

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



*Version 2, March 2016*

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## 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 (Version 2).

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 related to the carpet sector 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 1-4 described in section 2 of this report. Specific strategies are described in more detail in supplemental information to this report (see "Pathways to Change").
- *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 other 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 in new sectors. As these activities come fully online, the organization's M&E system will expand to monitor and evaluate outcomes in those sectors.
- *Outcomes and impacts:* Since its founding nearly twenty years ago, GoodWeave's work has been guided by a singular 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. Currently the M&E system is shifting toward evaluating progress toward longer-term impacts of these programs in target communities. Where possible, GoodWeave identifies 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. Medium-Term Objectives



## C. Program Strategies and Short-Term Objectives

GoodWeave's program strategies (activities) include changing the market by creating demand for its 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; and working to replicate its market-based approach in other sectors. Detailed information on program strategies and GoodWeave's overall results framework that provides a graphical depiction of the short-term objectives that lead to realization of our long-term vision is available in the supplemental information "Pathways to Change".

### 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 presented in the supplemental information to this report. These indicators were developed based on GoodWeave's draft strategic framework in 2012-2013 and are reviewed and refined annually as part of the strategic planning process. Data on key indicators is collected and analyzed at least quarterly and circulated internally to all staff and field offices. GoodWeave is also conducting additional project-specific monitoring activities to fulfill the requirements of grant-funded activities.

GoodWeave maintains an established process for data collection that is harmonized with its affiliated offices and programs. This data is collected on a monthly/quarterly basis and stored in a centralized server. The data is collected by staff members in affiliated offices and programs (see Section 6) and reported to the GWI Secretariat. The data is then cross-checked and verified by Secretariat staff. The current internal protocols for collection and storage of monitoring data were established in 2014. Currently the monitoring data and collection protocols are in the process of being improved and expanded primarily through digitization, in order to gain greater efficiencies and ultimately to improve targeting of child labor prevention, remediation and anti-trafficking resources, with secondary benefits for the M&E system.

#### 4. Outcome and Impact Evaluation

GoodWeave evaluates the data gathered through its ongoing monitoring program both through ongoing internal evaluation as well as through periodic collaboration with external partners and independent experts. An analysis of key indicators is performed annually, with the latest report available on the GoodWeave website. Longer-term evaluations of outcomes and impacts, such as changes at the community level, are also conducted. In order to maximize available resources, the scope of these evaluations is limited to specific priority target areas. In recent years these have included evaluations of GoodWeave’s school incentives and weaver-training programs in Nepal; evaluating the child-friendly communities program in India, which is in the process of expanding from an initial set of child-friendly communities in Uttar Pradesh to new target communities in Rajasthan; and evaluating GoodWeave’s programs reaching primarily home-based carpet-weaving communities in Afghanistan. A list of ongoing and recently completed outcome/impact evaluation reports (internal and external) is provided on the GoodWeave website.

#### 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 regular 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 (see diagram). Based on the outcomes of these activities, all components of the M&E system undergo refinement typically on an annual basis.



*Learning and improving, planning, implementation, and M&E is a continuous process*

GoodWeave’s theory of change is currently being re-examined through ongoing consultations and conversations with GoodWeave’s national and international boards, governing committees and advisors. A new white paper on the GoodWeave model with implications for how GoodWeave’s

operations can be transferred to new sectors is scheduled to be completed in 2016 and aims to identify outstanding questions that can be addressed by the evolving M&E system. A review of indicators against which data are collected and compiled is taking place as a result of the previous year's indicators analysis, and in connection with the expansion of the GoodWeave Standard. Program-specific evaluations are also 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	Standards and Certification Systems Officer				
Strategic planning (defining the intended change, impacts, outcomes, strategies, and indicators)	Executive Director, Deputy Director, Country Office Directors and Department Heads				
Collecting, tracking and reporting data	<table border="1"> <tr> <td>North America &amp; Europe</td> <td>Business Development Associate Strategic Initiatives Officer</td> </tr> <tr> <td>Nepal, India and Afghanistan</td> <td>Inspections Monitoring and Certification (IMC) Administrative/Program Officer, Child Development Section (CDS) and Social Programs Officer/Manager</td> </tr> </table>	North America & Europe	Business Development Associate Strategic Initiatives Officer	Nepal, India and Afghanistan	Inspections Monitoring and Certification (IMC) Administrative/Program Officer, Child Development Section (CDS) and Social Programs Officer/Manager
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Nepal, India and Afghanistan	Inspections Monitoring and Certification (IMC) Administrative/Program Officer, Child Development Section (CDS) and Social Programs Officer/Manager				
Review, analyze data, use results for organizational learning	Executive Leadership Team (Country Office Directors) GoodWeave International 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 theory of change, indicators and procedures for monitoring and evaluation) is informed by GoodWeave's annual planning process which includes input from affiliated country offices and headquarters staff, board and advisors. GoodWeave's new sector planning process begun in 2015 was also conducted 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 will solicit feedback from key internal and external stakeholders on its programs, outcomes, strategies and other aspects related to the M&E system.

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

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### ***Referenced documents***

- Pathways to Change: The GoodWeave Model
- GoodWeave Global Indicators

Evaluations and annual reports are available on the GoodWeave website at:

[www.goodweave.org/about/governance/monitoring-and-evaluation](http://www.goodweave.org/about/governance/monitoring-and-evaluation).