

# GoodWeave International Monitoring & Evaluation (M&E) Public System Report



GoodWeave: A Journey to the End of Child Labor

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Contact for comments:  
[info@goodweave.org](mailto:info@goodweave.org)

For more information: [www.goodweave.org/  
proven-approach/impact/monitoring-and-evaluation/](http://www.goodweave.org/proven-approach/impact/monitoring-and-evaluation/)

## 1. Scope and Boundaries of the M&E System

This document is a public report that describes GoodWeave's Monitoring and Evaluation (M&E) system. It is intended to ensure transparency and demonstrate compliance with the ISEAL Impacts Code.

The scope and boundaries of GoodWeave's current M&E system are as follows:

- *Programs, strategies and geographic scope:* The scope of GoodWeave's core M&E system includes all major program activities carried out in the consumer and producer countries/regions where GoodWeave works: in North America, Europe, India, Nepal and Afghanistan. Program areas include all marketing, branding, inspection, certification, rehabilitation, education and child labor prevention activities falling within objectives 1-5 described in section 2 of this report.
- *Standards and sectors:* GoodWeave stands at an inflection point in its trajectory in expanding the scope of its standard and the sphere of operations from carpets to new sector supply chains. In addition to a prohibition on child labor, beginning in 2016 the GoodWeave Standard for carpet producers includes the prohibition of forced/bonded labor and other related progress criteria (e.g. decent working conditions). GoodWeave has also begun pilot activities to test replication of its model in new sectors. As these activities come fully online, the organization's M&E system will expand to cover outcomes in those sectors. Pilot programs in brick-making, apparel, home textiles, fashion jewelry and tea sectors are in early stages of implementation, with monitoring and evaluation plans underway.
- *Outcomes and impacts:* Since its founding nearly twenty years ago, GoodWeave's work has been guided by a strategy to address child labor in the carpet industry, where child labor is endemic. Recognizing that long-term impacts, such as prevalence of child labor, the deterrent effect resulting from GoodWeave's supply chain monitoring and inspection work, and the link between market development and social change are difficult to quantify and capture through routine M&E activities, GoodWeave maximizes resources by focusing the M&E system first on outputs and outcomes where data is most readily available. The M&E system is also shifting toward evaluating progress toward broader impacts of these programs in target communities. Where possible, GoodWeave identifies resources and opportunities to conduct evaluations on the intended broader effects of its standards system, sometimes in partnership with outside experts, academics and contractors.

Possible unintended effects of the standard system – including counter-productive media attention on producers, proliferation of other labels and less rigorous initiatives in the marketplace, and the possibility of displacement of labor rights violations to unmonitored parts of the supply chain or other industries – are considered indirectly rather than measured directly.

## 2. Defining the Intended Change

### A. Long-Term Goals

*Vision* - GoodWeave envisions a day when no child is made to work instead of going to school, and when freedom, access to education, and the right to a childhood are guaranteed. By creating a market that demands these things, human rights will be essential and intrinsic, first in the rug industry and then in all manufacturing where labor abuses now exist.

*Mission* - GoodWeave aims to stop child labor in the carpet industry and to replicate its market-based approach in other sectors.

*Theory of Change* - GoodWeave believes that if enough people choose one product over another because it was made without child labor, then retailers, importers and exporters will demand child-labor-free goods from their manufacturers. This in turn will create a "tipping point" in the market, leading to the end of child labor.

## B. Strategic Objectives

The following represents GoodWeave's medium-term objectives.

1. Harness Market Forces
2. Clean up Supply Chains
3. Create Educational Opportunities
4. Improve Conditions for All Workers
5. Encourage and Promote Replication
6. Strengthen GoodWeave International Operations and Governance Structures

## C. Program Strategies and Intermediate Objectives

GoodWeave's program strategies or activities support short-term/intermediate objectives, which are depicted in the results framework (see schematic in the annex to this report). These activities include changing the market by creating demand for GoodWeave's best-in-class certification label through awareness-raising, marketing, and business development; monitoring supply chains and certifying against the GoodWeave Standard; providing assistance to victims and at-risk youth through rescuing and educating child laborers, prevention and community reinvestment programs; promoting better working conditions for adults workers; and replicating its market-based approach in new sectors. More information on program strategies linked to each of these areas is available on the GoodWeave website at [www.goodweave.org/proven-approach/](http://www.goodweave.org/proven-approach/). This complete model including the aforementioned activities, short and medium-term objectives is designed to lead to the realization of GoodWeave's ultimate vision and mission.

## 3. Performance Monitoring

GoodWeave collects data to monitor progress against its goals and objectives. For example, ongoing monitoring includes tracking the number of production sites inspected and number of children withdrawn from child labor in each country. The indicators currently tracked are related to the immediate outcomes of GoodWeave's inspections and child rehabilitation programs and are available on the GoodWeave website at [www.goodweave.org/proven-approach/impact/monitoring-and-evaluation/](http://www.goodweave.org/proven-approach/impact/monitoring-and-evaluation/). These indicators were initially developed based on GoodWeave's draft strategic framework in 2013 and are reviewed and refined annually as part of the strategic planning process. Data on key indicators is collected, analyzed and circulated internally to all staff and field offices, and is used in regular reporting to GoodWeave's board, committees, donor reports and external communications, e.g. GoodWeave's annual report and website. GoodWeave also conducts additional project-specific monitoring activities to fulfill the requirements of various grant-funded activities.

GoodWeave maintains an established process for data collection that is harmonized with its affiliated offices and programs. Part of this data is collected in close to real time using GoodWeave's Sourcing Freedom platform, which is used by inspection teams for supply chain mapping and audit data. Other data is collected quarterly and stored in a centralized server. The data is collected by staff members in affiliate offices and programs (see Section 6) and aggregated, cross-checked and verified by the GoodWeave International Secretariat. Internal protocols for collection and storage of monitoring data have been established beginning in 2014. The monitoring data and collection protocols are in process of being continuously improved through digitization, in order to gain greater efficiencies and ultimately to improve targeting of child labor prevention, remediation and anti-trafficking resources, as part of the M&E system.

#### 4. Outcome and Impact Evaluation

GoodWeave evaluates the data gathered through its ongoing monitoring program both through the routine assessment of this data by program staff, during planning processes, as well as through periodic collaboration with external partners and independent experts. Reports analyzing key indicators were produced in 2015 and 2016. Where funding and resources are available GoodWeave also conducts longer-term evaluations of outcomes and impacts. In order to maximize available resources, the scope of these evaluations is limited to specific priority target areas. This includes past evaluations of GoodWeave's school incentives and weaver-training programs in Nepal; evaluating the child-friendly communities program in India, which has expanded from an initial set of child-friendly communities in Uttar Pradesh to include new target communities in Rajasthan; and evaluating GoodWeave's programs reaching primarily home-based carpet-weaving communities in Afghanistan. Two studies of changes at the community level are planned to be conducted in 2018. Completed outcome/impact evaluation reports (both internal and external) are published on the GoodWeave website at: [www.goodweave.org/impact/report/](http://www.goodweave.org/impact/report/).

#### 5. Improving the Effectiveness of the M&E System

GoodWeave's M&E system makes up an important part of a larger continuous process of organizational planning, program implementation, and learning. Departmental heads and staff use the findings from the monitoring data for assessing progress, planning and refining program activities. The results of the M&E program are circulated, discussed in Executive Leadership Team meetings, used as inputs for organization-wide strategic planning, and key findings and recommendations are reported to the GoodWeave International Board of Directors. Based on the outcomes of these activities, all components of the M&E system undergo a process of continuous refinement, at least annually.



*Cycle of planning, implementation, M&E, learning and improving is a continuous process*

GoodWeave's strategic framework is used as the basis for strategic planning within GoodWeave and in dialogue with the Board of Directors and stakeholder committees. Feedback from the stakeholder groups represented on the Board and committees is an important part of this process, and allows for iterative learning. Indicators are also reviewed and improved regularly, and program-specific evaluations are used to improve current and future programs, with future opportunities to conduct impact evaluations being identified.

## 6. Roles and Responsibilities

M&E activities are led by the GoodWeave International (GWI) Secretariat in Washington, DC, which serves as the umbrella body for the broader organizational network. The M&E team comprises staff in all offices, as listed in the following table.

| Role   |                              | Staff Responsible  |
|--|------------------------------|--|
| Coordinating the overall M&E program   |                              | Director of Communications, Impact and Learning<br>Senior Manager, Certification Systems |
| Strategic planning (defining the intended change, impacts, outcomes, strategies, and indicators) |                              | Chief Executive Officer, Department Heads and Country Office Directors                   |
| Aggregating global data  |                              | Program Officer, Standards and Policy Unit   |
| Collecting, tracking and reporting data  | North America & Europe       | Business Development Manager & Program Staff   |
|  | Nepal, India and Afghanistan | Inspection and social programs unit designated staff / department heads                  |
| Review, analyze data, use results for organizational learning                                    |                              | Executive Leadership Team<br>GWI Board of Directors                                      |

## 7. Opportunities for Engagement

GoodWeave recognizes the importance of stakeholder engagement and is committed to meeting best practices in achieving transparency in all aspects of its work, including in the M&E system. The content of this report, particularly the strategic framework, indicators and procedures for monitoring and evaluation, is informed by GoodWeave's annual planning process with input from affiliated country offices and headquarters staff, board and advisors. GoodWeave's new sector planning process was also begun in this spirit as GoodWeave spoke to dozens of experts and stakeholders worldwide in the formulation of the scaling strategy. Building on the success of previous stakeholder engagement strategies in strategic planning and standards development, GoodWeave periodically solicits feedback from key internal and external stakeholders on its programs, outcomes, strategies and other aspects related to its programs and M&E. Documentation of the M&E system and processes are made available on the GoodWeave's website at [www.goodweave.org/proven-approach/impact/monitoring-and-evaluation/](http://www.goodweave.org/proven-approach/impact/monitoring-and-evaluation/).

GoodWeave's annual reports also include information about key indicators and assessing program outcomes and are available online at [www.goodweave.org/about/annual-reports/](http://www.goodweave.org/about/annual-reports/). Any interested party may view and submit comments, questions or complaints using the online comment forms or directly contact the primary contact at GoodWeave for the M&E system report:

Biko Nagara  
Senior Manager, Certification Systems  
GoodWeave International  
1111 14<sup>th</sup> Street, Suite 820  
Washington, DC 20005  
+1-202-234-9050  
[biko@goodweave.org](mailto:biko@goodweave.org)

# The GoodWeave System

## Schematic of the Global Results Framework

