4. Process evaluation

4.1 Relevance

4.1.1 Alignment of the YQYP Initiative with the C&A Foundation's vision and mission

The C&A Foundation's mission and vision is *to transform the fashion industry to make it a force for good* and have the power to improve the lives of the men and women that work in it²⁴. In order to achieve this, the C&A Foundation has developed a theory of change (ToC) that identifies two major challenges in which the global apparel industry is involved. First, it perpetuates unfair working conditions and poverty, particularly for women, and second, it degrades the environment.²⁵ In order to resolve these challenges and catalyse positive, lasting change, the C&A Foundation aims to introduce sustaining models to transform business, strengthen platforms and institutions to enable industry changes, and advocate policy and behaviour change through the value chain. Four key principles need to be done in order to achieve such initiatives: (1) workers' voices need to be amplified; (2) transparency in accountability; (3) advancing the rights of women; and (4) collaboration with key actors. If the model succeeds, the expected outcomes include improved livelihoods and fair wages, fair working conditions, and a restored natural environment where the industry works. The direct beneficiaries will be factory and farm workers, communities where clothes are made and sold, and areas impacted by the industry.

Regarding working conditions, the C&A Foundations has identified further issues such as fragmentation in the supply chain, exploitation and unsafe working conditions, migration of the industry to countries with weaker legal enforcement, and unequal power relations in the industry chain. In order to address these issues, the Foundation has developed a plan comprising five strategies: (1) increase industry accountability; (2) amplify workers' voice and participation in improving working conditions; (3) promote industry cooperation; (4) support the development and reinforcement of working policies; and (5) support institutional capacities. These strategies intend to drive a number of positive outcomes that can be measured by the following seven key performance indicators (KPIs).

1. Number of workers benefiting from improved working conditions and wages
2. Number of disclosure and transparency mechanisms used by industry to improve working conditions

²⁴ C&A Foundation's mission. Accessed, 21 Jan 2017 <http://www.candafoundation.org/who-we-are/about-us/>

²⁵ C&A Foundation's ToC. Accessed, 20 Jan 2017 <http://www.candafoundation.org/who-we-are/about-us/>

3. Number of collective bargaining agreements
4. Number of women leading efforts to improve working conditions
5. Number of stakeholders collaborating
6. Number of grantees organisations strengthened through targeted institutional capacity building assistance
7. Number of female/male workers directly impacted by foundations initiatives

The ultimate long-term impact is to improve the working conditions and wages for women and men in the whole apparel supply chain industry.

The “Yo quiero, yo puedo...cuidarme y mejorar mi productividad” initiative (YQYP initiative) was designed and implemented by the local partner the Mexican Institute for Family and Population Research (Yo Quiero Yo Puedo-IMIFAP). Yo Quiero Yo Puedo-IMIFAP has more than 30 years of experience implementing social and community development initiatives on areas related to education, health, citizenship, and productivity across 14 countries.

Yo Quiero Yo Puedo-IMIFAP’s mission is to “facilitate human, social, and economic development”²⁶ through life skills programmes based on Yo Quiero Yo Puedo-IMIFAP’s Framework for Enabling Empowerment (FrEE)²⁷. Yo Quiero Yo Puedo-IMIFAP’s life skills training programmes employ educational, participative, experiential, and ludic methodologies that allow beneficiaries to discover their potential, identify their psychosocial barriers, and learn to overcome them to promote their own development and become agents of change in their environments. Yo Quiero Yo Puedo-IMIFAP has an extensive record working with the public, private and non-profit sectors that has allowed it to accumulate a wealth of knowledge, experience and expertise, useful to engage with other areas and adapt the initiatives according to their specific needs.

According to the C&A Foundation Programme Manager, the YQYP initiative was designed before the C&A Foundation released its ToC, so there are aspects of the Foundation’s ToC and Working Conditions’ strategy that were not expected in the YQYP initiative design. Nonetheless, the YQYP initiative’s objectives and strategies are aligned to at least three out of the four key principles of the C&A Foundation’s ToC that lead to its mission and vision:

- a. It advocates **behaviour change** at the operator and middle management levels of the factories through personal agency and intrinsic empowerment which constitutes a fundamental principle to **amplify workers’ voice and participation**.
- b. It advocates **women’s (and men’s) rights and empowerment** which are essential elements to transform the apparel industry.
- c. It fosters **collaboration** between different stakeholders of the textile industry such as chambers of commerce and factories.

These three main contributions of the YQYP initiative to the Foundation’s ToC were also confirmed by the Yo Quiero Yo Puedo-IMIFAP’s initiative implementing team. For example, Yo Quiero Yo Puedo-IMIFAP’s YQYP Programme Manager pointed out that the C&A Foundation “*can get the ‘voice’ of the workers, for example we have captured issues that there were not captured before, such as better organisation amongst workers, claims for their working rights, such as pay rise and changes in their working schedules*”. Notwithstanding the evident contribution noticed by the programme implementing team, it is vital to link the initiative’s progress to the seven Working Conditions’ KPIs. As the C&A Foundation’s Programme Manager pointed it out “*I think the initiative is important as it meets our workers’ empowerment strategy... what we need to do now though is to link and adjust the expertise, the work already done, and the experience to our KPIs*”.

4.1.2 Identification of factories and workers for the YQYP initiative

The design of the YQYP initiative was supported by a research study of the Mexican textile and footwear industry carried out by INSITUM from May to March 2014²⁸. The study consisted of three stages: first, understanding of the textile industry ecosystem through documentary and ethnographic research. Second, building ideas and initiatives for the initiative through workshops and interviews with industry experts. Three, planning a strategy through workshops and discussions with key project stakeholders.

In relation to the factories’ profiles for the YQYP initiative, the INSITUM study identified a number of issues occurring in the textile and footwear factories (maquilas) that operate as a ‘family business’ and as independent

²⁶ IMIFAP’s mission. Accessed, 20 Jan 2017 <https://yoquieroyopuedo.org.mx/en/mission>

²⁷ Pick & Sirkin (2010) *op cit*.

²⁸ INSITUM (2014). Proyecto Hilar. Resumen Ejecutivo. INSITUM, mayo 2014.

workers or workshops. This information and an exit survey helped Yo Quiero Yo Puedo-IMIFAP to design the activities and contents of the YQYP initiative.

1. Lack of management training with owners and those in middle management positions.
2. Weak formal or standardised processes.
3. Poor working conditions (installations, equipment, safety measures, and working rights and responsibilities).
4. Lack of knowledge of and compliance with working rights and responsibilities.
5. Lack of formal development schemes for industry workers.
6. Weak workers' aspirations to improve their personal and labour conditions.

In addition, the 2014 initiative application suggested that the YQYP initiative would be implemented in maquilas located in the states of **Mexico State** and **Puebla**²⁹ "subject to modifications based on INSITUM results"³⁰.

In terms of geographical reach, the YQYP initiative achieved its targets. In Year 1, the YQYP initiative reached five locations. In addition to Mexico State and Puebla, the initiative was also implemented in maquilas of Tlaxcala Veracruz and Mexico City. These locations included 10 factories and four independent workshops. In year 2, the YQYP initiative reached four locations: Mexico State, Puebla, Tlaxcala and Mexico City, from which 13 were factories and two independent workshops.

With regard to identifying maquilas with the issues described above, the initiative did not produce the expected results due to the following:

- a. The vast majority of maquilas that attended the Sensitisation Conferences had a "higher" profile i.e. better working conditions. As the Yo Quiero Yo Puedo-IMIFAP's Programme Evaluation Leader put it *"the fact that they showed interest in the initiative and allowed their workers to take the training sessions meant that they had a structure, they had concerns about their workers, so it meant that those factories were more advanced, they have achieved a higher level in their working conditions"*. She thought that maquilas with worse working conditions are not interested in initiatives like YQYP, *"it's a waste of money"*.
- b. Entering factories in 'precarious' working conditions was challenging and even dangerous and risky. The Yo Quiero Yo Puedo-IMIFAP's Programme Manager stated that *"It's been even challenging to enter the current factories that have better working conditions, so it'd be more difficult to enter and even risky for us to implement the initiative in those factories with precarious working conditions"*.

Although the YQYP initiative has made progress with the current factories, different strategies need to be considered to approach workers in maquilas with 'precarious' working conditions. These strategies may include a shift in the way workers are identified and approached. For example, the C&A Foundation's Programme Manager pointed out that *"it's important to identify where the people are who feed the fashion industry in order to find the mechanisms that can give us access to those communities, such as churches, clubs, etc. The working condition initiative focuses on the worker, on their wellbeing. It might be more effective to start working directly with workers and see the effects in their jobs"*. It was also mentioned by the Yo Quiero Yo Puedo-IMIFAP's President that it is important to include other stakeholders and more states in the initiative.

4.1.3 Achievement of the YQYP initiative's objectives

The general objective of the YQYP initiative was to **promote the integral wellbeing of the workers** in the Mexican textile industry in order to **improve their productivity** and support the guidelines of codes of conduct of international companies attached to the principles of the 2020 Global Pact. This objective remained the same during Y1 and Y2 of the initiative and in Y2 it was broken down into four specific objectives:

1. To promote the development of life skills, technical skills for the replica sessions, gender equality, personal development, self-care, industrial safety, respect to labour rights, personal agency and intrinsic empowerment.
2. To expand the initiative in new maquilas in Y2.
3. To define an action plan to establish mutual financial responsibility between maquilas and foundations.
4. To develop the Formative Workshops handbooks.

In order to achieve the primary objective, the YQYP initiative implemented a process of sequential activities with specific objectives and targets (see Table 4.1).

²⁹ C&A providers are concentrated in the Center region of Mexico.

³⁰ Proyecto Autorizado IMIFAP 2014, p. 8

Table 4.1. The YQYP initiative's approach.

Phase	Activities	Objectives	Target population	Responsible	Y1	Y2
1	Sensitisation Conference 2-hour interactive presentation of the initiative using verbal and participatory techniques.	To gain the interest and motivation to participate in the initiative.	Key textile industry stakeholders and leaders such as maquilas owners and senior managers.	Project Implementing Team	2 events 25 maquilas	3 events 22 maquilas
2	Formative Workshops Experiential and ludic workshops, based on participatory techniques.	To develop life skills, personal agency and intrinsic empowerment to make Supervisors agents of change.	Supervisors	Project Implementing Team	40 hours in 7 learning units (2 modules)	56 hours in 4 modules
3	Replica Workshops 15-minute formative sessions using experiential and ludic activities.	To change attitudes and behaviours of operators in specific areas. To promote personal agency and empowerment.	Operators	Supervisors	6 learning units in daily 15-minute sessions over 18 weeks	6 learning units in daily 15-minute sessions over 18 weeks
	Accompaniment Visits On-site participant observation and feedback of replica sessions.	To guarantee the quality of the replica workshops.	Supervisors and Operators	Project Implementing Team	79 sessions	245 sessions

Source: Elaborated by author with data provided by Yo Quiero Yo Puedo-IMIFAP and C&A Foundation

Yo Quiero Yo Puedo-IMIFAP's approach to the YQYP initiative was based on educational, participative, experiential, and ludic methods that facilitated the participants' learning process and behaviour change so that they could make informed and independent decisions and be more responsible in their working and household environments. Each learning unit contained topics aimed at developing life skills and meeting some of the industry requirements regarding labour rights and working conditions. Supervisors learned this approach through technical workshops so they could apply it during the replica workshops. Yo Quiero Yo Puedo-IMIFAP developed three handbooks for replica workshops: Phase 1 (40 hours), Phase 2 (56 hours) and Phase 2 (40 hours). Handbooks were structured according to the topics of the workshops and provided detailed explanation of the weekly activities, materials to be used, as well as the sequence and times of the activities. Handbooks also contained examples, tips and charts that supported the learning process.

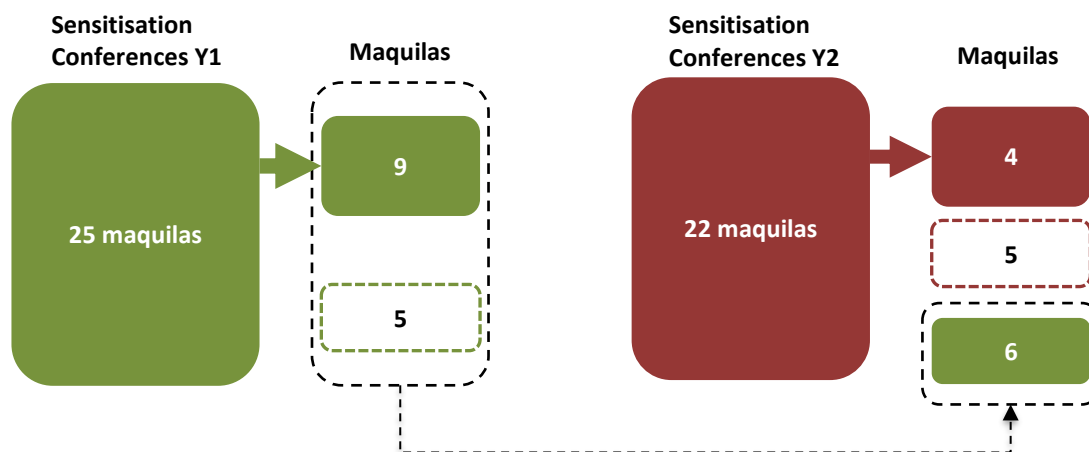
4.2 Inputs and activities

In view of a process evaluation of the initiative implementation, the Evaluation team analysed three available data sets (attendance records, evaluation questionnaires and accompaniment visits guides), key informant interviews, reports and related documents. The following sub sections will review the main findings for each of the four initiative inputs: sensitization conferences, formative workshops, replica workshops and accompaniment visits.

4.2.1 Sensitisation conferences

The first task of the YQYP initiative was to attract the maquilas' interest to join the initiative. Yo Quiero Yo Puedo-IMIFAP organised Sensitisation Conferences (SCs) with the support of CANAIVE (Mexican National Chamber of Clothing Industry) in Mexico City and CITEC (Chamber of the Textil Industry of Puebla and Tlaxcala) in Puebla. The aim of the SCs was to introduce the YQYP initiative to a group of potential maquilas and present the benefits of joining the initiative. Fundación C&A played an important role here introducing these chambers to Yo Quiero Yo Puedo-IMIFAP.

Figure 4.1. Number of maquilas attending Sensitisation Conferences by year.



Source: Elaborated by author with data provided by Yo Quiero Yo Puedo-IMIFAP and C&A Foundation

The initiative implementing team (PIT) did not provide any data bases regarding sensitisation conferences of each implementation year, so there was not quantitative data to be analysed. Nonetheless, according to information from the Yo Quiero Yo Puedo-IMIFAP's final reports 2015 and 2016, 25 maquilas attended SCs in Year 1, from which only 9 joined the initiative (as shown in Figure 2.1 in green colour arrow); additional five maquilas that were not in the list of SCs' attendees joined the initiative (dotted in green colour). In Year 2, 22 maquilas attended the SCs from which four joined the initiative plus other five that did not attend the SC and six maquilas from Y1 (dotted arrow). Organising SCs through the chambers of commerce helped to attract a reasonable number of maquilas by geographical region. Nevertheless, the SCs had a low success rate in terms of number of maquilas joining the initiative. Consequently, other promotion activities need to be done to increase the number of new maquilas in the initiative since it decreased from 14 in Y1 to 9 in Y2. As Yo Quiero Yo Puedo-IMIFAP's President pointed out "*further activities could be tested to increase the number of new maquilas in the initiative such as media campaigns, as well as the inclusion of more states and stakeholders*".

4.2.2 Formative workshops

Formative Workshops (FWs) were structured by year of participation (i.e. Y1= 40hrs and Y2=56hrs). The number of sessions and the length of each session were suggested by the initiative but also modified and adjusted according to the maquilas' needs. All sessions were given by Yo Quiero Yo Puedo-IMIFAP's facilitators who registered the participation in a MS Excel format by name, age, gender, telephone, email, maquila, position, number of subordinates and recorded the attendance by session. In Y1 three formative workshops (40 hours) were carried out by one facilitator, with 83 supervisors from 14 maquilas in 5 states (Mexico City, Mexico State, Puebla, Tlaxcala and Veracruz). In Y2, four 40-hour workshops were facilitated with 118 (new) supervisors from 9 maquilas in 2 states (Mexico State and Puebla), and two 56-hour workshops were carried out with 36 (Y1) supervisors from 6 maquilas in 2 states (Mexico City and Puebla); in Y2 three Yo Quiero Yo Puedo-IMIFAP's facilitators delivered the workshops.

The attendance ratio varied across maquilas and between Y1 and Y2. As shown in Table A6.1 (Annex 6), in Y1 supervisors' average attendance to formative workshops was 61 percent, whereas in year 2 it improved for new maquilas Y2 (40-hour programme) to 72 percent, but remained the same (61%) for follow-up maquilas Y1&2 (56-hour programme). Supervisors' sociodemographic characteristics, in terms of age, gender group, civil status, educational level and seniority at the maquila are shown in Table A6.2 in Annex 6.

In order to assess the effects of the initiative before and after the intervention, the Yo Quiero Yo Puedo-IMIFAP's Evaluation Team applied an evaluation tool prior the intervention (Pre) and then applied the same tool at the

end of the formative workshops (Post). This also helped to control the number of supervisors that actually finished the initiative. It is important to note, however, that pre and post evaluations were not applied to all Supervisors that participated in the initiative. Attendance lists and pre and post evaluations worked as mechanisms of control and assessment for the Formative Workshops between years and across maquilas.

4.2.3 Replica workshops

Replica Workshops (RWs) for Operators were originally structured on daily 15-minute sessions over 18 weeks. Nevertheless, most of them were given according to the needs and time of the maquilas. The sessions were given by the maquilas' Supervisors for two main reasons. First, to form 'agents of change' within the maquilas to deliver the initiative to operators, the so-called 'target population'. Second, to expand the initiative in the maquilas more rapidly at a lower cost. Replica workshops were perhaps the most important component of the YQYP initiative since they were the means of scaling up the initiative. Yet, replica workshops entirely relied on the Supervisor's capacity, time and willingness to perform the workshops. It was found that the initiative **did not implement a systematic process** to register and control the number of Operators taking replica workshops by week, neither the number and frequency of sessions given by the supervisors. There were no lists taken or other controls in place while supervisors delivered these sessions. Therefore, it was impossible to estimate the number of operators who participated in the initiative.

In addition, unlike the formative workshops, the pre and post evaluations did not help to verify that operators had completed the initiative as they were conducted throughout the 18-week period. Supervisors did not register any performance data such as attendance, dropouts, new entries, etc., they simply informed the number of subordinates to whom they would replicate the initiative during the Formative Workshops. Operators' sociodemographic characteristics (derived from pre and post evaluation questionnaires), in terms of age, gender group, civil status, educational level and seniority at the maquila are shown in Table A6.3 in Annex 6.

The only mechanism by which the PIT knew if the Operators were receiving the initiative intervention was direct observation during the Accompaniment Visits. However, these were irregular and depended, in the majority of cases, on the supervisor's workloads and priorities. In other cases, Supervisors gave the Replica Sessions only when they knew that the PIT was coming to the maquila. This lack of control caused that some maquilas did not comply with the replica workshops as expected and the PIT focused on those with the stronger commitment. For this reason, as shown in Table A.6.4 (Annex 6), the number of accompaniment visits differed markedly between maquilas in both years of the initiative. In fact, this situation was the main reason that constrained the sampling selection process for the qualitative component of this evaluation, discussed in previous sections.

This issue was addressed by the YQYP Initiative Evaluation Leader:

"Something that we haven't taken into account is that we started the initiative with a number of people and we ended up with a different number, but we don't know how many people left because they didn't want to continue with the workshops or because they left the factory. We don't know why people are missing in the initiative, we haven't systematised this issue, turn-over problems are not controlled in the initiative, we do not have these data. We lost people during the implementation of the initiative for different reasons. I realise when there are less people when we conduct the accompaniment sessions, there are less people at the end. There are a few people who are replicating the initiative".

4.2.4 Accompaniment visits

Accompaniment visits (AVs) aimed to help Supervisors to improve the quality of delivery of Replica Workshops through support and feedback. According to the PIT, these visits were crucial particularly at sessions 1, 2 and 3 as they helped Supervisors to strengthen their confidence and tackle some personal barriers such as insecurity and embarrassment. As the Programme Evaluation Leader pointed out *"I think if we hadn't accompanied them in sessions 1, 2 and 3, they'd probably have given up the initiative"*. She pointed out that at least five sessions were needed either in the beginning or in the middle of the 18-week period to set up stronger foundations. For the YQYP Initiative Manager, accompaniment visits were more effective when given on a regular basis:

"Something that works well is providing continuous AVs. For example, in the second year of the initiative, we visited one factory every week and we observed more motivation and different results compared to those who did not receive accompaniments every week".

In Y1, 47 percent of supervisors (39 out of 83) and in Y2, 59 percent (91 out of 154) received AVs at least one time. Table A6.4 (Annex 6) shows that in Y1, 79 accompaniment visits were carried out with 39 different supervisors—an average of 2 visits per supervisor, 54 percent of supervisors received only one visit, whereas 38

percent received between 2 and 3 visits. In Y2, 245 accompaniment visits were carried out with 91 different supervisors—an average of 2.7 visits per supervisor. It is important to note that 32 percent of visits in Y1, and 30 percent and 24 percent in Y2 (40 and 56-hour programme, respectively) were carried out in the first out of 18 replica workshops. Accompaniment visits were carried out by three Yo Quiero Yo Puedo-IMIFAP's facilitators in Y1, and by 28 in Y2.

In terms of number of maquilas receiving AVs, Table A6.4 (Annex 6) shows that in Year 1, 91 percent of AVs were given to four maquilas; 57 percent of maquilas did not receive visits and three received from 1 to 4 visits. In Year 2, 80 percent of the AVs were given to only two out of 15 maquilas, four did not receive visits, six received from 1 to 3 visits, and a single maquila received 159 AVs. This disproportion must be taken into consideration for the development of more effective strategies to monitor the implementation of the initiative more equally. In addition, having a more proportionate number of maquilas participating in the initiative can help to establish a realistic number or baseline of potential beneficiaries for futures phases of the initiative.

During the accompaniments, supervisors' technical skills (see Table 4.2) were observed by Yo Quiero Yo Puedo-IMIFAP's facilitators and rated to be at a very good level in Y1. More than 80 percent of supervisors performed the observed behaviours on a frequently basis ("a lot"), reflecting a good level of nonverbal and group management abilities; some techniques such as (a) asking the group for any questions and (b) working with participants in a circle are activities that could be improved. In Y2, the level scores for technical skills of supervisors was lower in both initiative modalities (40 and 56 hours), which could be explained by the change in rating scale used in the accompaniment guide³¹. Didactic skills that were observed only in Y2, such as formulating questions to promote insight, highlighting the key message and using didactic material (theoretical cards) could be improved.

Table 4.2. Percentage of supervisors with high level of technical skills as observed by the PIT during the accompaniment visits.

Observed behaviours	Y1	Y2	
		40 hours	56 hours
Made eye contact with participants	89%	71%	65%
Generated trust within the group	88%	64%	53%
Motivated participation	82%	57%	50%
Asked if there were doubts about session theme	45%	26%	23%
Devoted enough time to reach activity goal	84%	65%	72%
Asked participants to form a circle*	69%	59%	72%
Made questions to promote reflection **	--	48%	55%
Referred to the key message**	--	57%	57%
Used the information contained in the theoretical cards**	--	47%	80%

*In Y1 this item had a dichotomy answer (yes or no) instead of an ordinal response scale ("not at all", "regular" and "a lot").

**These behaviours were not included in Y1.

Source: Elaborated by author with data provided by Yo Quiero Yo Puedo-IMIFAP and C&A Foundation

Yo Quiero Yo Puedo-IMIFAP staff also observed operators' behaviours during the replica sessions (see Table 4.3). Almost all participants of Y1 were highly interested and attentive, and 83 percent were very participative, showing a strong acceptance and involvement with the initiative. Nevertheless, groups could improve in mutual collaboration and in asking questions about the session theme. As occurred in the evaluation of supervisors' technical skills, in Y2 (in both initiative modalities) the behaviours observed in operators were less good, which could also be explained by the change in response scale used in the accompaniment guide of Y2.

³¹ For the technical skills evaluation, in Y1 the rating scale (used by observers) was: "not at all", "a little" and "a lot", whilst in Y2 the rating scale changed to: "not at all", "regular" and "a lot". The former scale being less balanced probably induced a more favourable assessment of the behaviour in Y1.

Table 4.3. Percentage of replica groups with high level of engagement behaviours as observed by the PIT during the accompaniment visits.

Observed behaviours	Y1	Y2	
		40 hours	56 hours
Showed interest in the activity	97%	67%	67%
Listened carefully to supervisor's exposition	99%	73%	63%
Participated in the activity	83%	61%	53%
Collaborated to each other to reach the activity goal	67%	50%	43%
Verbalized doubts about the session theme	53%	18%	33%

Source: Elaborated by author with data provided by Yo Quiero Yo Puedo-IMIFAP and C&A Foundation

The brief interview carried out with supervisors at the end of the visits, revealed interesting perceptions about specific aspects of the initiative implementation which are presented in Table 4.4. Most supervisors found initiative themes relevant, and learnt things in the formative workshops. It is interesting to note that most supervisors in both years reported having educational materials for replica sessions; however, not all of supervisors actually used them³². 95 percent of Y1 supervisors were highly satisfied replicating the workshop, whereas in Y2 this percentage was much lower (61%). The involvement of different actors in the maquila, mainly managers/senior directors, could be improved, particularly their commitment to the initiative. According to Y1 and Y2 supervisors, the initiative promoted a lot of changes in most of them; the changes perceived in operators were more modest.

Table 4.4. Specific aspects of the initiative very positively rated by supervisors.

Initiative specific aspects	Y1	Y2	
		40 hours	56 hours
Initiative themes are useful and applicable	97%	91%	98%
Formative workshop promotes new learnings*	--	93%	98%
Possess replica handbook**	99%	98%	98%
Possess didactic material	81%	92%	98%
Possess theoretical cards*	--	95%	98%
Satisfaction with replica workshop	95%	61%	50%
Involvement of operators in initiative	62%	44%	45%
Involvement of peers (supervisors) in initiative	74%	67%	56%
Involvement of managers/directors in initiative	60%	38%	38%
Initiative promotes changes in supervisors	88%	74%	71%
Initiative promotes changes in operators	67%	42%	33%

*These questions were not part of the Y1 interview with supervisors.

** The three questions related to possession of didactic material had a dichotomic rating scale (yes/no).

Source: Elaborated by author with data provided by Yo Quiero Yo Puedo-IMIFAP and C&A Foundation

At end of each accompaniment visit in Y2, a brief interview to a random operator was intended to take place; yet the interview happened only in 73 percent of the visits (75% in the 40-hours modality, and 72% in the 56-hours one). 63 percent of these operators reported a high satisfaction level with initiative activities (57% in the 40-hours modality and 70% in the 56-hours one); in addition, 98 percent of operators –in both modalities– reported that they would like to participate again in a similar activity.

Finally, through direct and participatory observation, Yo Quiero Yo Puedo-IMIFAP's facilitators were able to record evidence of positive and negative aspects of the initiative. For example, they observed a "healthy box" in one of the maquilas which was the result of the "healthy eating" replica workshop. Workers organised each other to bring healthy food and leave it in a box at the entrance of the factory, sharing it with each other at lunchtime. This practice remained in place after the replica week and workers had done it once a month since.

Accompaniment Visits were crucial activities for the initiative effectiveness; however, their inherent nature faced a number of issues:

1. Dependency on delivery of Replica Workshops.

³² In the 40-hour programme, 90%, 56% and 68% of supervisors indicated they were using the replica handbook, theoretical cards and didactic material, respectively. In the 56-hour programme, all the supervisors who reported having the handbook and the theoretical cards were using them, and 88% were actually using the didactic material.

2. Concentration on a minority of the initiative's participants.
3. Production of an extensive amount of qualitative information that was not systematised and used in the initiative due to lack of time.

These issues are important opportunities to improve the quality of the initiative implementation and the sources of relevant information to inform both the outcome on beneficiaries and process activities.

4.3 Intended outputs

4.3.1 Initiative implementation

The Fundación C&A's Programme Manager pointed out that in general terms the initiative was delivered on time, with a few delays due external factors such as the maquilas' participation and working schedules that resulted in a 3-month extension in Y2. The programme implementing team (PIT) confirmed that once the maquilas agreed to join the initiative, the main challenge was to deliver it as planned. This was due to the following reasons:

1. The PIT had to develop a relationship with the maquila through continuous communication, which sometimes was difficult to achieve.
2. Lack of participation in the initiative of senior managers meant weaker support to roll out the initiative.
3. In many cases, senior and middle managers did not understand the added value and/or short-term benefits of the initiative in their production units.
4. Some managers were sceptical of the outcome of the initiative.
5. There was an implicit concern about the issues emerging during the initiative implementation such as working conditions, labour abuses, etc.
6. It was expected that different maquilas would attend 'collective workshops' at the same time.

During the implementation, the initiative was adjusted in order to resolve some of these issues and be more effective. For example, several maquilas could not send their supervisors to the collective workshops, so the PIT modified their schedules and activities to give the workshops *in situ*. Although this solution was not the ideal scenario for the initiative's logistics, the PIT thought it was the best way to drive better results for the initiative. The YQYP Programme Manager pointed out that *"the opportunity for the initiative is to create venues to provide workshops that meet the needs of the factories and help to increase the outreach of the initiative"*.

The communication between the PIT and the maquilas also improved throughout the initiative implementation and that helped to coordinate and deliver the workshops more efficiently. Nonetheless, a major barrier that affected the quality and quantity of the maquilas' participation in the YQYP initiative was the lack of involvement of senior managers. The PIT argued that when the HR Manager, Production Manager and other senior managers participated in the Formative Workshops or got involved in the implementation process, they were more engaged with the initiative and willing to contribute to its success. The PIT pointed out that senior managers need to *"live the initiative in order to believe in it"*³³. All members of the PIT agreed that senior managers should be included in the initiative to adopt the initiative and ensure participation.

4.3.2 Initiative targets

Initiative targets were generally achieved in Y1 while some impediments did not allow the same in Y2. Table 4.5 shows the results from both years. Overall, all targets in Y1 were met beyond the expectation, except the Operators post evaluations (shaded in green colour). In year 2, although the overall number of maquilas was achieved, the initiative was more than 50 percent short with follow-up maquilas from Y1. This situation, therefore, affected all targets related to maquilas in Y2.

Table 4.5. Initiative targets by year of participation.

Units	Year 1		Year 2	
	Target	Actual	Target	Actual
Sensitisation Conferences	2	2	ND	3
Attendance to Sensitisation Conference	ND	25	ND	22
Maquilas participating in the YQYP initiative	ND	14	15	15
Maquilas in Y1 (new)	ND	14	4	9

³³ IMIFAP's Programme Evaluation Leader, personal interview October 11th, 2016.

Units	Year 1		Year 2	
	Target	Actual	Target	Actual
Maquilas in Y2 (follow-up)	NA	NA	11	6
Supervisors Y1 (40 hrs workshops)	40	83	46	118
Pre Evaluations	ND	55	46	92
Post Evaluations	ND	47	46	88
Supervisors Y2 (56 hrs workshops)	NA	NA	70	36
Pre Evaluations	NA	NA	210	32
Post Evaluations	NA	NA	210	20
Operators Y1 (40 hrs workshops)	400	1,316*	600	1,323*
Pre Evaluations	200	543	200	286
Post Evaluations	200	114	200	204
Operators Y2 (56 hrs workshops)	NA	NA	1,000	213*
Pre Evaluations	NA	NA	200	109
Post Evaluations	NA	NA	200	113
Accompaniment Visits 40 hrs	80	79	92	184
Accompaniment Visits 56 hrs	NA	NA	140	61

ND = No Data; NA = Not Applicable

Source: Elaborated by author with data provided by Yo Quiero Yo Puedo-IMIFAP and C&A Foundation

*These are numbers provided by Yo Quiero Yo Puedo-IMIFAP reports, and not estimated by the Evaluation team.

It is important to note that in both years, the number of supervisors and operators from new maquilas that participated in the initiative was achieved far beyond the expected targets. However, as shown from

Table 2.2 and Table 2.3 in section 2, these numbers came from a few maquilas: 86 percent came from five out of fourteen maquilas in Y1, and 88 percent came from **only one maquila** in Y2. It was argued above that low commitment affected the initiative's participation leading to a disproportionate effectiveness. Focusing on increasing the interest in and commitment to the initiative is a vital activity if a larger scale of operation needs to be achieved.

4.4 Efficiency

4.4.1 Allocation and use of human resources

In terms of **quality** of human resources, the YQYP initiative's implementation team (PIT) consisted of a Programme Coordinator, a Field Coordinator, Technical Assistants for training design, Evaluation Technical Assistants and Formative Workshops Facilitators that also provided the accompaniment visits. Yo Quiero Yo Puedo-IMIFAP provided sound expertise for the design and implementation of the YQYP initiative. One strength of Yo Quiero Yo Puedo-IMIFAP resides in good management structures and implementation capacity as well as in the trained, experienced and motivated staff.

All members of the team were based in Mexico City and had good relationships with their peers. Capacity building for the YQYP initiative on life and technical skills, psychological barriers, personal agency and intrinsic empowerment was supervised by Yo Quiero Yo Puedo-IMIFAP's President and Director who have extensive track record researching and implementing these approaches in other projects. Field staff members were qualified professionals with longstanding operational experience in delivering initiatives based on the Yo Quiero Yo Puedo-IMIFAP's methodological framework. They were highly motivated and well equipped to perform their tasks. Feedback meetings were done regularly so that team members could discuss the progress and challenges of the initiative. During the visits for the KIIs, the evaluator was able to observe the professional relationships and support between staff members.

Notwithstanding the extensive experience of the field team, Fundación C&A addressed the need for the Programme Manager to be more proactive and have more initiative and expertise to "sell" the initiative in the industry. From the Foundation's point of view, the Programme Manager role needed to be more relational with

the industry rather than just operational. They perceived that the YQYP initiative needed a senior or executive person, with a sales profile able to position the initiative within the textile industry.

In terms of **quantity** of human resources, as shown in Table 4.6, the number of people deployed in Y1 to implement the YQYP initiative was on target, whereas in Y2 it was significantly larger than the target for Y2 and much larger compared to Y1. According to interviews with the programme implementing team (PIT), this upsurge of human resources in Y2 was due to the need for more people to meet a larger number of supervisors coming from new maquilas (Y2) compared to the originally planned (118 vs 46). However, this reason was unclear. On the one hand, the YQYP Programme Evaluation Leader argued that given the constant lack of participation of many maquilas, the PIT made the decision to move the financial and human resources from those maquilas not participating in the initiative to those who were showing more interest and willingness to participate. She expressed the situation as follows:

"I don't feel that the problem was that we abandoned factories, the problem was that after you go one day and they don't respond, and this is repeated several times and then call them and they don't respond, you conclude that those factories are not going to do the replica sessions any more. Then you have to make the decision to move the people to other factories".

This situation together with pressure to achieve the number of participants in the initiative pushed the PIT to take that short-term operational solution rather than to make strategic decisions to keep the quality of the initiative.

"We were concentrated on the factories that were responding well, but I think we should've had a team in the other factories even though they weren't replicating. Because of our concern about achieving the goals, we thought that it was better to move resources from the factories that were not participating to the ones with better participation. I think that we should've assigned people to those factories and register that in the project even though they weren't performing".

Table 4.6. Initiative human resources by year of participation.

Units	Year 1		Year 2	
	Target	Actual	Target	Actual
Personnel	8	8	10	36
Programme Coordinator	1	1	1	1
Field Coordinator	1	1	1	1
Technical Assistants for training design	2	2	2	2
Formative Workshops Trainers (Accompaniment Visits)	2	1	2	28
Evaluation Technical Assistants	2	3	5	4

Source: Elaborated by author with data provided by Yo Quiero Yo Puedo-IMIFAP and C&A Foundation

On the other hand, even though there was a disproportionate allocation of human resources for accompaniment visits, the Programme Evaluation Leader argued that there was a shortage of people in the initiative to provide these visits.

"I think we needed more human resources for the accompaniment phase of the project. The lack of enough people to do accompaniment visits in all the factories had an effect on the quality of the outcomes of the project".

The reason behind this situation lies on several planning issues. First, the estimated number of Supervisors from new maquilas in Y2 was 46 compared to the actual number achieved 118. This required a higher number of staff to deliver accompaniment visits. Second, it was planned to provide two accompaniment visits per supervisor and this was not the case in one maquila in Y2 which received 159 visits for 66 supervisors (65% of all visits in Y2). For the Yo Quiero Yo Puedo-IMIFAP's Research Leader these differences compromised the quality of the initiative during the accompaniment phase:

"I think we assigned a lot of people to support the accompaniment visits of one company and there were no people to cover the other companies. I think that in terms of quality of work we meet their expectations, maybe we didn't cover all the companies with the same quality, some received better accompaniment visits than others".

Regarding other YQYP initiative activities, there was a general perception that a good quality initiative was delivered. From the external perception of the C&A Foundation Programme Manager *“the quality was good, workers welcomed the initiative and they showed to be happy and participative when I visited the factories”*. From the perception of the PIT, the initiative delivered more inputs than those budgeted and reported. For example, the team produced individual reports for each participant maquila; it carried out further monitoring visits and provided group feedback. None of these activities were reported.

4.4.2 Financial management

All financial operations and initiative expenditure were closely monitored, and effective internal control mechanisms were in place. For the overall financial management, Yo Quiero Yo Puedo-IMIFAP had a financial team, consisting of the Director, an Administration Leader and a Finance Leader who managed and controlled the financial resources through a standardised process during the initiative. Given that the budget of the initiative was built between the Finance and the Programme areas, all financial resources for the initiative activities were disposed through a resource application or upon receipts that were always in accordance with the activities projected in the initiative³⁴.

Budget monitoring was done on a regular basis to verify whether expenditure and receipts were in balance and to assess whether expenditures were consistent with the proposed budget. Adjustments in the allocation of funds were made when the initiative required to modify some activities but always within the available funds.

High standards were kept for internal financial control according to the requirements of the Mexican authorities and in compliance with Yo Quiero Yo Puedo-IMIFAP's standards. Proper books of accounts were kept and at the end of each period a balance sheet between expenditure and activities was completed on the basis of a check of receipts and documents. A financial report was sent to the C&A Foundation according to the schedule stipulated in the contract. The Finance Director was closely monitoring the financial and overall project management and the Finance team met with the PIT on a regular basis in order to learn from their experience and make recommendations for improvement for the next stages.

4.4.3 Initiative's monitoring and evaluation

Yo Quiero Yo Puedo-IMIFAP employed different instruments to monitor and evaluate the performance of the YQYP initiative activities.

Table 4.7. Monitoring and evaluation instruments.

Instrument	M	E	Activity	Frequency	Objectives	Y1	Y2
Exit survey		✓	Sensitisation conferences	One time with all participants	<ul style="list-style-type: none"> To collect the opinion of industry leaders about the characteristics of the initiative To know the needs of the sector To get the maquilas' interest and participation in the initiative 	✓	✓
Attendance lists	✓		Formative Workshops	Every session	<ul style="list-style-type: none"> To register participants' attendance 	✓	✓
Opinion questionnaire		✓	Formative Workshops	One time after the initiative with sampled participants	<ul style="list-style-type: none"> To record participants' experience of and opinion about replica workshops To collect useful information to improve the contents and logistics of replica sessions 	✓	
Accompaniment guide	✓	✓	Accompaniment Visits	Every time during accomp. visits	<ul style="list-style-type: none"> To observe and monitor the performance of Supervisors and Operators during the replica workshops To provide feedback and support to improve quality of replica workshops To record participants' experience of and opinion about replica workshops To collect information to improve the contents and logistics of replica sessions 	✓	✓

³⁴ During the interview the IMIFAP's Programme Manager argued that she did not know the budget for the YQYP programme.

Instrument	M	E	Activity	Frequency	Objectives	Y1	Y2
Operators' evaluation questionnaire		✓	Replica Workshops	Two times: before and after the initiative with sampled participants	<ul style="list-style-type: none"> To evaluate changes on different domains To collect data according to the year of the initiative 	✓	✓
Supervisors' evaluation questionnaire		✓	Formative Workshops	Two times: before and after the initiative with sampled participants	<ul style="list-style-type: none"> To evaluate changes on different domains before and after the initiative To collect data according to the year of the initiative 	✓	✓

M = Monitoring, E = Evaluation

Source: Elaborated by author with data provided by Yo Quiero Yo Puedo-IMIFAP and C&A Foundation

Regarding **monitoring instruments**, as can be seen from Table 4.7, attendance lists were used to register the participation of supervisors in the **Formative Workshops**. Field staff recorded supervisors' attendance per week, the reasons for not attending (in a few cases) and the approximate number of subordinates with whom supervisors would replicate the initiative. This instrument helped the Evaluation team to estimate the attendance ratio per attendee and maquila. At the end of the initiative, an "opinion questionnaire" was used in Y1 to collect supervisors' experience in order to improve the workshops contents and logistics. No additional instruments were used to monitor the progress and performance during the Formative Workshops.

Regarding **Replica Workshops**, the initiative **did not** implement any mechanism to monitor and control the number of operators receiving the YQYP initiative. No attendance lists or any other type of registration controls were used by Supervisors during the replica workshops. For this reason, the initiative did not collect critical information such as:

- Number of people who received the initiative
- Socio-demographic characteristics
- Attendance ratio by participant and maquila
- Reasons for attending or not attending
- Opportunities to improve the quality and efficiency of the replica sessions

The only way by which field staff was able to monitor the replica workshops on occasional basis was by direct observation during the **Accompaniment Visits**. These visits were a mechanism to monitor and evaluate the performance of replica workshops although designed to happen only twice during the initiative per supervisor (there were two maquilas in Y2 that received more than two visits per supervisor). Implementing adequate monitoring and control mechanisms for replica workshops is an important opportunity to enhance the efficiency and performance of the initiative in future phases.

Initiative activities used **evaluation instruments** before and after the workshops, and during the accompaniment visits. The process of tracking outcomes was systematic given that data was collected in specific times and systematised by the Evaluation Team who in turn passed datasets to the Research Leader for data normalisation and analysis. Nonetheless, most of the human and financial resources for process (i.e. accompaniment visits) and results evaluation (i.e. application of questionnaires) were concentrated on just a few maquilas which undermined the scope of the monitoring and the evaluation design. Training supervisors of independent workshops or very small maquilas was not efficient in terms of the number of workers benefited by the initiative.

Regarding **credibility**, there was a general consensus between Fundación C&A and Yo Quiero Yo Puedo-IMIFAP staff that the initiative produced credible results "given that Yo Quiero Yo Puedo-IMIFAP's methodology is robust"³⁵. Initiative's results were shared with the initiative stakeholders through yearly written reports. However, there was an issue of clarity and simplicity in the way results were interpreted and presented in the reports. It was believed that results were presented with a highly technical language which made it difficult to understand for dissemination and sharing purposes. An important opportunity for future phases of the initiative is to present and share the results with other stakeholders such as maquilas, Chambers of Commerce and fashion brands using a more practical and grounded style such as "story telling".

According to the field Programme Manager, in the first four months of the initiative weekly **communication** between her and the Fundación C&A Programme Manager made sure that transparency about success and shortcomings of the initiative was as clear as possible. After both parts agreed that the initiative was progressing

³⁵ C&A Foundation Programme Manager, personal interview October 10th, 2016.

well, the communication changed to a monthly basis. Nevertheless, it was a common perception that more constant and effective communication was needed to draw better learning from the initiative. In terms of internal communication, weekly staff meetings were the main way to exchange information and experience of the initiative's implementation activities. Progress was recorded in a shared Excel file to which all team members had access.

Additional mechanisms were used during the initiative that recorded relevant information and evidence observed within the maquilas. These were tape recordings from the group feedbacks, testimonies during the visits, photos, notes from field staff and other pieces of evidence considered relevant to the initiative interests. However, this information **was not systematised and used** for the initiative's results due to lack of capacity to process the information and given the fact that these mechanisms were not included in the initiative proposal and budget. As the Programme Evaluation Leader pointed out:

"... we did have so many recordings from the group feedbacks and sometimes we heard evidence and pieces of information during the session that we thought were very relevant to the initiative interests. However, once we returned to the office and got involved in other projects, that piece of evidence got lost or forgotten... many of our experience inside the companies was not reported, it only stayed with us"

This was an important lesson learned by the PIT and Fundación C&A. It is also an opportunity to think of practical and effective mechanisms to capture and use this evidence and improve the results of future phases of the initiative.

4.4.4 Initiative's learning and constraints

The first main lesson learned by Yo Quiero Yo Puedo-IMIFAP and the Fundación C&A during both years of the YQYP initiative was the difficulty of **gaining access to the maquilas**. There was an initial expectation that the chambers of commerce would be a powerful means of gaining access to maquilas, but soon after the initiative began the PIT realised that there were other important constraints to be dealt with:

Internal constraints:

- Heavy workloads in the maquilas made access more difficult
- Workers' concerns about the opportunity cost of taking the initiative
- Little interest of senior managers in participating in the initiative
- Maquilas showed more interest in initiatives aimed at attracting brands to buy their production

External constraints:

- The chambers of commerce did not have all the power needed to call the industry
- Widespread apathy in the industry for initiatives aimed at improving working conditions

The support of the C&A Foundation in introducing the Chambers of Commerce to Yo Quiero Yo Puedo-IMIFAP was instrumental for the implementation of the YQYP initiative. However, more strategic alliances and dissemination activities aimed at promoting the benefits of the initiative with different stakeholders were needed in order to reduce the effects of these constraints and increase the scope of the initiative. An important expectation from C&A Foundation is that a Mexican organisation such as Yo Quiero Yo Puedo-IMIFAP would take the lead role or "voice" of the industry in the efforts to improve labour conditions. Thus, it is crucial that Yo Quiero Yo Puedo-IMIFAP appoints a person with the experience and profile to push the initiative forward and deal with the diverse complexities of the industry.

A second important lesson cited by Yo Quiero Yo Puedo-IMIFAP's implementing team was to **improve the dissemination** of results within the industry in order to increase the interest and participation of other maquilas and regions. It is crucial that Yo Quiero Yo Puedo-IMIFAP shares and presents the initiative's results and experience in public events and forums with the business, academic, government, and civil society sectors to increase their awareness of and interest in the initiative. Yo Quiero Yo Puedo-IMIFAP's Evaluation Leader argued that by showcasing the results of the initiative, other factories would probably be less reluctant to participate: *"I am sure that if those new factories knew the results that others are achieving, we would get a more positive reaction"*. This is a good opportunity for Yo Quiero Yo Puedo-IMIFAP to exploit the evidence collected and not used to create successful case studies. Moreover, these activities may result in institutional collaborations to create public policy, initiatives, projects and actions to improve the wellbeing, productivity and life quality of textile industry workers in Mexico.

These two lessons need to be taken into consideration if the initiative continues or is expanded to other areas.

4.5 Effectiveness

4.5.1 Initiative activities

This section provides an analysis of the respondents' perceptions about the elements of the YQYP training activities that worked more effectively during the initiative implementation. Data was collected through focus group discussions (FGDs) and case studies with supervisors and operators from Y2 and Y1&2 of the initiative presented in Table 4.8 below.

Table 4.8. Participants in FGDs and case studies

Code	Category	Location	Date	Duration (mins)	Number of participants
CSO1	Operator Y2	Inova Textiles, Mexico State	31/01/17	55	1
CSS2	Supervisor Y1&2	Poin, Puebla	26/01/17	84	1
FGW1	Operators Y2	Inova Textiles, Mexico State	31/01/17	90	6
FGS1	Supervisors Y2	Inova Textiles, Mexico State	07/01/17	125	4
FGW2	Operators Y1&2	Poin, Puebla	17/01/17	135	7
FGS2	Supervisors Y1&2	Poin, Puebla	17/01/17	167	7

Formative workshops

Having **dynamic activities** was viewed as the most important feature during the formative workshops (FWs). Supervisors from both years of the initiative pointed out that this feature of the FWs enabled them to 'have fun' during the learning process and 'interact with their work colleagues'. Both effects were very relevant especially for employees who spend most of their time under pressure and have minimum interactions with their peers. In addition, they argued that having participatory, experiential and ludic activities such as playing, acting, moving around and so on facilitated the communication and learning process and increased the effect of the initiative on the participants.

Respondents from CSS2 and FGS2 felt that the **supporting materials** used by the facilitators were effective means of communications during the workshops and provided an easier way to understand the concepts and objective of the activities. However, respondent CSS2 thought that participants also needed to have supporting materials during the FWs since she felt too much information to assimilate in little time and the **lack of handouts** made her feel lost during some sessions. She also thought that the training **methodology was appropriate** as it provided a **relaxing approach** that delivered **good quality sessions** with positive learning results. Generally speaking, participants thought that FWs' facilitators were professional and engaging with the attendees.

Supervisors from CSS2 and FGS2 felt that the **number of FW sessions** should be extended to spread out the contents and load of information as they often felt it was **too much information** to learn in each session that often put them under pressure. In terms of length of the sessions, the opinions were mixed. Some supervisors thought that four hours did not put too much pressure on their job duties; however, others felt that four hours was **not enough time to digest the information** and achieve the level of depth some topics required. On occasions they had to rush the dynamics to move on to the next topic.

Table 4.9. Current and suggested topics for Formative Workshops

Topics with more result:	Topics for future sessions:
<ul style="list-style-type: none"> Emotions Self-assessment and self-recognition Teamwork and communication Health and self-care Respect and tolerance Ethic and values Gender equality Long-term objectives 	<ul style="list-style-type: none"> Personal development Economic security Environment issues Sexual harassment at work Human rights Topics related to disable people Self-esteem

As a final point, respondents from FGS1 recommended that the FWs should be **scaled up to senior managers** or even the maquilas' directors. They thought that the initiative should have a top-down approach as well as bottom-up. In addition, they pointed out that the **initiative design was not appropriate** since Yo Quiero Yo

Puedo-IMIFAP did not take into consideration the needs and profiles of initiative participants such as level of education, age, level of responsibilities, and so on. Given that there was only 'one-fit' initiative, some supervisors found some topics difficult to understand and replicate. That was one of the reasons some supervisors opted out or did not turn up in the sessions. They recommended that Yo Quiero Yo Puedo-IMIFAP should **customise the initiative** according to the participants' profiles.

Replica workshops

From the supervisors' point of view, replica workshops (RWs) can be improved for future phases of the initiative. First, they thought that the **handbook was confusing**, not clear, and with a complex language. They argued that often they felt confused and lost which undermined the quality of delivery. Second, they believed that some of the **activities were difficult to perform**, thus they found it difficult to provide quality of content and improve the interest of operators. This was confirmed by operators from CSO1, FGW1 and FGW2 who argued that some supervisors **lacked the experience, level of education or profile** to deliver a workshop which was evident when they could not explain themselves or express their ideas. In addition, supervisors often had a **poor understanding or preparation of the topics**, which undermined the audience learning process and the interest in the RWs. In all cases, respondents suggested that an experienced professional should deliver the RWs.

Third, in terms of length of RWs the opinions were mixed as well. On the one hand, supervisors and operators who experienced short sessions (15 minutes) felt that the **time for RWs was not sufficient** to achieve positive effects. They pointed out that little time put a lot of pressure on them to assimilate the topics quickly which often did not produce the expected effects on them. On the other hand, operators with longer sessions (1 hour) felt that one hour was a **'waste of working time'** that put a lot of pressure on them to catch up later with their production lines. Fourth, they also felt that the venues were not always the best places to have the RWs as they often got distracted by people passing by or receiving call from other work colleagues. Besides, they thought they **needed hand-outs** to follow the sessions better.

Operators and supervisors also felt that the RWs' activities were **dynamic and fun** which contributed to a better **communication, interaction and motivation** to improve their performance. Some operators from FGW1 and FGW2 argued that their supervisors were good facilitators using a **simple language and good supporting materials** during the sessions.

Table 4.10. Current and suggested topics for Replica Workshops

Topics with more result:	Topics for future sessions:
<ul style="list-style-type: none"> • Emotions • Teamwork and communication • Health and self-care • Respect and tolerance • Equality 	<ul style="list-style-type: none"> • Self-assessment and self-recognition • Self-confidence • Self-esteem • Ethic and values • Personal development and motivation

Accompaniment visits

Supervisors from CSS2 and FGS2 thought that accompaniment visits (AVs) collected good information and provided fairly good verbal feedback during the RWs. However, CSO1 argued that the support provided by the AVs was not effective most of the time as AV advisers always referred to the same aspects and people often did not understand the meaning of their feedback. In addition, CSS2 pointed out that supervisors never received any written feedback from the AVs. This supervisor pointed out that AV advisers only provided some recommendations and tips at the end of the session, but she thought that having a simple report where they could see their progress during the RWs and their areas of improvement would be very helpful as part of their development as agents of change.

4.5.2 Internal learning feedback loops between Yo Quiero Yo Puedo-IMIFAP and Fundación C&A

Feedback loops are formally established and used mechanisms to allow initiative beneficiaries to provide information on their experience of a initiative, organisation or of the wider system³⁶. The aim of feedback loops is to use the outputs of the initiative and route them back as inputs as part of a chain of cause-and-effect that forms a loop. The initiative implemented "opinion questionnaires" to collect the experience and opinion of

³⁶ Bonino, F., Jean, I. and Knox Clarke, P., (2014). *Humanitarian Feedback Mechanisms: Research, Evidence and Guidance*. London: ALNAP/ODI.

Supervisors when the Formative Workshops ended and “Accompaniment guides” to collect the opinion of supervisors during the Replica Workshops. These tools focused only on Supervisors and were not used on a regular basis with the same participants.

Regarding Operators, it is important to note that the initiative did not implement feedback loops mechanisms to collect their experience and opinion during the Replica Sessions. As discussed in Section 4.4.3, the PIT recorded evidence through a number of informal sources but that information was not used at all. The Fundación C&A (FC&A) Programme Manager believed that an important amount of evidence and testimonies from the workers was lost because of the lack of feedback mechanisms.

An important lesson for the initiative is to implement formal and informal feedback loop mechanisms that can help the PIT and the FC&A to learn and improve the activities during the initiative.

4.5.3 Contribution of Fundación C&A to the YQYP initiative objectives

Information from KIIs and desk review provided solid evidence that the FC&A played an important role in the design and implementation stages of the YQYP initiative. Regarding the initiative design stage, as discussed in section 4.1.2, in 2014 FC&A commissioned INSITUM to carry out a research study of the Mexican textile and footwear industry to understand its ecosystem and needs. This study set up the basis for the inputs and activities of the YQYP initiative.

In relation to the YQYP initiative implementation, the FC&A played a central role facilitating the links between Yo Quiero Yo Puedo-IMIFAP and key industry stakeholders such as the chambers of commerce (CANAIVE and SINTEX) and maquilas. These introductions helped Yo Quiero Yo Puedo-IMIFAP to organise the Sensitisation Conferences and bring maquilas to the initiative. Yo Quiero Yo Puedo-IMIFAP's Programme Manager thought that *“the links that FC&A has with other sectors have been helpful to 'keep the doors open' for the YQYP initiative”*. She also pointed out that the FC&A has also been supportive in suggesting ideas and strengthening some alliances with other stakeholders. In addition, the FC&A's knowledge in the industry played an important role in the development of the initiative. Nevertheless, the FC&A Programme Manager felt that it was a need for the foundation to keep a closer approach to supporting and supervising Yo Quiero Yo Puedo-IMIFAP's work during the initiative implementation. This feeling was developed as a result of missing information in Yo Quiero Yo Puedo-IMIFAP' reports which often did not report all the results of the initiative.

“FC&A opened doors and links, but on the other hand we needed to have a more rigorous, timely and closer supervision. When we received the reports we often said, ‘I wished I had something different’”.

At the beginning of the initiative, the FC&A decided to hold back and let Yo Quiero Yo Puedo-IMIFAP to develop and implement their own strategies. On the other hand, Yo Quiero Yo Puedo-IMIFAP felt that they needed more guidance and support from the FC&A. As the Yo Quiero Yo Puedo-IMIFAP's President put it:

“In the beginning we did not know where to go or what to do. She told me that she did not want to give me any direction, she wanted me to come up with the ideas. I think that it would have been much easier and more efficient if the foundation would have given us their hypothesis right from the beginning, that would have been very useful”.

Following these experiences and given that the major barrier of the initiative was to gain access to the factories, both organisations realised the importance of working closer and stronger, as allies. This conclusion is fundamental to find the mechanisms needed to create closer links between the YQYP initiative and maquilas, and strengthen the outcome and dissemination of the initiative.

4.6 Sustainability

Figure 4.2 draws on information collected from KIIs and builds on information already presented in this report. The YQYP initiative's sustainability lies at the centre of three levels of industry stakeholders that are related to one another. First, at the **micro level**, there are maquilas' operators who are the main beneficiaries of the YQYP initiative, particularly operators who are considered the ‘target population’ (bottom-up approach). At this level, sustainability requires the maquilas' senior managers and directors' commitment to and involvement in the initiative, and to allow supervisors and operators to devote time to the replica workshops on a weekly basis.

Findings showed that fewer than half of the maquilas that participated in Y1 (43%) stayed in the initiative for Y2, and only 23% of supervisors who participated in the formative workshops in Y1 participated in Y2 (56-hour

workshop); these figures will have to be increased in order to achieve sustainability. Supervisors perceive a regular/medium level of involvement of managers and peer supervisors, which could partially explain the drop out of maquilas and supervisors from the initiative. However, a key aspect that can contribute to sustainability relies on the fact that supervisors themselves were very satisfied replicating the initiative, and almost all of them have the handbook to deliver the replica sessions with their personnel.

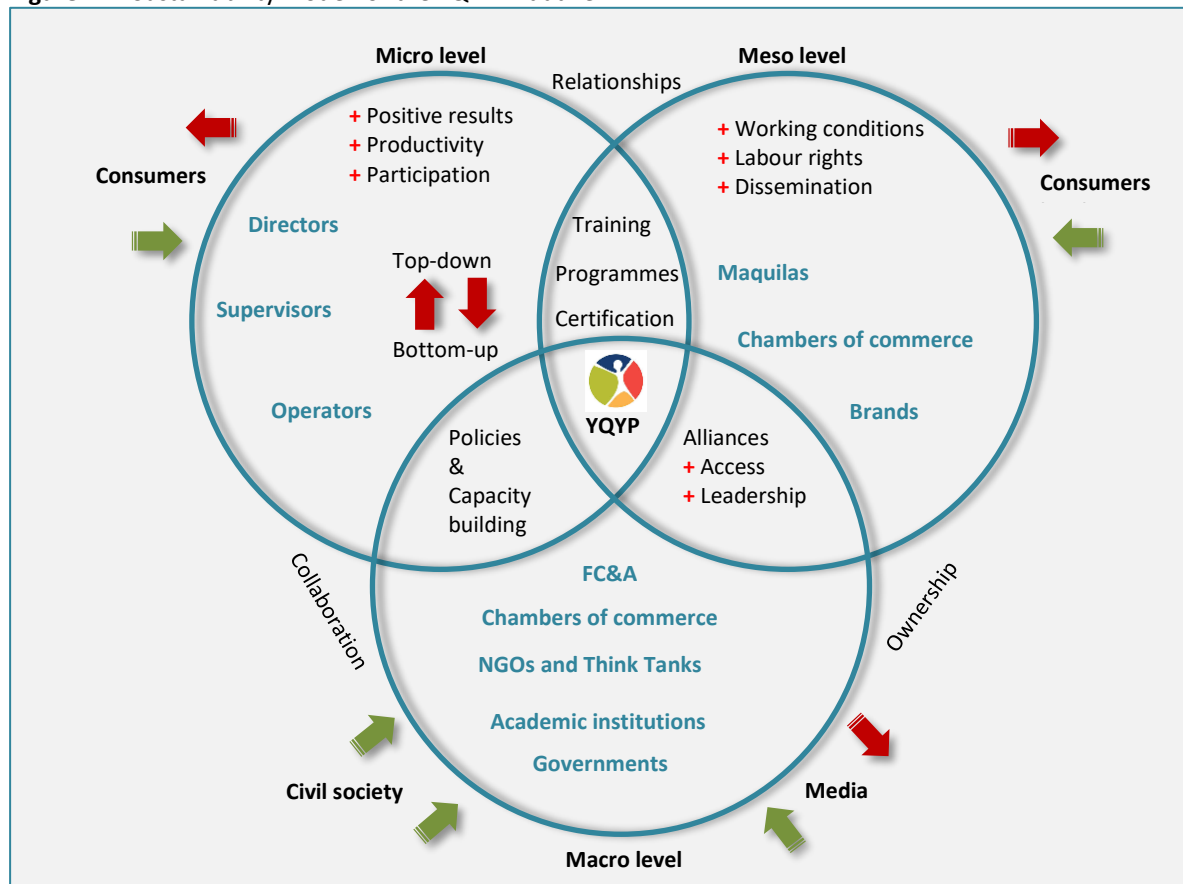
According to the initiative implementing team (PIT), the initiative achieved better results when senior managers particularly the Production Manager and the HR Manager got involved in the whole process (top-down approach). As the YQYP Programme Evaluation Leader and Programme Manager stated:

"We had the experience with one factory where we implemented the YQYP initiative in Mexico City, Veracruz and Honduras because the production manager was very interested in the initiative and believed in it. However, he was made redundant and the person who took his position didn't continue with it, that person didn't even answer our phone calls, that was very frustrating".

"I think it's important that middle and senior managers are involved in the initiative... It's crucial to have the Production Manager as a key player and an ally in the initiative. We have the experience that if the PM is not interested in the initiative and he thinks that the initiative will not help, he will not let people to take the training as it affects the production even though the Director of the maquila is interested".

It is also important to increase the participation of workers at different levels in order to create positive results in areas such as teamwork, relationships, empowerment, risk prevention, and other fundamental aspects of the maquilas. If evidence shows that the productivity in the maquila increases as a result of the YQYP initiative, other stakeholders in the industry would be more interested in having a stake in the initiative.

Second, at the **meso level** of the industry we find maquilas, Chambers of Commerce and larger or international brands who are involved with or are responsible for initiatives, training and certifications to improve the working conditions of maquilas workers. These stakeholders need to work in close collaboration and improve their communication in order to develop a long-term vision of the type of employees they would like to have in the industry. It is crucial to work in alliance with other stakeholders such as Chambers of Commerce, foundations and NGOs to develop leadership that enables easier access to maquilas, so that more and more maquilas join the initiative.

Figure 4.2. Sustainability model for the YQYP initiative

Source: Elaborated by author with data collected from KIIs and industry related information.

Third, at the **macro level** there are foundations, NGOs, think tanks organisations, governments, chambers of commerce and academic institutions who advocate better working conditions, quality of life, labour rights and other issues related to the industry. It is important to keep strong relationships and collaborations with these stakeholders to influence and fund the development of policy-making and capacity building initiatives.

In addition, there are three external driving forces in the industry that push the interactions between these three levels inwards or outwards. The first is are consumers, whether they are driven by their social concerns about the textile industry or their fashion needs and trends. Consumers produce pressure on brands and maquilas to engage more or less with initiatives, training or alliances associated to improve the working conditions and wellbeing of maquila workers. The second driving force is civil society whose main interest is, in theory, to push stakeholders at the macro level to create policies, initiatives, alliances and resources to improve the labour conditions of textile workers. Civil society can be a strong ally for the promotion of the YQYP initiative through leveraging advocacy activities with consumers and public organisations. The third driving force is the media, which plays an important role influencing consumers, the civil society and other stakeholders to push the three levels either inwards or outwards.

As the external driving forces push the three levels inwards, the interactions between them get stronger and the YQYP initiative becomes more important. By contrast, if stakeholders lose the interest and the driving forces pull the levels outwards, the YQYP initiative becomes less relevant and, thus, not sustainable. Finally, in order for the YQYP initiative to be sustainable, it is important that stakeholders at the three levels of the industry develop a sense of ownership of the initiative, so they have the motivation and interest to collaborate and create better relationships in the industry that will ultimately promote its success and expansion to other areas.

5. Conclusions

The purpose of this evaluation was to *assess the extent to which the YQYP initiative proved to be effective in improving the quality of life, labour conditions and productivity of workers in the maquilas where the initiative was implemented.*

The objectives of the evaluation were:

- To explore how the initiative contributed to either positive or negative, intended or unintended changes on the wellbeing and productivity of supervisors and operators during the two years of the initiative.
- To assess the initiative's relevance, efficiency, effectiveness and sustainability.

5.1 Outcomes

The qualitative and quantitative components of this evaluation demonstrated clear evidence that the YQYP initiative has positive outcomes on a range of different aspects of the lives of operators and supervisors across both years of the initiative. Conclusions are as follows:

- The YQYP initiative achieved positive outcomes in the following **impact domains**: (1) job satisfaction and productivity, (2) relationships at work and in the household, (3) gender equality, (4) health and self-care, and (5) overall wellbeing. The YQYP initiative did not produce positive outcomes in the economic security domain. This was expected and is consistent with the initiative's ToC.
- The **workshop themes** that led to more positive outcomes across all impact domains were: (1) effective communication & working relationships, (2) values, equality & working responsibilities, (3) teamwork (4) productivity & motivation to achieve better results, and (5) balance between working and personal life.

The most significant **positive outcomes** of the initiative across all impact domains were:

- According to qualitative findings, the most important contribution of the initiative was to improve the **working environment and relationships** of the vast majority of supervisors and operators across Y2 and Y1&2 cohorts. Quantitative results showed similar results but only in Y1 supervisors, that more men had better relationships at work than women, and that those with less than two years in the maquila had better relationships compared to those with three or more years.
- IIs and FGDs showed that the majority of supervisors and operators improved their **sense of teamwork** to achieve objectives in both years of the initiative, this was more common among Y1&2 supervisors.
- Over a half of supervisors and operators interviewed, particularly from the Y2 cohort, felt that the YQYP initiative contributed to having a **better sense of personal development, job satisfaction and self-fulfilment**. This was supported by the quantitative results that also showed higher levels of job satisfaction in all cohorts except Y1&2 supervisors, and amongst operators with higher levels of education.
- Quantitative results showed that the initiative contributed to improving the **physical health and self-care in the workplace** of supervisors and operators particularly from the Y1 cohort, whereas blinded qualitative results were less conclusive. Overall change was positive in this area, but fewer than ten respondents, particularly supervisors, reported that the initiative had contributed to improved physical health. Other more personal factors (such as improved housing conditions) not related to the initiative were considered to be more significant drivers of positive change in this area.
- More Y2 supervisors and operators reported that the initiative helped them to increase their **productivity and results at work** compared to those in the Y1&2 cohort. The quantitative results only demonstrated positive effects for Y1 and Y2 operators mainly due to an effect of the Y1 implementation. The estimates did not show an effect of the initiative on supervisors' productivity.
- Quantitative results revealed that the initiative had strong outcomes on the **wellbeing** (understood as the balance between their work and personal life) of Y2 supervisors and operators, particularly men and people with higher level of secondary education. Qualitative findings also showed that some supervisors in the Y1&2 cohort improved their communication, relationships and quality time with their family as a result of the initiative.
- A better **sense of self-control, self-confidence and self-esteem** was more common amongst Y2 and Y1&2 supervisors compared to Y2 and Y1&2 operators. This finding was aligned with quantitative results that also showed positive effects in all cohorts except in Y1 and Y1&2 supervisors. Men, and respondents with higher levels of education showed better achievements in these **life skills**.

- The initiative contributed to improve a **sense of accident prevention, responsibility and working conditions**, particularly amongst Y2 and Y1&2 supervisors. Quantitative results found similar positive effects on the working conditions of Y1 and Y2 supervisors.
- Taking the YQYP training helped just under half the interviewed operators and supervisors, particularly from Y1&2 cohort, to increase their **sense of respect and empathy for each other, as well as their sense of equality and working rights**.
- The **negative outcomes** cited were generally related to the pressure, workloads, stress and conflicts at work. Results did not find explicit evidence of negative outcomes as a result of the YQYP initiative activities; thus, the initiative 'did no harm'. However, these external factors appeared to have negatively affected some of the outcomes which the initiative had aimed to improve. Although these are outliers, they deserve attention for future improvement of the initiative:
 - Although the initiative contributed to positive outcomes in the health & self-care domain, more than ten respondents, particularly supervisors, reported that their **physical health had worsened** due to stress, sickness and bad eating and sleeping habits.
 - Fewer than 10 respondents across both samples reported **increased stress at work**.
 - Five respondents, particularly Y2 and Y1&2 supervisors, cited that their **quality of life and time with family had decreased** due to workloads.
 - Two respondents cited **hostile relationships, discrimination and harassment** due to conflicts caused by pressure and stress during busy work periods.

5.2 Process evaluation

Overall, the evaluation found positive evidence of the **relevance** of the YQYP initiative. Its objectives and strategies were aligned to at least three out of the four key principles of the C&A Foundation's ToC, mission and vision. In addition, the design, activities and content of the initiative were based on robust information from findings from a research study and exit surveys. The YQYP initiative reached more cities than originally planned, whilst not reaching the expected profile due to a lack of interest of maquilas with 'precarious working conditions' and the inherent risk involved in working with them.

Inputs and activities

- **Sensitisation Conferences (SCs)** helped to attract maquilas by geographical region but did not achieve the scale expected by the FC&A. Twenty-five maquilas attended SCs in Year 1, from which only 9 joined the initiative, whereas 22 maquilas attended the SCs in Year 2 from which only 4 joined the initiative.
- **Formative Workshops (FWs)** were the initiative activities with better control and structure. Participation was registered through attendance lists – filled in by the attendees – and also in a MS Excel format – filled in by the facilitator – by name, age, gender, telephone, email, maquila, position, number of subordinates and recorded by session. In addition, the Yo Quiero Yo Puedo-IMIFAP's Evaluation Team applied an evaluation tool prior (Pre) and after (Post) the FWs. This was also used as a way to know the number of supervisors who actually finished the initiative. It is important to note, however, that pre and post evaluations were only applied to a sample of the initiative's participants.
- **Replica Workshops (RWs)** aimed to target the vast majority of the initiative participants i.e. operators. However, this activity entirely relied on the supervisor's capacity, time and willingness to perform the workshops, as well as on the maquilas' managers support and commitment to the initiative. It was found that the initiative did not implement a systematic process to register and control the number of operators receiving the initiative activities. This made it impossible to estimate the actual number of operators who participated in the initiative. The only mechanism by which the PIT knew if operators were receiving the initiative intervention was through direct observation during the Accompaniment Visits. However, these were irregular and depended, in the majority of cases, on the supervisor's workloads and priorities. This lack of control meant that some maquilas did not comply with the replica workshops as expected.
- **Accompaniment Visits (AVs)** were well structured and collected important information about supervisors' technical skills and performance, as well as operators' behaviours during the RWs. Findings present some differences between Y1 and Y2 due to changes in the rating scale of the evaluation instrument. AVs were crucial activities; however, (1) they depended on RWs, (2) the majority of AVs were concentrated on a minority of maquilas, and (3) they produced an extensive amount of qualitative information that was not systematised and used for the initiative due to lack of time.

Intended outputs

- In general terms the initiative was delivered on time, with a few delays due external factors. During the implementation, the initiative was adjusted in order to resolve some issues. For example, 'collective workshops' did not work for some maquilas, so the PIT provided the FW *in situ*. There was a learning curve with communications between the PIT and the maquilas, but it improved throughout the initiative implementation and that helped to deliver the workshops more efficiently.
- Initiative targets were generally achieved in Y1 while there were impediments in Y2 that did not allow to achieve some targets as planned. In year 2, although the overall number of maquilas was achieved, the initiative was more than 50% short with follow-up maquilas from Y1. This, therefore, affected all targets related to maquilas in Y2.

Efficiency

- In terms of **quality** of human resources, Yo Quiero Yo Puedo-IMIFAP provided sound expertise for the design and implementation of the YQYP initiative that consisted of good management structures, implementation capacity and a trained, experienced and motivated team. Feedback meetings were done regularly so that team members could discuss the progress and challenges of the initiative. A point of caution was raised by Fundación C&A to place a senior Programme Manager with more initiative and commercial experience. In terms of **quantity**, the number of people deployed in Y1 was on target (8), whereas it was significantly larger in Y2 (36). This difference was due to more staff required to deliver AVs given a larger number of supervisors coming from new maquilas (Y2) compared to the originally planned (118 vs 46).
- All **financial operations** and initiative expenditure were closely monitored, and effectively controlled.
- Yo Quiero Yo Puedo-IMIFAP employed different instruments to **monitor and evaluate the performance** of the YQYP initiative activities, such as exit surveys, attendance lists, opinion questionnaires, accompaniments guides, operators' evaluation questionnaire, and supervisors' evaluation questionnaire. All activities **except Replica Workshops** had a reasonable degree of monitoring and control. Supervisors used no attendance lists or any other control mechanism during the RWs to collect critical information to evaluate the performance and scope of this activity. Most of the human and financial resources for process (i.e. accompaniment visits) and results evaluation (i.e. application of questionnaires) were concentrated on just a few maquilas which undermined the scope of the monitoring and the evaluation design. Training supervisors of independent workshops or very small maquilas is not efficient in terms of the number of workers benefitting from the initiative. The process of **tracking outcomes** was systematic through evaluation instruments before and after the initiative intervention. The initiative produced credible results although there was an issue of clarity and simplicity in the reports. **Communication** could be improved with more constant and effective means to draw better learning from the initiative. **Additional information and evidence** recorded of the initiative such as digital recordings from the group feedbacks, testimonies during the visits, photos and notes from field staff **were not systematised and used** for the initiative's results due to lack of capacity to process the information.
- Main constrains of the YQYP initiative were (1) gaining access to the maquilas, (2) the Chambers did not have all the power needed to call the industry, and (3) widespread apathy in the textile industry for initiatives to improve working conditions. An important lesson learned from the two years of the initiative was to improve the dissemination of results within the industry in order to increase the participation of other maquilas.

Effectiveness

- Dynamic activities in **formative workshops** such as **participatory, experiential and ludic** activities were viewed by supervisors of Y1 and Y2 as the most important feature, since it enabled them to 'have fun' during the learning process and 'interact with their work colleagues'. Supporting materials used by the facilitators were effective means of communications; however, there is the need for handouts for supervisors to support the learning process. Some supervisors felt that the number of FW sessions should be extended to spread out the contents and load of information as they often felt it was too much information to learn in each session. There was a suggestion by a supervisor to customise the initiative according to the participants' profiles given that some supervisors found it difficult to understand and replicate.
- **Replica workshops** do have several areas of opportunity. Some of the aspects that can be improved include: (1) making simpler and clearer handbooks for supervisors, (2) providing easier activities for supervisors to perform during RWs, and (3) making flexible RW sessions that can meet the maquilas' needs.

- **Accompaniment visits** were considered reasonable good but their use could be improved by providing a simple follow-up report of the supervisors' progress during the RWs and areas of opportunity.
- Some **feedback loops** tools were implemented in the initiative such as "Opinion questionnaires" during FWs and "Accompaniment guides" during the RWs. However, these tools focused only on supervisors and were not used on a regular basis with the same participants. The initiative **did not implement feedback loops mechanisms to collect the operators' experience and opinion**. Some evidence was recorded by a number of informal sources but the information was not used at all.
- **Fundación C&A played an important role in the design and implementation** stages of the YQYP initiative. It commissioned a research study to set up the basis for the inputs and activities of the YQYP initiative. It also facilitated the links between Yo Quiero Yo Puedo-IMIFAP and key industry stakeholders such as the chambers of commerce and maquilas to roll out the initiative.

Sustainability

- The YQYP initiative's sustainability lies at the centre of three levels of industry stakeholders that are related to one another. At the **micro level**, the initiative should take a top-down and bottom-up approach to including people at all levels of the maquilas, such as middle and senior managers. More dissemination of positive results and successful cases is needed to increase the interest of the textile industry. At this level, sustainability requires the commitment of maquilas' senior managers and directors to keep participating in the initiative, and to allow supervisors and operators to devote some time to the replica sessions on a weekly basis. Findings showed that less than half of the maquilas that participated in Y1 (43%) stayed in the initiative for Y2, whereas only 23% of supervisors who participated in the formative workshops in Y1, participated in Y2 (56-hour workshop); these figures will have to be increased in order to achieve sustainability. Supervisors perceive a regular/medium level of involvement of managers and peer supervisors, which could partially explain the drop out of maquilas and supervisors from the initiative. Nevertheless, a key aspect that can contribute to sustainability relies on the fact that supervisors themselves were very satisfied replicating the initiative, and almost all of them have the handbook to deliver the replica sessions with their personnel. Finally, quantitative findings revealed that the positive changes found in Y1 on supervisors' knowledge and productivity, and on operators' life skills remained in Y2, suggesting a degree of sustainability of the initiative's effects.
- At the **meso level**, maquilas, Chambers of Commerce and larger or international brands have the major responsibility for introducing initiatives, training and certifications to promote and improve the working conditions of textile workers. They also need to strengthen the collaboration with one another and improve the communication. It is crucial to work in alliance with other stakeholders such as chambers of commerce, foundations and NGOs to develop leadership that enables easier access to maquilas, so more and more maquilas join the initiative.
- At the **macro level**, foundations, NGOs, think tanks organisations, governments, chambers of commerce and academic institutions have to keep advocating better working conditions, quality of life, labour rights and other industry issues. It is important to keep a strong relationship with these stakeholders to influence and fund the development of policy-making and capacity building initiatives.
- To make the YQYP initiative sustainable, these three levels of the industry need to develop a sense of ownership of the initiative, so they get the motivation and interest to collaborate and create better relationships in the industry that will ultimately promote the success of the initiative.

6. Recommendations

Initiative conceptualization

- It is suggested that the Theory of Change underlying the initiative is reviewed and refined, in close collaboration with Fundación C&A and C&A Foundation in order to meet the objectives and produce key performance indicators established by the C&A Foundation's ToC.
- 'The same suit does not fit all sizes', this is an important conclusion to introduce formal and informal feedback loop mechanisms at different levels of the maquilas (i.e. operators, supervisors, middle managers, senior managers and directors) in order to customise the design and contents of Formative and Replica Workshops according to their needs and socioeconomic profiles.
- The design of Formative and Replica workshops should be revised in terms of number and length of sessions, supporting materials, language of handbooks and type of activities.
- The content of formative and replica workshops should be revised in terms of language, definitions, timing and supporting materials.
- Strengthening the initiative content in the following topics would help to reduce the effect of negative outcomes: (1) stress and conflicts, (2) quality of life, (3) hostile relationships, discrimination and harassment at work, and (4) productivity and results at work.
- Respondents recommended the inclusion of additional topics in FWs: (1) Personal development, (2) Economic security, (3) Environment, (4) Sexual harassment at work, (5) Human rights, (6) Topics related to disable people, (7) Self-esteem.
- Respondents recommended the inclusion of additional topics in RWs: (1) Self-assessment and self-recognition, (2) Self-confidence, (3) Self-esteem, (4) Ethic and values, (5) Personal development and motivation.

Initiative implementation

- Before the YQYP initiative continues or expands to other geographies, it is critical to plan, implement and systematise adequate monitoring and control mechanisms for replica workshops to enhance the efficiency and performance of the initiative.
- Both organisations Yo Quiero Yo Puedo-IMIFAP and Fundación C&A should work in closer collaboration to reduce the access barrier to maquilas and strengthen the outcome and dissemination of the initiative.
- It is crucial to involve senior managers and directors in the initiative in order to reduce the access barrier to maquilas and increase the sense of ownership of the initiative.
- New and more efficient dissemination and collaboration activities are needed to increase the number of new maquilas in the initiative –and keep the current ones– such as massive media campaigns at different levels of the industry, sensitization activities to increase awareness with stakeholders, and strategic alliances in the textile industry. For these activities, a person with a strong commercial and social communication profile and knowledge in the sector is needed.
- Formal and informal feedback loop mechanisms between different stakeholders should be implemented in order for Yo Quiero Yo Puedo-IMIFAP and the FC&A to learn and improve the outcome of the initiative.

Process evaluation

- Implement and systematise adequate monitoring and control mechanisms in replica workshops.
- It is imperative to improve the way in which the PIT systematises and secures data derived from monitoring activities. Special attention should be paid in preserving workshop attendance lists, and in providing supervisors with a logbook to register key information of every replica session they facilitate (e.g. the number/theme of replica session, number and name of participants).
- It would be beneficial if all the maquilas could receive accompaniment visits in equal proportion, in this way there would be no supervisors who are not monitored, supported and advised. Unscheduled accompaniment visits would also help the PIT to get a more realistic view of the replica sessions occurrence and facilitation. It is important that the qualitative information gathered during AVs is systematised and used for the purpose of the initiative.

Outcome evaluation

In order to improve the evaluation design and the quality of evaluation instruments and data, the following actions are recommended:

- It is important to fully document each item in the questionnaires with clear reference to the original source (i.e. was the item taken from an existing, possibly validated, instrument or was the item constructed from scratch?) and with a justification of why the item is included in the questionnaire (e.g. referring to the underlying construct it intends to measure). Furthermore, it should be clear (and preferably written down) before the application of the questionnaire how the data will be analysed. If possible, a content validity study should be carried out by asking the opinion of independent experts; at the very least, a group of (possibly internal) persons not involved in the elaboration of the questionnaire should critically evaluate each of the items.
- We recommend abandoning the use of the “true”-“false”-“don’t know” response scale for knowledge items. Rather, open-ended questions may be considered (for example, rather than asking “there are five types of violence” with “true”-“false”-“don’t know” as possible responses, it is more informative to ask the participant to mention the types of violence, or to present him/her with a case and ask which type of violence is present). Moreover, the “don’t know” option is very difficult to handle in a correct psychometric analysis of these questions.
- Unless there are strong reasons to do so (e.g. if results from psychometric analyses suggest that an item is not functioning as intended), neither the wording of an item nor the response scale (in case of multiple-choice or Likert-type items) should be modified between different applications of the questionnaires. Changing the wording of an item or its response scale may complicate the data analysis and may jeopardize the comparison of results from different years and/or initiative modalities.
- In the process of data-entry, it is important to provide full detail on the different types of missing data. (Data may be missing because a participant refused to respond, because there was no time to ask the question, because the interviewer considered that the question was not appropriate, etc. Information on the reasons of missing data is required for a correct analysis and/or correct interpretation of certain results.)
- When applying a post-questionnaire to an operator of a treatment maquila, information about the supervisor who delivered the replica workshops should be included.
- As well as supervisors, it is also important for operators to identify the questionnaires filled out by the same individual at different times. In the current evaluation study, it was unknown whether the respondents of the pre-questionnaires were the same as those of the post-questionnaire, and if so there was no possibility to link the questionnaires filled out by the same individual.
- The participants in the evaluation study were obviously concerned about possible disclosure of and linking of their responses on the questionnaire to their identity. Whilst this is a challenge, it should be possible to use anonymous coding mechanisms to reassure them that their identity will be protected, thereby not losing the possibility to link responses over time.
- It would be helpful to add mechanisms to capture and systematise additional evidence (e.g. testimonies from informal conversations with YQYP facilitators and maquilas’ supervisors, managers and operators) that was not used, but may be informative to improve the results of future phases of the initiative.

Dissemination

- Improve the dissemination of results within the textile industry in order to increase the participation of other maquilas and states.
- Share and discuss this experience with the business, academic, government, and civil society sectors in public events and forums to increase awareness and develop collaborations in order to create public policy, initiatives, projects and actions directed to improve the wellbeing, productivity and life quality of textile industry workers in Mexico.

Annexes

Annex 1. Theory of Change of the YQYP initiative

As stated above, the “Yo quiero, yo puedo...cuidarme y ser productivo” initiative is based on the Framework for Enabling Empowerment (FrEE). The FrEE is a framework used by the Yo Quiero Yo Puedo-IMIFAP based on the Amartya Sen’s Human Development approach to designing and implementing social programmes. It provides a conceptual framework of the elements underlying personal agency³⁷ and intrinsic empowerment³⁸ as drivers of sustainable human development.

The FrEE follows four objectives:

1. Reduce psychological and social barriers such as fear, shame and guilt in order to enable human, social and economic development.
2. Enable people to acquire the necessary knowledge and develop life skills for human development.
3. Promote individuals’ changes of attitudes and behaviours so people gain control over their rights and responsibilities.
4. Strengthen changes of behaviour in order to transform social norms, and to ensure a holistic wellbeing.

The FrEE states that as people understand and experience the ways to overcome their own psychological and social barriers, they contribute not only to their own growth process, but also to the growth of their social, economic, and political context. By acquiring knowledge, people increase their choice and develop core competences and opportunities to reduce their psychological barriers. When people experience their first changes, then this behaviour can be expanded to other domains, growing a sense of personal agency. As people’s competencies are enhanced, they are able to influence and create new contexts exercising their intrinsic empowerment.

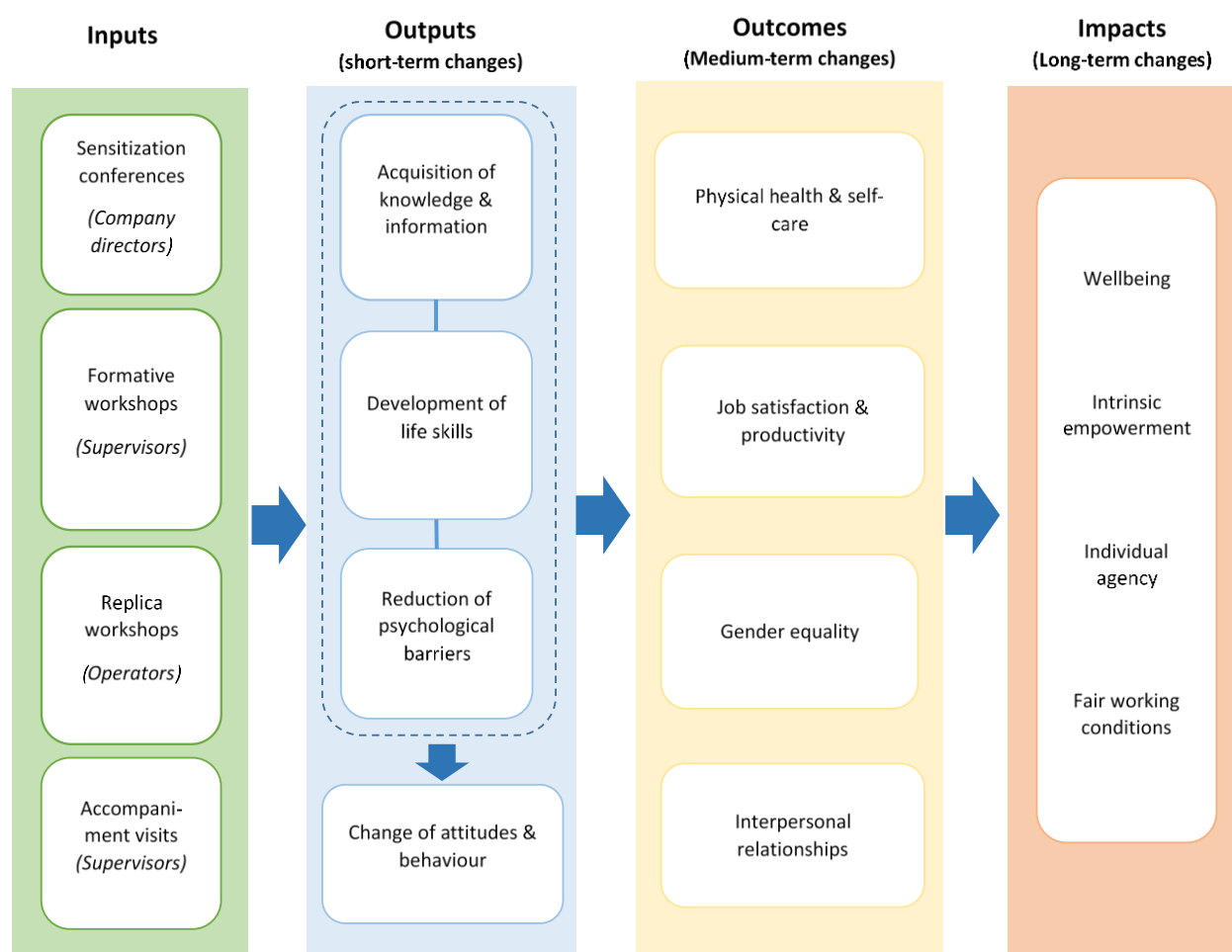
Given that the “Yo quiero, yo puedo...cuidarme y ser productivo” initiative does not have a particular Theory of Change, we made the decision to take an impact value chain approach to better understanding each element of the initiative Theory of Change. Impact value chains are causal mechanisms that involve inputs, outputs and outcomes. These are often referred to as theory of change or logic model: how “the intervention is expected to have its intended impact”³⁹. The methodology of this study will be based on a set of assumptions regarding the expected and intended benefits from a number of interventions illustrated in the Theory of Change (ToC) of the initiative (Figure 1).

The ToC presented below draws from the FrEE framework and information obtained from the annual reports, as well as builds on discussions and an exchange of ideas with members of the Yo Quiero Yo Puedo-IMIFAP team. Detailed definitions of the elements of the ToC such as the inputs, outputs, outcomes and impacts are explained in Annex 2.

³⁷ Implies autonomous and informed decision making, which allows individuals to foster a greater sense of control over their lives and immediate environment (particularly over their work place), including taking responsibility of their own actions; personal agency includes autonomy, internal locus of control, and self-efficacy see Pick, S. & Sirkin, J. (2010) Breaking the poverty cycle: The Human Basis for Sustainable Development. Oxford University Press: New York.

³⁸ Sense and ability to change different domains of the person’s context: family, work, community, and therein promote development at the contextual level (Pick & Sirkin, op. cit.).

³⁹ White, H (2009). Theory-Based Impact Evaluation: Principles and Practice. International Initiative for Impact Evaluation. Working Paper, The International Initiative for Impact Evaluation (3ie).

Figure A0.1. Theory of Change of the YQYP initiative

Source: Elaborated by author based on Yo Quiero Yo Puedo-IMIFAP's information and discussions with team members.

According to the initiative, Yo Quiero Yo Puedo-IMIFAP started with Sensitization conferences to textile factory (*maquila*) leaders to raise awareness and sensibility about the benefits of joining the initiative. Following the participation agreement, Yo Quiero Yo Puedo-IMIFAP delivered a number of Formative Workshops to Supervisors in topics related to life skills, work environment and productivity. Once Supervisors received the formative workshops, they acted as key agents within the maquilas running Replica Workshops with their subordinate operators during 15-minute sessions every day over 18 weeks. Supervisors received Accompaniment Visits and supervision from the Yo Quiero Yo Puedo-IMIFAP implementing team during the replica workshops. Throughout life skills workshops on topics such as personal development, self-care, working environment, human and labour rights, labour obligations, safety in the workplace, equality, prevention of violence at work and personal economy and finance, supervisors and operators are expected to acquire particular knowledge and information that will in turn help them develop the abilities needed to drive change on their attitudes and behaviour (outputs).

The interplay between these outputs is expected to have a positive effect on supervisors and operators' physical health and self-care, job satisfaction, productivity, gender equality and interpersonal relationships. A final stage of the Theory of Change leads to the impacts of the initiative. These are the long-term changes on society or environment that follow as a result of the outcomes explained above. By enabling operators and supervisors to make informed decisions in their lives, take responsibility of their own actions and improve their overall context, it is expected to have a positive change on the wellbeing, intrinsic empowerment, individual agency and working conditions.

Annex 2: Definitions of the Theory of Change of the YQYP Initiative

Level	Domains	Conceptual definition	Process indicators	Verification source
Inputs	Sensitization conferences	Interactive talk (2 hours long) that consists of a verbal presentation of the initiative (using Microsoft PP) and the use of participatory techniques with the audience. It is aimed at providing the initiative objectives, methodology and activities to key textile industry stakeholders or leaders in order to gain their interest and motivation to participate. For this initiative, seven topics were addressed during the interactive talk.	-Number of sensitization conferences carried out -Number of participants	-Attendance records -Open ended questionnaires answered (post) by stakeholders -Photographic evidence
	Formative workshops	Experiential and ludic workshops, based on participatory methodology, with a group of (up to 30) potential replicators (in this case, supervisors in the <i>maquilas</i>), aimed at developing life skills, personal agency and intrinsic empowerment in order to make them agents of change. In this initiative there were two formative workshops: 40 and 56 hours long (for new and follow-up companies, respectively), both delivered in about 4-hours weekly sessions. The 40 hours-workshop consisted of 7 units about health and productivity, whereas the 56 hours-workshop consisted of 4 units about gender equality and violence, industry hygiene and safety, and promoting skills.	-Number of 40-hour formative workshops carried out -Number of supervisors that completed the 40 hours-workshop -Number of 56-hour formative workshops carried out -Number of supervisors that completed the 40 hours-workshop	-Attendance records -Evaluation questionnaires answered (pre and post) by supervisors -Photographic evidence
	Replica workshops	Set of brief formative sessions (10-15 minutes long) with target population (in this case, <i>maquilas'</i> workers), that consist of experiential and ludic activities facilitated by initiative replicators (in this case, supervisors), in order to change attitudes and behaviours related to initiative contents, and to promote personal agency and empowerment, through knowledge transmission, life skills development and psychosocial barriers reduction. Replica workshops consisted of 18 weeks of daily 10-15-minute formative sessions at the beginning of the job shift.	-Number of sessions that supervisors carried out with operators	-Data provided by supervisors through interviews (during accompaniment visits) or follow-up phone calls -Evaluation questionnaires answered (pre and post) by operators -Photographic evidence (taken during accompaniment visits)
	Accompaniment visits	On-site participant observation of the formative sessions with target population (in this case, operators) to guarantee the quality of the replica workshops. These consist of three main activities: 1) a behavioural assessment of replicators' (in this case, supervisors) promoting skills as well as of participants' reactions; 2) practical support to the replicator -that is Yo Quiero Yo Puedo-IMIFAP's facilitator can intercede or take part in the session to model promoting skills, to help the replicator to identify and work with the needs and dynamic of the group, and to complement the closure of the session; and 3) a brief interview with a participant (to explore his/her perception of the initiative and its outcome), and with the replicator -in order to give him/her support and feedback that strengthen his/her formative process.	-Number of visits carried out with supervisors -Number of supervisors visited -Number of operators participating in the formative replica sessions	-Accompaniment Visits Guides filled in by Yo Quiero Yo Puedo-IMIFAP personnel -Photographic evidence

Level	Domains	Conceptual definition	Operational definition	Questionnaire items	
				<i>Supervisors</i>	<i>Operators</i>
Outputs	Acquisition of Knowledge	Conceptual or theoretical information about initiative contents, which is built upon collectively through significant learning in sensitization and formative activities; knowledge sets the basis for attitudinal and behavioural change, with the contribution of life skills and psychosocial barriers reduction. In this initiative knowledge focuses on labour rights, labour health, working conditions, job satisfaction, productivity, and gender equality.	Score in knowledge factor	Year 1: 1-10	Year 1: None
				Year 2 40h: 1-10 Year 2 56 h: 1-10	Year 2 40h: 1-10 Year 2 56 h: 1-7
	Development of life skills	Cognitive, social and emotional “abilities for adaptive and positive behaviour that enable individuals to deal effectively with the demands and challenges of everyday life” ⁴⁰ , promoting a healthy and productive life ⁴¹ ; life skills include self-knowledge, decision making, planning and organization, assertive communication, emotions management, creativity, team work, and empathy. Along with relevant knowledge, life skills are the personal tools that make possible attitudinal and behavioural change.	Score in life skills factor	Year 1: 23-27, 29, 31	Year 1: 1-7
				Year 2 40h: 23, 25, 26, 28-30 Year 2 56 h: 23, 25, 26, 28-30	Year 2 40h: 23, 25, 26, 28-30 Year 2 56 h: 20, 22, 23, 25-27
	Reduction of psychosocial barriers	Individual obstacles that come from restrictive social norms, which constrain choice and behaviour, limit access to opportunities, and inhibit development, such as fear, guilt, shame ⁴² , prejudices and resentment.	Score in psychosocial barriers factor	Year 1: 30, 34	Year 1: 10
				Year 2 40h: 33-35 Year 2 56 h: 33-35	Year 2 40h: 33-35 Year 2 56 h: 30-32

⁴⁰ WHO, 1996, cit. in Pick, S. & Sirkin, J. (2010) *Breaking the poverty cycle: The Human Basis for Sustainable Development*. Oxford University Press: New York.

⁴¹ UNICEF, 2004, cit. en Pick & Sirkin *op.cit.*

⁴² Pick & Sirkin, *op. cit.*, p. 5.

Level	Domains	Conceptual definition	Operational definition	Questionnaire items	
				<i>Supervisors</i>	<i>Operators</i>
Outcomes	Physical health & self-care	State of physical wellbeing focusing specifically on self-care practices at the work place (e. g. brief breaks for resting and stretching) and prevention of risks (e.g. hygiene issues, accidents), as a consequence of increased knowledge and life skills.	Score in health and self-care factor	Year 1: 22, 37, 44, 39, 42, 43, 45, Year 2 40h: 18, 36-39, 66, 67 Year 2 56 h: 18, 41-44, 78, 79	Year 1: 30, 32, 34 Year 2 40h: 18, 36-39, 66, 67 Year 2 56 h: 15, 33-36, 70, 71
	Relationships	Quality of social interactions –in terms of positive and negative aspects, such as support, affection, intimacy, conflict and criticism ⁴³ – that take place at the work place that is with superiors, subordinates and peers, which in turn affect work climate. It is expected that strengthening life skills will improve the quality of personal relationships at work.	Score in interpersonal relationship factor	Year 1: 11, 15 Year 2 40h: 11, 31, 32 Year 2 56 h: 11, 31, 32	Year 1: 28, 33 Year 2 40h: 11, 31, 32 Year 2 56 h: 8, 28, 29
	Job satisfaction	Positive feeling about the job, including aspects related to job description (e. g. position and activities) and economic security (e. g. income, benefits), as well as psychosocial ones such as, self-realization, a sense of cohesion and belonging to the company, and the acknowledgment of workers' worth and contributions.	Score in job satisfaction factor	Year 1: 12, 13, 14, 16, 17 Year 2 40h: 12-16, 68 Year 2 56 h: 12-16, 80	Year 1: 12, 13, 19 Year 2 40h: 12-16, 68 Year 2 56 h: 9-13, 72
	Productivity	Positive balance between work inputs (e.g. worked hours, production goals, achievement orientation) and outputs (e. g. units produced, defective units produced), at both individual and company level, reflecting resources optimization.	Score in productivity factor, and scores in selected indicators	Year 1: 19, 35, 36, 38, 41, 46, 56-64, 66, 67 Year 2 40h: 17, 57-65, 69, 70 Year 2 56 h: 17, 69-77, 81, 82	Year 1: 9, 24, 25, 27 Year 2 40h: 17, 57-65, 69, 70 Year 2 56 h: 14, 61-67, 73, 74
	Gender equality	Attitudes and practices that promote respectful behavior and equal opportunities for women and men at the workplace, preventing discrimination and inequality.	Score in gender equality factor	Year 1: None Year 2 40h: 45-47 Year 2 56 h: 55-59	Year 1: None Year 2 40h: 46-47 Year 2 56 h: 47-51

⁴³ Furman, W. & Buhrmester, D. (2009). The Network of Relationships Inventory: Behavioral Systems Version. International Journal of Behavior Development. 33(5): 470–478.. Retrieved on November 21st in <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC2826206/>

Level	Domains	Conceptual definition	Operational definition	Questionnaire items	
				<i>Supervisors</i>	<i>Operators</i>
Impacts	Wellbeing	Internal state that reflects a positive balance between work, personal and family life (family-work conciliation), that is	Score in wellbeing factor	Year 1: 40	Year 1: 18, 26
				Year 2 40h: 40-44 Year 2 56 h: 50-54	Year 2 40h: 40-44 Year 2 56 h: 42-46
	Intrinsic empowerment	Sense and ability to change different domains of the person's context: family, work, community, and therein promote development at the contextual level ⁴⁴ .	Score in intrinsic empowerment factor	Year 1: None	Year 1: 35
				Year 2 40h: None Year 2 56 h: 36-40	Year 2 40h: None Year 2 56 h:
	Personal agency	Implies autonomous and informed decision making, which allows individuals to foster a greater sense of control over their lives and immediate environment (particularly over their work place), including taking responsibility of their own actions; personal agency includes autonomy, internal locus of control, and self-efficacy ⁴⁵ .	Score in personal agency factor	Year 1: 21, 28, 32 y 33	Year 1: 11, 14, 15, 23, 31
				Year 2 40h: 21, 24, 27 Year 2 56 h: 21, 24, 27	Year 2 40h: 21, 24, 27 Year 2 56 h: 18, 21, 24
	Fair working conditions	Compliance of labour rights for all workers, expressed in material (e.g. safe and healthy work place) and legal (e. g. formal contract, minimum wages, workday, social benefits, health care, pay holiday) aspects.	Score in working conditions factor	Year 1: 20, 47-55	Year 1: 17
				Year 2 40h: 22, 48-55 Year 2 56 h: 19, 20, 22, 45-49, 60-67	Year 2 40h: 22, 48-55 Year 2 56 h: 16, 17, 19, 37-41, 52-59

⁴⁴ Pick & Sirkin, op. cit.

⁴⁵ Pick & Sirkin, op. cit. p. 67

Annex 3. Process evaluation results

Table A3.0.1. Supervisors' attendance per year, initiative modality and maquila.

Maquila	Y1		Y2		Y2	
	Number of supervisors	Average attendance	40 hours workshop		56 hours workshop	
			Number of supervisors	Average attendance	Number of supervisors	Average attendance
Permachef (Cofias de México)	5	88%	—	—	1	100%
COATS	7	84%	—	—	—	—
Empacabados	6	52%	—	—	—	—
Point	3	90%	—	—	11	31%
Telas El Asturcón Covadonga	5	60%	—	—	5	64%
GDI Grupo Diamante	5	62%	—	—	—	—
Challenger	4	40%	—	—	—	—
Industrias COS	22	84%	—	—	17	75%
Taller Independiente "Sandy"	1	100%	—	—	1	89%
Taller Independiente "Matilde"	1	90%	—	—	1	78%
Taller Independiente "Lilia Claudia"	2	65%	—	—	—	—
Confecciones Tauro's	3	10%	—	—	—	—
Taller Independiente "Elda Pedraza Bravo"	1	40%	—	—	—	—
COATS	4	80%	—	—	—	—
COATS Veracruz *	14	N/A*	—	—	—	—
Tecniacril	—	—	6	83%	—	—
La Poblana	—	—	3	87%	—	—
Deportivos Quini	—	—	3	73%	—	—
Hergo	—	—	1	100%	—	—
Texbel	—	—	1	90%	—	—
Innova Textiles	—	—	22	69%	—	—
Acabados Textiles - 2012	—	—	9	32%	—	—
Fábrica María	—	—	7	39%	—	—
Trajes Mexicanos	—	—	66	83%	—	—
Warehouse Jeans de México**	—	—	1	10%	—	—
Domenico Internacional**	—	—	1	40%	—	—
Innofa México**	—	—	2	10%	—	—
Overall	83	61%	122	72%	36	61%

*The attendance list of this workshop was lost in field work, so there is not information regarding supervisors' attendance per session.

**Although originally considered treatment, this maquila was moved to the comparison group (by the implementation team) because their supervisors dropped out of the workshop and did not replicate the initiative.

Table A3.0.2. Distribution of sociodemographic variables for supervisors.

Variable	Only Y1		Only Y2		Y1&Y2
	Treatment	Comparison	Treatment	Comparison	Treatment
Gender					
Female	52%	20%	40%	50%	74%
Male	48%	80%	60%	50%	26%
Age group					
20-29	20%	30%	16%	40%	10%
30-39	55%	33%	41%	43%	26%
40-49	19%	20%	30%	12%	47%
50 plus	6%	17%	13%	5%	16%
Civil status					
Single	39%	27%	17%	41%	21%
Married	33%	60%	59%	24%	53%
Civil union	17%	13%	17%	24%	11%
Divorced/separated	11%	0%	7%	12%	16%
Widow/er	0%	0%	0%	0%	0%
Education level					
Primary	4%	17%	6%	2%	5%
Secondary	13%	20%	34%	36%	11%
High school	18%	17%	14%	26%	11%
Technical career	18%	33%	25%	14%	32%
Graduate level	47%	13%	20%	17%	37%
Postgraduate level	0%	0%	2%	5%	5%
Seniority at the maquila					
Up to 2 years	40%	37%	19%	55%	21%
3-10 years	40%	48%	26%	38	42%
11 plus	19%	15%	54%	7%	37%

Table A3.0.3. Distribution of sociodemographic variables for operators' evaluation sample.

Variable	Only Y1		Only Y2		Y1&Y2
	Treatment	Comparison	Treatment	Comparison	Treatment
Gender					
Female	36%	35%	44%	36%	34%
Male	64%	65%	56%	64%	66%
Age group					
Under 20	2%	7%	7%	20%	12%
20-29	29%	41%	30%	45%	35%
30-39	37%	30%	26%	19%	21%
40-49	23%	14%	22%	11%	15%
50 plus	10%	8%	16%	5%	17%
Civil status					
Single	30%	24%	23%	42%	40%
Married	47%	37%	48%	23%	36%
Civil union	16%	23%	18%	25%	13%
Divorced/separated	6%	13%	10%	9%	9%
Widow/er	1%	2%	1%	1%	2%
Education level					
Primary	9%	17%	21%	9%	20%
Secondary	38%	50%	52%	52%	32%
High school	27%	23%	12%	30%	16%
Technical career	11%	10%	12%	5%	24%
Graduate level	14%	2%	2%	4%	8%
Postgraduate level	1%	0%	0%	0%	0%
Seniority at the maquila					
Up to 2 years	35%	73%	38%	75%	52%
3-10 years	52%	22%	30%	21%	37%
11 plus	14%	5%	32%	4%	11%

Table A3.0.4. Number of supervisors, supervisors visited and AVs per year, initiative modality and maquila.

Maquila	Y1			Y2			Y2		
	Number of supervisors	Number of supervisors visited	Number of visits	40 hours Workshop			56 hours Workshop		
				Number of supervisors	Number of supervisors visited	Number of visits	Number of supervisors	Number of supervisors visited	Number of visits
Permacheff (Cofias de México)	5 6%	2 5%	2 3%	— —	— —	— —	1 3%	1 6%	3 5%
COATS	7 8%	0 0%	0 0%	— —	— —	— —	— —	— —	— —
Empacabados	6 7%	0 0%	0 0%	— —	— —	— —	— —	— —	— —
Point	3 4%	3 8%	13 16%	— —	— —	— —	11 31%	2 12%	18 29%
Telas El Asturcón Covadonga	5 6%	2 5%	4 5%	— —	— —	— —	5 14%	2 12%	3 5%
GDI Grupo Diamante	5 6%	0 0%	0 0%	— —	— —	— —	— —	— —	— —
Challenger	4 5%	1 3%	1 1%	— —	— —	— —	— —	— —	— —
Industrias COS	22 26%	13 33%	27 34%	— —	— —	— —	17 47%	12 70%	37 61%
Taller Independiente “Sandy”	1 1%	0 0%	0 0%	— —	— —	— —	1 3%	0 0%	0 0%
Tallr Independiente “Matilde”	1 1%	0 0%	0 0%	— —	— —	— —	1 3%	0 0%	0 0%
Taller Independiente “Lilia Claudia”	2 2%	0 0%	0 0%	— —	— —	— —	— —	— —	— —
Confecciones Tauro’s*	3 4%	0 0%	0 0%	— —	— —	— —	— —	— —	— —
Taller Independiente “Elda Pedraza Bravo”	1 1%	0 0%	0 0%	— —	— —	— —	— —	— —	— —
COATS Tlaxcala	4 5%	4 10%	18 23%	— —	— —	— —	— —	— —	— —
COATS Veracruz	14 17%	14 36%	14 18%	— —	— —	— —	— —	— —	— —
Tecniacril	— —	— —	— —	6 5%	3 4%	3 2%	— —	— —	— —
La Poblana	— —	— —	— —	3 3%	3 4%	6 3%	— —	— —	— —
Deportivos Quini	— —	— —	— —	3 3%	1 1%	1 1%	— —	— —	— —
Hergo	— —	— —	— —	1 1%	1 1%	2 1%	— —	— —	— —
Texbel	— —	— —	— —	1 1%	1 1%	2 1%	— —	— —	— —
Innova Textiles	— —	— —	— —	22 19%	0 0%	0 0%	— —	— —	— —
Acabados Textiles - 2012	— —	— —	— —	9 8%	0 0%	0 0%	— —	— —	— —
Fábrica María	— —	— —	— —	7 6%	4 5%	11 6%	— —	— —	— —
Trajes Mexicanos	— —	— —	— —	66 56%	61 82%	159 86%	— —	— —	— —
Overall	83	39	79	118	74	184	36	17	61

*Although originally considered treatment, this maquila was moved to the comparison group (by the implementation team) because their supervisors dropped out of the workshop and did not replicate the initiative.

Annex 4: QulP tables

Table A4 Participants in key informant interviews.

Name	Position	Institution	1st interview	2nd interview
Carolina Caracas	Programme Manager, Supply Chain Innovation and Transformation	C&A Foundation	10/10/2016	
Savi Mull	Evaluation Specialist	C&A Foundation	18/01/2017	
Georgina García	Research Leader	Yo Quiero Yo Puedo-IMIFAP	11/10/2016	
Rocío Martínez	Programme Evaluation Leader	Yo Quiero Yo Puedo-IMIFAP	11/10/2016	13/01/2017
Maricarmen Ramírez	Programme Manager	Yo Quiero Yo Puedo-IMIFAP	11/10/2016	13/01/2017
Susan Pick	President	Yo Quiero Yo Puedo-IMIFAP	13/10/2016	
Héctor Pérez	Vice president of Administration and Finance	Yo Quiero Yo Puedo-IMIFAP	31/01/2017	
Javier Vicencio	Administration Leader	Yo Quiero Yo Puedo-IMIFAP	31/01/2017	

Table A5. Summary of individual responses to closed questions.

	Age	Gender	Job satisfaction	Work productivity	Treatment at work	How you treat others at work	Economic security	Household relationships	Work relationships	Overall wellbeing
Operators Y1&2										
WM2-1	30	Male	+	+	+	+	+	+	+	+
WM2-2	22	Male	+	+	+	+	+	+	+	+
WM2-3	26	Male	=	+	+	+	-	=	+	+
WM2-4	42	Male	+	+	+	+	+	+	+	+
WF2-1	33	Female	+	+	=	+	+	+	+	+
WF2-2	31	Female	=	+	=	+	+	+	+	+
WF2-3	22	Female	+	+	+	+	+	=	+	+
WF2-4	50	Female	-	+	=	+	=	=	+	+
Supervisors Y1&2										
SM2-1	58	Male	+	+	+	+	+	=	=	+
SM2-2	24	Male	+	+	+	+	+	+	+	+
SM2-3	25	Male	+	+	=	=	=	+	+	+
SM2-4	45	Male	=	+	=	=	=	+	+	+
SF2-1	54	Female	+	+	+	+	+	+	+	+
SF2-2	44	Female	+	+	+	+	+	+	+	+
SF2-3	33	Female	+	+	+	+	+	+	+	+
SF2-4	28	Female	+	+	+	+	+	+	+	+
Operators Y2										
WM1-1	43	Male	=	+	=	=	=	+	=	=
WM1-2	46	Male	+	+	=	+	=	+	+	+
WM1-3	26	Male	+	+	+	=	+	+	+	+
WM1-4	29	Male	+	+	=	+	=	+	+	+
WF1-1	27	Female	+	+	+	+	+	+	+	+
WF1-2	41	Female	+	+	+	+	+	+	+	+
WF1-3	38	Female	+	+	+	+	+	+	=	+
WF1-4	35	Female	+	+	+	+	+	+	+	+
Supervisors Y2										
SM1-1	27	Male	+	+	+	=	+	=	+	+
SM1-2	39	Male	+	+	+	+	+	+	+	+
SM1-3	57	Male	-	-	=	+	-	+	+	+
SM1-4	43	Male	+	+	+	+	+	=	+	+
SM1-5	34	Male	+	+	+	+	+	+	+	+
SF1-1	39	Female	+	+	+	+	-	+	+	+
SF1-2	38	Female	+	+	+	+	+	+	+	+
SF1-3	45	Female	+	+	+	+	+	+	+	+
SF1-4	33	Female	+	+	=	+	+	=	=	=

*+ = Positive change; - = Negative change; = = No change

Table A6.1, Table A6.2 and Table A6.3 below show the distribution of respondents from individual interviews and focus group discussions reporting either positive or negative changes by impact domain and colour coded by Y2 and Y1&2 cohorts: Y1&2 in red and Y2 in black. The objective of these tables is to provide an overview of what changes (positive or negative) were attributed explicitly or implicitly to the initiative by beneficiaries or other factors not related to the initiative.

Table A6.1. Positive changes reported by individual interviews by year of the initiative.

	Positive changes		
	1	3	5
	Project explicit	Project implicit	Other
Health and self-care	SM2-1 SF1-1 SM1-1 WM1-2 SF2-4 WF1-2 SM1-5 SF1-3 SF1-4	WM2-3 WM2-1 WM2-4 WM2-2 SM2-1 SM2-2 WM1-2 WF1-2	WM2-3 WM2-1 WM2-4 WM2-2 SM2-3 SM2-1 SM2-4 SM2-2 SF2-3 WF2-3 SF2-1 SF2-4 WF2-2 SM1-1 WM1-1 WM1-3 SM1-2 SM1-3 SM1-4 WF1-1 SF1-2 WM1-4
Job satisfaction & productivity	WM2-3 WM2-1 WM2-4 SM2-4 SM2-2 SF2-3 SF2-1 SF2-2 WF2-4 SF2-4 SF1-1 SM1-1 WM1-2 SM1-2 SM1-4 WF1-2 WF1-3 SM1-5 SF1-2 SF1-3 WF1-4	WM2-3 WM2-1 WM2-2 SM2-3 SM2-1 SM2-2 SF2-1 SF2-2 SF1-1 SM1-1 WM1-2 SM1-4 WF1-3 SM1-5 SF1-3	WM2-3 WM2-1 WM2-4 WM2-2 SM2-3 SM2-1 SM2-4 SM2-2 SF2-3 WF2-3 SF2-1 SF2-2 WF2-2 SF1-1 SM1-1 WM1-2 WM1-3 SM1-2 SM1-3 SM1-4 WF1-1 WF1-2 SF1-2 SF1-4 WM1-4
Gender equality	WM2-4 SM2-3 SM2-1 SM2-4 SM2-2 SF2-3 SF2-1 SF2-2 SF2-4 SF1-1 WM1-2 SM1-2 SM1-4 WF1-2 WF1-3 SM1-5 SF1-3 WF1-4	WM2-3 WM2-1 WM2-4 WM2-2 SM2-3 SM2-1 SM2-4 SM2-2 SF2-2 SF2-4 SF1-1 SM1-1 WM1-2 WF1-3 WF1-4	WM2-1 WM2-4 WM2-2 SM2-1 SM2-4 SM2-2 SF2-3 SF2-1 WM1-3 SM1-3 SM1-4 WF1-1
Economic security	WF1-2	WM2-4	WM2-3 WM2-1 WM2-4 WM2-2 SM2-1 SM2-2 SF2-3 WF2-1 SF2-1 SF2-2 WF2-2 SF2-4 SF1-1 SM1-1 WM1-1 WM1-2 WM1-3 SM1-2 SM1-4 WF1-1 WF1-2 WF1-3 SM1-5 SF1-2 SF1-3 SF1-4 WF1-4 WM1-4
Relationships	WM2-3 WM2-4 WM2-2 SM2-3 SM2-4 SM2-2 WF2-1 SF2-1 SF2-2 WF2-4 SF1-1 SM1-1 WM1-1 WM1-2 SM1-2 SM1-3 SM1-4 WF1-2 SF1-2 SF1-3 WF1-4 WM1-4	WM2-3 WM2-1 WM2-4 WM2-2 SM2-3 SM2-1 SM2-2 WF2-3 SF2-1 SF1-1 WM1-2 SM1-3 SM1-4 SM1-5 WF1-4	WM2-2 SM2-4 SM2-2 SF2-3 SF2-4 SF2-2 SM1-1 SM1-2 SM1-3 WF1-4
Overall wellbeing	SM2-3 SM1-2 WF1-2	SM2-4 SM2-2 SF2-2 SF1-1 WM1-2 SM1-3 SF1-3	SM2-1 SM2-2 WF2-3 WF2-1 SF2-4 WM1-2 WM1-3 SM1-4 WF1-1 WF1-3 SM1-5 SF1-2 WF1-4

***SF1** = Supervisor Female Year 1; **SM1** = Supervisor Male Year 1; **WF1** = Worker Female Year 1; **WM1** = Worker Male Year 1

SF2 = Supervisor Female Year 1&2; **SM2** = Supervisor Male Year 1&2; **WF2** = Worker Female Year 1&2; **WM2** = Worker Male Year 1&2

Table A6.2. Negative changes reported by individual interviews by year of the initiative.

	Negative changes		
	2	4	6
	Project explicit	Project implicit	Other
Health and self-care		WM2-1 WM1-2 WM1-3 SM1-2 SM1-3 SM1-4	WM2-3 WM2-1 WM2-4 SM2-3 SM2-4 SM2-2 WF2-1 SF2-2 WF2-2 SF2-4 WM1-1 WM1-2 WM1-3 SM1-2 WF1-1 SM1-5 SF1-2 SF1-3
Job satisfaction & productivity		WF2-2 SM1-3	SM1-3 WF2-4
Gender equality		SM1-1 SM1-2 SM1-3	
Economic security		WM2-1	WM2-3 SF1-1 SM1-3
Relationships		SM1-2 SM1-3 SM1-4	WM2-3 SM2-4 WM1-2 SM1-3
Overall wellbeing			

*SF1 = Supervisor Female Year 1; SM1 = Supervisor Male Year 1; WF1 = Worker Female Year 1; WM1 = Worker Male Year 1

SF2 = Supervisor Female Year 1&2; SM2 = Supervisor Male Year 1&2; WF2 = Worker Female Year 1&2; WM2 = Worker Male Year 1&2

Table A6.3. Positive & negative changes reported by focus groups by year of the initiative.

	Positive changes			Negative changes		
	1	3	5	2	4	6
	Project explicit	Project implicit	Other	Project explicit	Project implicit	Other
Overall changes	FGW2 FGS2 FGW1 FGS1					
Health and self-care	FGW2 FGS2 FGW1 FGS1	FGW2 FGS2 FGS1	FGS2		FGS2 FGS1	FGW1 FGS1
Job satisfaction & productivity	FGW2 FGS2 FGS1 FGW1	FGW2 FGS2	FGW2	FGS1	FGW2	FGW2 FGS2
Gender equality	FGW2 FGS2 FGS1 FGW1	FGW2		FGW2	FGW2	FGW2
Economic security			FGW1 FGS1	FGW2	FGW2 FGS1	FGW2
Relationships	FGW2 FGS2 FGW1 FGS1	FGW2 FGS1		FGS1	FGS1	
Overall wellbeing	FGW2 FGS2 FGW1	FGS1	FGW2			FGS1

***SF1** = Supervisor Female Year 1; **SM1** = Supervisor Male Year 1; **WF1** = Worker Female Year 1; **WM1** = Worker Male Year 1

SF2 = Supervisor Female Year 1&2; **SM2** = Supervisor Male Year 1&2; **WF2** = Worker Female Year 1&2; **WM2** = Worker Male Year 1&2

Table A6.4. Drivers of positive change per impact domain (individual interviews).

	Code	Drivers of positive change	Health and self-care	Job satisfaction & productivity	Gender equality	Economic security	Relationships	Overall wellbeing	Total
1	P8	YQYP training in effective communication and working relationships	3	18	15	-	15	2	53
2	P5	YQYP training in tolerance, values, equality and working responsibilities	-	7	11	-	10	-	28
3	P7	YQYP training in productivity and motivation to achieve better results	-	14	2	-	5	2	23
4	P4	YQYP training in teamwork	1	8	3	1	8	-	21
5	P37	Pay rise / better income / remuneration	-	2	-	12	1	6	21
6	P32	YQYP overall training programme	5	4	2	1	4	3	20
7	P27	Company's and colleagues support / training and teaching by superiors	2	12	2	1	1	-	18
8	P10	YQYP training in balance between working and personal life	5	4	2	-	3	1	16
9	P15	Diversification of income outside work / contribution from other household members	-	-	-	16	-	-	16
10	P25	Personal or family experience	9	2	1	-	1	1	14
11	P14	YQYP training in respect, values and working rights	-	2	6	-	4	-	12
12	P1	Improved health habits in the household	7	1	1	-	1	1	11
13	P20	Changed attitude to achieve better results	3	3	2	-	-	3	11
14	P11	Increased sense of how to work/live better and happier	2	5	1	-	2	-	10
15	P18	YQYP training in gender equality and women's rights	-	4	6	-	-	-	10
16	P22	Introduction of safety measures and new equipment by the maquila	3	7	-	-	-	-	10
17	P31	YQYP training in violence and resolution of disputes at work	1	1	-	-	6	1	9
18	P2	Housing improvements / new flooring, windows, walls	4	-	-	-	-	4	8
19	P42	YQYP training in self-care and health at work	4	1	1	-	2	-	8
20	P17	Hiring women in the maquila	-	1	6	-	-	-	7
21	P45	Social activities at work / Zumba classes, collective lunch	-	3	1	-	3	-	7
22	P24	Working extra time to generate more income	-	-	-	6	-	-	6
23	P26	Personal or family hygiene habits	5	-	-	-	-	-	5
24	P40	Personal motivation for new people / partner / family / friends / work colleagues	3	1	1	-	-	-	5
25	P44	Changes on workday schedules	1	2	-	-	1	-	4
26	P50	Training / help outside work / church	1	1	1	-	1	-	4
27	P12	Job benefits and services	-	1	1	1	-	-	3
28	P21	Government programme	1	-	-	1	-	1	3
29	P28	Internet / TV	-	1	1	-	1	-	3
30	P3	Job promotion	-	2	-	-	-	-	2
31	P13	Union's support	-	-	-	2	-	-	2
32	P29	School education	1	-	-	-	1	-	2
33	P34	Government health services	2	-	-	-	-	-	2
34	P38	Physical exercise	2	-	-	-	-	-	2
35	P41	Government programme with the labour office	-	1	-	-	1	-	2

Table A6.5. Drivers of positive change per impact domain (focus groups discussions).

	Code	Drivers of positive change	Overall changes	Health and self-care	Job satisfaction & productivity	Gender equality	Economic security	Relationships	Overall wellbeing	Total
1	P8	YQYP training in effective communication and working relationships	4	3	4	4	-	2	-	17
2	P11	Increased sense of how to work/live better and happier	3	3	2	1	-	1	1	11
3	P10	YQYP training in balance between working and personal life	2	2	1	2	-	2	1	10
4	P5	YQYP training in tolerance, values, equality and working responsibilities	2	1	-	3	-	2	1	9
5	P4	YQYP training in teamwork	1	1	2	2	-	1	1	8
6	P32	YQYP overall training programme	-	2	1	1	-	1	2	7
7	P7	YQYP training in productivity and motivation to achieve better results	-	1	3	-	-	1	1	6
8	P14	YQYP training in respect, values and working rights	1	-	2	2	-	1	-	6
9	P20	Changed attitude to achieve better results	-	2	2	-	-	1	1	6
10	P18	YQYP training in gender equality and women's rights	-	-	1	2	-	1	1	5
11	P9	TQYP training in health and self-care habits	-	3	-	1	-	-	-	4
12	P19	YQYP training in job satisfaction	-	-	3	-	-	-	1	4
13	P42	YQYP training in self-care and health at work	1	2	-	1	-	-	-	4
14	P24	Working extra time to generate more income	-	-	-	-	2	-	1	3
15	P22	Introduction of safety measures and new equipment by the maquila	-	1	1	-	-	-	-	2
16	P23	YQYP training in working and home relationships	-	-	-	1	-	1	-	2

Table A6.6. Drivers of negative change per impact domain (individual interviews).

	Code	Drivers of negative change	Health and self-care	Job satisfaction & productivity	Gender equality	Economic security	Relationships	Overall wellbeing	Total
1	N5	Pressure / workloads / stress and conflicts	13	3	1	1	3	-	21
2	N2	Debts and inflation	4	-	-	2	-	-	6
3	N8	Sickness / ill health	4	1	-	-	-	-	5
4	N7	Lack of time	2	-	-	1	1	-	4
5	N3	Macroeconomic situation	-	-	-	1	2	-	3
6	N4	Lack of communication / information	1	-	1	-	1	-	3
7	N13	Bad eating and sleeping habits	3	-	-	-	-	-	3
8	N14	Lack of respect	-	-	2	-	1	-	3
9	N1	Hazardous working environment	2	-	-	-	-	-	2
10	N11	Troublesome relationships and aggressive colleagues	-	-	1	-	1	-	2

Table A6.7. Drivers of negative change per impact domain (focus groups discussions).

	Code	Drivers of negative change	Overall changes	Health and self-care	Job satisfaction & productivity	Gender equality	Economic security	Relationships	Overall wellbeing	Total
1	N5	Pressure / workloads / stress and conflicts	-	1	1	1	1	-	1	5
2	N4	Lack of communication / information	-	1	1	1	-	-	-	3
3	N1	Hazardous working environment	-	1	1	-	-	-	-	2
4	N8	Sickness / ill health	-	2	-	-	-	-	-	2
5	N9	Poor facilities / organisation at work	-	-	-	1	1	-	-	2
6	N11	Troublesome relationships and aggressive colleagues	-	-	1	1	-	-	-	2
7	N14	Lack of respect	-	-	1	1	-	-	-	2
8	N23	Weak sense of solidarity and teamwork	-	-	-	-	-	1	1	2

Table A6. 8. Most commonly cited positive changes and associated drivers of change (Individual interviews)

Drivers	Changes															
	O1	O2	O4	O8	O3	O6	O14	O10	O12	O5	O9	O7	O17	O16	O20	O11
P31	-	-	-	-	-	-	1	1	2	-	-	-	1	5	-	-
P8	-	4	21	-	9	6	6	-	1	-	-	5	-	1	-	-
P50	1	1	-	-	-	-	-	-	-	-	1	-	-	1	-	-
P7	-	7	-	-	1	8	-	5	-	3	-	-	2	-	-	1
P27	-	7	3	-	3	2	-	2	-	1	-	3	-	-	-	-
P20	1	5	1	-	-	1	1	1	-	2	-	-	-	-	-	-
P5	-	4	6	-	4	3	1	1	6	2	2	1	2	-	-	-
P32	4	4	2	-	1	-	2	3	-	1	-	-	2	-	-	-
P4	-	3	2	-	13	1	-	1	-	-	-	-	1	-	-	-
P11	1	3	-	-	-	1	1	3	-	-	-	-	-	-	-	-
P37	1	2	-	11	-	-	-	-	-	-	-	-	-	-	-	-
P3	-	2	-	1	-	-	-	-	-	-	-	-	-	-	-	-
P10	1	2	2	-	-	-	7	2	-	-	-	-	2	-	-	-
P15	-	1	-	15	-	-	1	-	-	-	-	-	-	-	-	-
P24	-	1	-	5	-	-	-	-	-	-	-	-	-	-	-	-
P42	3	1	-	-	-	-	-	-	-	3	-	-	-	-	1	-
P2	6	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-
P40	-	1	-	-	-	1	1	1	-	1	1	-	-	-	-	-
P33	1	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-
P41	-	1	-	-	-	-	-	-	-	1	-	-	-	-	-	-
P48	-	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-
P21	1	-	-	2	-	-	-	-	-	-	-	-	-	-	-	-
P13	-	-	-	2	-	-	-	-	-	-	-	-	-	-	-	-
P6	-	-	-	1	-	-	-	-	-	-	-	-	-	-	-	-
P25	8	-	2	-	-	-	2	-	-	1	-	-	-	-	-	-
P1	9	-	-	-	-	-	1	-	-	-	-	1	-	-	-	-
P14	-	-	-	-	-	1	-	1	5	-	-	1	1	-	1	-
P18	-	-	-	-	-	-	-	1	-	-	9	-	-	-	-	-
P22	3	-	-	-	1	2	-	-	1	1	-	-	-	-	2	-
P17	-	-	2	-	-	-	-	-	1	-	-	-	-	-	-	4
P45	3	-	2	-	-	-	1	-	-	-	-	1	-	-	-	-
P26	4	-	-	-	-	-	1	-	-	-	-	-	-	-	-	-
P12	-	-	1	-	-	1	-	-	1	-	-	-	-	-	1	-
P44	1	-	1	-	-	-	1	-	-	-	-	-	-	-	1	-
P28	-	-	1	-	-	1	-	-	1	-	-	-	-	-	-	-
P29	-	-	-	-	-	-	-	-	1	1	-	-	-	-	-	-
P34	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
P38	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Totals refer to number of times selected change was cited by respondents across all domains (can be cited in up to 6 domains across 33 interviews)

Table A6. 9. List of drivers of positive change

P1	Improved health habits in the household	P25	Personal or family experience
P2	Housing improvements / new flooring, windows, walls	P26	Personal or family hygiene habits
P3	Job promotion	P27	Company's and colleagues support / training and teaching by superiors
P4	YQYP training in teamwork	P28	Internet / TV
P5	YQYP training in tolerance, values, equality and working responsibilities	P29	School education
P6	Savings/ spending less /	P31	YQYP training in violence and resolution of disputes at work
P7	YQYP training in productivity and motivation to achieve better results	P32	YQYP overall training programme
P8	YQYP training in effective communication and working relationships	P33	Having employment / a job
P9	TQYP training in health and self-care habits	P34	Government health services
P10	YQYP training in balance between working and personal life	P36	Improved public transport
P11	Increased sense of how to work/live better and happier	P37	Pay rise / better income / remuneration
P12	Job benefits and services	P38	Physical exercise
P13	Union's support	P39	Better quality food and eating habits
P14	YQYP training in respect, values and working rights	P40	Personal motivation for new people / partner / family / friends / work colleagues
P15	Diversification of income outside work / contribution from other household members	P41	Government programme with the labour office
P16	Company's sources to improve self-care at work	P42	YQYP training in self-care and health at work
P17	Hiring women in the maquila	P43	Marriage
P18	YQYP training in gender equality and women's rights	P44	Changes on workday schedules
P19	YQYP training in job satisfaction	P45	Social activities at work / Zumba classes, collective lunch
P20	Changed attitude to achieve better results	P46	Location of the factory from their home
P21	Government programme	P48	Got divorced / separated
P22	Introduction of safety measures and new equipment by the maquila	P49	Increased women's empowerment
P23	YQYP training in working and home relationships	P50	Training / help outside work / church
P24	Working extra time to generate more income		

Table A6. 10. List of positive change (outcomes)

O1	Improved physical health / wellbeing	O11	Increased sense of competitiveness
O2	Better sense of personal development, satisfaction and self-fulfilment	O12	Increased sense of respect, empathy, equity and working rights
O3	Improved sense of teamwork, solidarity and general objective	O13	Increased personal resilience
O4	Improved working environment / relationships	O14	Stronger family communication / union / quality time
O5	Improved sense of prevention and responsibility	O15	Improved household decision-making
O6	Increased productivity / results at work	O16	Improved capacity to resolve disputes
O7	Improved relationship between workers and company owners/boss	O17	Improved ability to influence others
O8	Increased household income / economic situation	O18	Improved turn-up and punctuality rate
O9	Increased sense of gender equality and women's rights	O19	Decreased turn-over rate
O10	Improved sense of self-control, self-confidence & self-esteem	O20	Improved working conditions

Table A6. 11. Most commonly cited negative changes and associated drivers of change (Individual interviews)

Drivers	Changes								
	Worsened physical health / wellbeing	Increased stress and conflicts	Decreased quality of life / time with family	Hostile relationships, discrimination, harassment	Weaker family union	Decreased Purchasing power	Sense of weakness / being defeated	Getting increasingly sick	Sense of hopelessness / sadness
Pressure / workload / stress and conflicts	6	4	3	2	2	-	2	1	-
Sickness / bad health	4	-	-	-	-	-	1	-	-
Lack of respect	-	1	-	2	-	-	-	-	-
Lack of communication / information	-	1	-	1	1	-	-	-	-
Troublesome relationships and aggressive colleagues	-	-	-	1	-	-	-	-	-
Debts and inflation	2	2	-	-	-	2	-	-	-
Lack of time	-	1	4	-	-	-	-	-	-
Macroeconomic situation	-	-	1	-	-	2	-	-	-
Bad eating and sleeping habits	2	-	1	-	-	-	-	-	-
Hazardous working environment	2	-	-	-	-	-	-	-	-
Loss / death of family members	1	-	-	-	-	-	-	-	1
Street crime and insecurity outside home / work	1	-	-	-	-	-	-	-	-
Poor facilities / organisation at work	1	-	-	-	-	-	-	-	-
Conflicts and stress by the loss of a family member	-	1	-	-	-	-	-	-	-
Got Divorced	-	-	-	-	1	-	-	-	-
Poor or lack of self-care habits at work	1	-	-	-	-	-	-	-	-
Contaminated street food	1	-	-	-	-	-	-	-	-
Aging	1	-	-	-	-	-	-	-	-

Totals refer to number of times selected change was cited by respondents across all domains (can be cited in up to 6 domains across 33 interviews)

Table A6. 12. Most commonly cited positive changes and associated drivers of change (Focus groups)

Drivers	Changes																	
	O3	O10	O6	O2	O1	O4	O5	O12	O14	O17	O8	O18	O20	O7	O9	O16	O19	O13
P8	3	2	3	-	-	4	2	-	1	-	-	1	-	2	-	-	1	-
P11	-	2	1	1	1	-	1	1	1	2	-	-	-	-	-	1	-	-
P32	2	1	2	1	-	-	2	-	-	1	-	1	1	-	-	-	-	-
P5	2	1	-	1	-	1	-	1	-	-	-	1	-	1	-	-	1	-
P10	1	1	-	1	1	-	-	1	4	-	-	-	-	-	-	-	-	-
P20	1	1	2	2	-	-	-	-	-	2	-	-	-	-	-	-	-	1
P42	1	1	-	-	1	-	2	-	-	-	-	1	1	-	-	1	-	-
P4	2	-	2	1	-	1	-	-	-	-	-	-	-	-	-	-	1	-
P9	1	1	-	1	3	-	1	-	-	-	-	-	-	-	-	-	-	-
P14	2	-	1	1	-	1	-	1	-	-	-	-	-	-	-	-	-	-
P19	2	1	1	-	-	1	-	-	-	-	-	-	-	-	1	-	-	-
P18	-	1	-	-	-	1	-	2	-	-	-	-	-	-	1	-	-	-
P7	1	2	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
P23	1	-	-	-	-	1	-	-	-	-	-	-	-	1	-	-	-	-
P24	-	-	-	-	-	-	-	-	-	-	3	-	-	-	-	-	-	-
P12	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
P16	-	-	-	-	1	-	-	-	-	-	-	-	-	-	-	-	-	-
P22	-	-	-	-	-	-	-	-	-	-	-	-	1	-	-	-	-	-
P27	-	-	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
P31	-	-	-	-	-	1	-	-	-	-	-	-	-	-	-	-	-	-

Totals refer to number of times selected change was cited by focus groups across all domains (can be cited in up to 6 domains across 4 focus groups)

See names of drivers and changes in Table A6. 9 and Table A6. 10.

Table A6. 13. Most commonly cited negative changes and associated drivers of change (Focus groups)

Drivers	Changes									
	Less productivity / results at work	Sense of hopelessness / sadness	Worsened physical health / wellbeing	Increased rate of risk and accidents	Sense of weakness / being defeated	hostile relationships, discrimination, harassment	Increased stress and conflicts	Decreased turn-up and punctuality rate	Decreased quality of life / time with family	Weaker family union
Pressure / workloads / stress and conflicts	2	-	1	-	1	-	1	-	1	-
Lack of communication / information	1	-	-	1	-	-	1	-	-	-
Sickness / bad health	1	-	1	-	-	-	-	1	-	-
Poor facilities / organisation at work	1	-	-	-	1	1	-	-	-	-
YQYP overall training programme	-	2	-	-	-	-	-	-	-	1
Hazardous working environment	-	-	-	2	-	-	-	-	-	-
Lack of respect	1	-	-	-	-	1	-	-	-	-
Low salary / unfair salary	-	1	1	-	-	-	-	-	-	-
Weak sense of solidarity and teamwork	-	1	1	-	-	-	-	-	-	-
Lack of time	-	-	-	-	1	-	-	-	-	-
Troublesome relationships and aggressive colleagues	-	-	-	-	-	1	-	-	-	-
Bad eating and sleeping habits	-	-	1	-	-	-	-	-	-	-
Poor or lack of self-care habits at work	-	1	-	-	-	-	-	-	-	-
Old, failing, lack of proper equipment	1	-	-	-	-	-	-	-	-	-
Turn-over rates	1	-	-	-	-	-	-	-	-	-

Totals refer to number of times selected change was cited by focus groups across all domains (can be cited in up to 6 domains across 4 focus groups)

The QuIP study looked for evidence of changes (or ‘outcomes’) in the lives of respondents over the one- or two-year period in the supervisors and operators’ samples. The tables below take the most commonly cited changes across the whole data set and break them down into positive (green) and negative (red) across each of the ToC domains tested in the questionnaires. Totals refer to unique number of respondents and focus groups (counted as one response) who cited the selected change in each domain, out of a total of 37 (33 individuals and 4 focus groups). Positive changes generally outweigh negative changes across the sample.

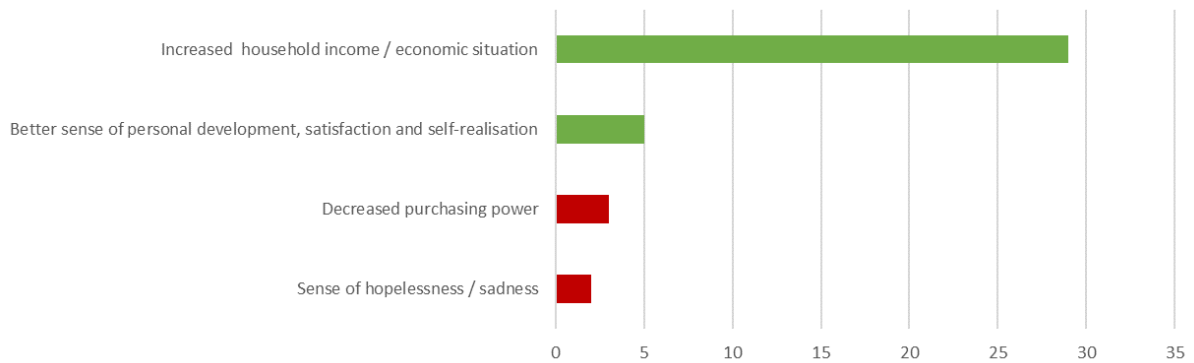
Table A6. 14. Significant changes over specified time period reported by respondents



Gender equality

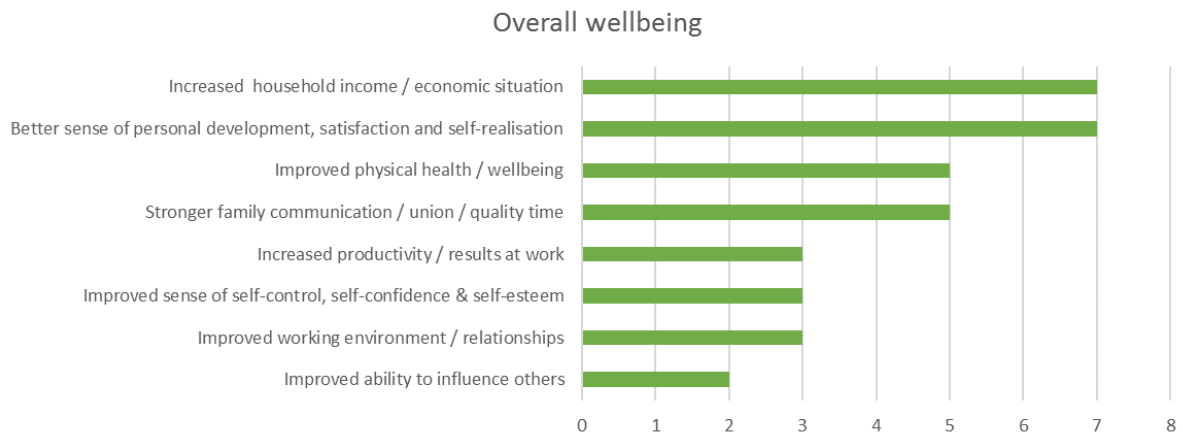


Economic security



Relationships





Annex 5: Evaluation results

Table A5.1. Parameter estimates of the hierarchical linear model for scale variables applied to supervisor data.

		Control variables				Design variables (Pre and Post)				Design variables (Exclusively post)					
	β_0	β_{Sex}	β_{Senior1}	β_{Senior2}	$\beta_{\text{EducLevel}}$	β_{Experim}	β_{Prev}	β_{PrevAtt}	β_{Year2015}	β_1	$\beta_{1,\text{Exp}}$	$\beta_{1,\text{Exp},2015}$	$\beta_{1,\text{Exp},\text{Prev}}$	$\beta_{1,\text{Exp},\text{Sex}}$	$\beta_{1,\text{Exp},\text{Att}}$
Knowledge	0.21	-0.02	0.10	0.01	0.14*	0.08	-0.28†	0.45**	-0.12	-0.08	-0.19	0.09	0.45*	-0.01	0.47*
Life skills	0.05	-0.05	0.03	0.12	0.21*	-0.34*	-0.11	-0.02	0.47**	0.07	0.06	-0.32†	-0.06	-0.24†	0.24
Psychosocial barriers	-0.22	-0.01	0.07	0.10	0.04	-0.05	0.14	-0.20	0.44**	0.33*	-0.52†	0.01	-0.01	-0.11	0.03
Physical health & self-care	-0.03	-0.12	0.15	0.05	-0.10	-0.19	-0.06	-0.09	0.34*	-0.23	1.07**	-0.55**	0.10	-0.10	-0.44
Relationships	-0.17	-0.14	-0.13	-0.11	0.03	-0.29†	0.17	-0.23	0.33*	-0.25†	0.49†	-0.25*	-0.10	-0.07	-0.03
Job satisfaction	0.38	-0.09	0.08	-0.02	0.09	-0.24†	0.16	-0.17	0.22*	-0.08	0.52	-0.26	-0.19	0.05	-0.33
Productivity	0.02	-0.04	0.07	0.04	-0.05	-0.16	0.38*	-0.19	0.06	0.36**	-0.26	-0.14	-0.16	0.06	0.08
Gender equality 2015 (40h)	0.13	-0.06	-0.02	-0.05	0.09	-0.01	—	—	—	0.13	-0.46	—	—	0.04	0.47†
Gender equality 2015 (56h)	0.10	0.01	-0.33	-0.44†	0.17	—	—	-0.16	—	0.49	—	—	—	-0.02	-0.41
Wellbeing 2014	0.08	-0.04	0.02	-0.02	-0.08	-0.22	—	—	—	0.07	-0.10	—	—	-0.02	0.15
Wellbeing 2015	0.12	-0.23**	0.07	0.02	0.09	-0.13	-0.18	0.18	—	-0.75*	1.03**	—	-0.09	0.05	-0.17
Empowerment 2015 (56h)	-0.11	-0.27	0.33	0.02	0.30	—	—	0.28	—	1.31	—	—	—	-0.05	-1.45
Personal agency	0.25	-0.21*	0.07	0.10	0.09	-0.19	0.14	-0.06	-0.17	0.19	-0.26	-0.15	-0.06	0.13	0.23
Working conditions	-0.06	-0.16†	0.23*	0.24*	0.02	0.09	0.13	-0.08	0.24	-0.31	0.87†	-0.59†	0.30	0.16	0.01

Note. †p < 0.10, *p < 0.05, **p < 0.01. For the precise meaning of the parameters, see the text below.

The statistical model that underlies the analyses for outcome evaluation is a hierarchical linear model that specifies as the dependent (or outcome) variable the scores on the scales in the first column of the table above. The model for the supervisors is a three-level model, which includes, at the highest level, the maquilas, at the intermediate level the individuals, and at the lowest level the measurements (corresponding to different moments, e.g., pre and post or from Y1 and Y2). The model for the operators, on the other hand, has only two levels, maquilas and individuals, because the available data did not allow us to identify multiple measurements associated with the same individual (i.e., it was not possible to know which questionnaires, if any, were responded by the same individual at the pre- and the post-measurement).

The parameters in the model should be interpreted on a standardized scale (as a result of the specification of a standard normal distribution for the scale scores derived within the framework of Item Response Theory). This means that the mean and variance of the scale scores are 0 and 1, respectively. We will now explain the meaning of each of the parameters:

- β_0 : The general intercept in the model. Due to the way that the independent variables in the model are defined, this parameter accounts for the overall initial level in comparison groups of Y1.

- β_{Sex} : This is the parameter associated with the independent variable Gender, which takes a value of 1 for women and 0 for men. The parameter accounts for general differences between men and women not related to or affected by the initiative. Positive values indicates an advantage for women; negative values an advantage for men.
- β_{Senior1} and β_{Senior2} : These parameters are associated with the dummy variables Senior1 and Senior2, respectively. Senior1 assumes a value of 1 if the person has been working at the maquila for two years or less, and 0 otherwise, while Senior2 equals 1 in case the person has been working for 11 years or more. As a result, the associated parameters capture the effect of seniority and accounts for general differences between three levels of seniority: 0–2 years, 3–10 years, 11+ years.
- $\beta_{\text{EducLevel}}$: This parameter is associated with the binary variable Education Level, which assumes a value of 1 if the person studied beyond secondary school (i.e., high school and above), and 0 otherwise. By this parameter, the model takes into account general differences in the scale scores between persons with low and high education levels.
- β_{Experim} : The variable Experim associated with this effect takes possible values of 0 and 1, and indicates whether the observation (supervisor/worker) belonged to a maquila from the comparison or the treatment group, respectively. As such, the parameter accounts for overall differences between treatment and control conditions, especially at the pre-measurement (i.e., without reference to the initiative).
- β_{Prev} : This parameter is associated with the variable Prev, which takes a value of 1 if the supervisor/worker belongs to a maquila where the program was implemented in the previous year, and 0 otherwise. That is, Prev = 1 for maquilas in Y2, which also participated (in the treatment condition) in Y1. Through this parameter, a carry-over effect of the program, as implemented in Y1, into Y2 can be accounted for.
- β_{PrevAtt} : Similar to the previous parameter, this one accounts for a possible sustained effect program from Y1 into Y2. However, rather than considering participation in the program at the level at the maquila (like the previous parameter), β_{PrevAtt} considers participation at the level of the supervisor. (Note that this effect does not enter the model for operators.) In the particular case that Prev = 1 and PrevAtt = 0, the supervisor belongs to a maquila that participated in Y1, but he/she himself/herself did not participate in Y1. Hence, β_{PrevAtt} accounts for the carry-over effect of the program from Y1 into Y2 because the supervisor participated in the workshops of Y1.
- β_{Year2015} : This parameter is associated with the variable Year2015, which takes a value of 1 for the observations in Y2 and 0 for the observations in Y1. Consequently, the parameter β_{Year2015} accounts for overall differences between participants in Y1 and Y2, irrespective of treatment versus control condition, or pre- versus post-measurement.
- β_1 : This is the parameter associated with the variable Post; this variable assumes values of 0 and 1 for questionnaires applied at a pre- and post-measurement, respectively. In consideration of how the other variables in the model have been defined, β_1 can be interpreted as the overall difference between pre- and post-measurements in comparison maquilas.
- $\beta_{1,\text{Exp}}$: This parameter is associated with the interaction of Post with Experim, and as a result represents the difference between treatment and comparison maquilas with respect to how they change between the pre- and post-measurements. Under the assumption the only systematic difference between treatment and comparison maquilas is their participation or not in the initiative, this parameter can be interpreted as the general effect of the initiative.
- $\beta_{1,\text{Exp},2015}$: This parameter, as it is associated with the triple interaction involving Post, Experim, and Year2015, accounts for possible differences in the effect of the program between Y1 and Y2.
- $\beta_{1,\text{Exp},\text{Prev}}$: This parameter, which is associated with the triple interaction involving Post, Experim, and Prev, accounts for possible differences in the effect of the program between maquilas where the program was implemented the year before versus where this was not the case.
- $\beta_{1,\text{Exp},\text{Sex}}$: This parameter, which is associated with the triple interaction involving Post, Experim, and Gender, accounts for possible differences in the effect of the program between men and women. Positive values imply that women took better advantage of the initiative than men, while negative values for the parameter implies the inverse.
- $\beta_{1,\text{Exp},\text{Att}}$: This parameter is associated with the interaction between variables Post, Experim, and Att, where Att is a number between 0 and 1 that indicates the level of exposure to the program. In supervisors, Att is defined as the proportion of workshop sessions attended by the supervisor; in operators, it is the proportion of

replicate sessions that had been carried out at the moment of the (post)measurement. As a result, $\beta_{1,Exp,Att}$ accounts for the possible differences in the effect of the program between supervisors or workers who underwent more or less exposure to the program in their maquila.

In case that no data are available for one or more of the program modalities (Y1, Y2 workshop 40h, and Y2 workshop 56h), some of the effects described above were omitted. For example, if only data are available for Y1 (as in the Well-Being 2014 scale), the effects β_{Prev} , $\beta_{PrevAtt}$, $\beta_{Year2015}$, $\beta_{1,Exp,2015}$, and $\beta_{1,Exp,Prev}$ were excluded because for none of the observations there was previous exposure to the program and no data from 2015 are available.

Table A5.2. Parameter estimates of the hierarchical linear model for scale variables applied to operator data.

		Control variables				Design variables (Pre and Post)			Design variables (Exclusively post)					
	β_0	β_{Sex}	$\beta_{Senior1}$	$\beta_{Senior2}$	$\beta_{EducLevel}$	$\beta_{Experim}$	β_{Prev}	$\beta_{Year2015}$	β_1	$\beta_{1,Exp}$	$\beta_{1,Exp,2015}$	$\beta_{1,Exp,Prev}$	$\beta_{1,Exp,Sex}$	$\beta_{1,Exp,Att}$
Knowledge	-0.24	-0.03	0.07	0.09	0.28**	0.02	-0.02	—	-0.27	0.49*	—	0.05	0.20†	-0.13
Life skills	0.06	-0.16**	-0.01	0.05	0.15**	-0.14	0.13	0.05	-0.28*	0.40**	-0.11	0.11	0.05	-0.25
Psychosocial barriers	0.01	-0.18**	-0.02	-0.10	0.06	0.01	0.01	—	-0.27*	0.14	—	0.11	0.11	-0.07
Physical health & self-care	-0.03	0.00	0.03	-0.00	0.02	-0.14	0.28*	-0.04	-0.12†	0.28**	-0.21	-0.01	0.02	0.09
Relationships 2014	-0.00	-0.02	0.05†	-0.00	0.04	0.01	—	—	-0.22	0.19	—	—	0.08	—
Relationships 2015	0.17	-0.13*	0.19**	-0.06	-0.02	-0.08	-0.00	—	-0.22*	0.08	—	0.08	0.15	0.10
Job satisfaction 2014	-0.11	-0.01	0.08*	0.15*	0.08*	0.01	—	—	0.06	0.02	—	—	0.03	—
Job satisfaction 2015	-0.15	0.02	0.22**	0.07	0.01	0.05	0.19	—	-0.21†	0.42*	—	-0.06	0.03	-0.34
Productivity	-0.15	-0.06†	0.01	-0.01	0.06*	-0.04	-0.00	0.18*	-0.15	0.27*	-0.20	0.18	0.06	-0.17
Gender equality 2015 (40h)	-0.11	0.00	0.01	-0.04	0.21**	-0.02	—	—	-0.22*	0.24†	—	—	-0.02	0.07
Gender equality 2015 (56h)	-0.01	0.03	0.14	-0.20	-0.13	—	—	—	-0.40	—	—	—	0.28	0.66†
Wellbeing 2014	-0.08	-0.01	0.02	-0.03	0.12**	-0.01	—	—	-0.05	0.03	—	—	-0.14	—
Wellbeing 2015	0.00	-0.18**	0.13**	0.02	0.23**	0.08	-0.05	—	-0.10	0.03	—	0.11	0.06	-0.07
Personal agency 2014	-0.07	-0.04	0.03	-0.05	0.23**	-0.04	—	—	-0.26	0.34†	—	—	-0.01	—
Personal agency 2015	-0.01	-0.01	-0.02	0.02	0.09†	-0.02	0.16†	—	-0.05	-0.16	—	0.05	-0.06	-0.01
Working conditions	-0.06	-0.03	-0.01	0.05	-0.02	-0.08	-0.04	-0.03	-0.13†	0.00	0.17	-0.00	0.08	-0.30

Note. †p < 0.10, *p < 0.05, **p < 0.01. For the precise meaning of the parameters, see text.