



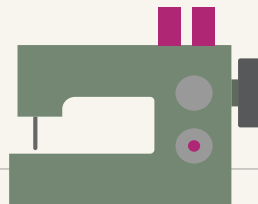
INTERIM EVALUATION: Better Work Ethiopia (BWE) Project Gender Component

Evaluation Contractor: Integra Government Services International LLC (Integra) and Dexis Consulting Group

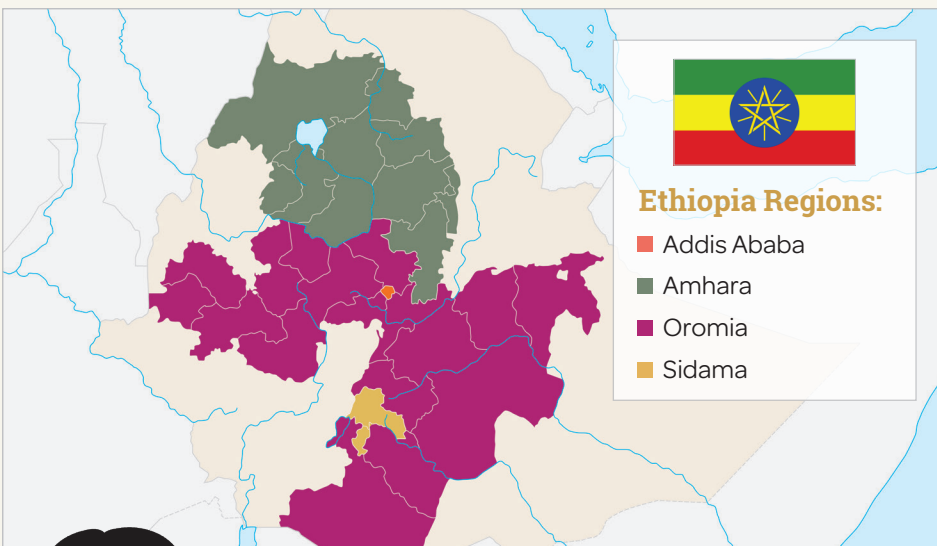
Project Overview:

Better Work Ethiopia (BWE) prioritizes advancing gender equity and women's economic empowerment in the Ethiopian apparel industry. The BWE tripartite approach engages government agencies, workers' organizations, civil society organizations, and private brands and retailers to enhance respect of workers' rights, safety, equality, agency, and representation. This cooperation strengthens compliance with global labor standards and increases competitiveness within apparel manufacturing supply chains. The BWE gender component addresses gender-based discrimination and violence, advocates for fair and equal treatment, increases access to skills training and professional development, promotes equal opportunities for women in the workplace, and advances women's representation in leadership positions.

[Click HERE to view the Evaluation Report](#)



Project Coverage:



“Prior to the training, only university graduates used to get executive positions. After BWE training, we started to get promoted. It also helped me to better support my workers. It also inspired the operators. If it was expanded to others, the benefit would have been more. The three or four of us who took the training are [now] able to get promoted to executive positions. The positions we have now used to be given to university graduates, but it is now open for us as well.”

– FACTORY WORKER INTERVIEWED

Implementer:

International Labour Organization (ILO)

Period of Performance:

November 2020 – December 2024

Funding:

\$1,477,095

Evaluation Period Coverage:

FY2021 – FY2023

Evaluation Fieldwork Dates:

May 8, 2023 – June 30, 2023

Key Partners:

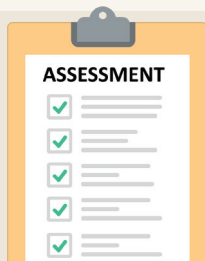
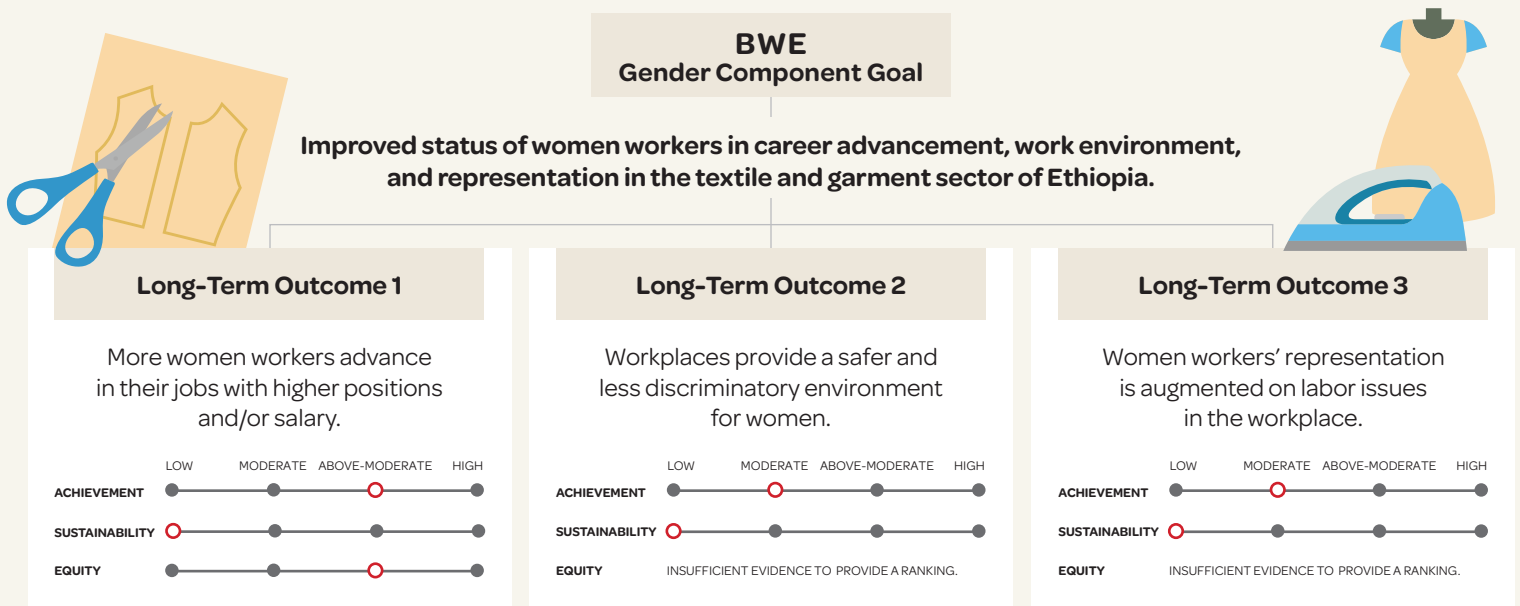
- Ministry of Labor and Social Affairs (MoLSA)
- Ministry of Women and Social Affairs (MoWSA)
- Ethiopian Investment Commission (EIC)
- Confederation of Ethiopian Trade Unions (CETU)
- Ethiopia Women Lawyers Association (EWLA)



“The capacity building on compliance, safety, and women's empowerment interventions are working well so far. Positive changes [include] an increase in leadership, conflict management, and decision-making skills among women workers. The program has also successfully created a platform for women to discuss and realize their rights and provided training for managers on worker's rights.”

– EMPLOYER REPRESENTATIVE INTERVIEWED

BWE Gender Component Results and Performance Summary of Achievements



“The implementation of various programs and trainings shows a commitment to improving the working conditions and opportunities for women in the workplace and this perfectly aligns to our objective/needs...The annual compliance audits, capacity gap identification and developments further reinforce our and other stakeholders’ commitment to national and international standards. Overall, the project is meeting our needs as a key stakeholder.”

– GOVERNMENT OF ETHIOPIA (GOE) REPRESENTATIVE INTERVIEWED

BWE Evaluation Results

Relevance and Coherence

1. Factory workers perceived that work conditions and treatment improved in the past three years and linked progress to services offered through BWE.
2. Women participants of the BWE demand-driven training strengthened their technical and leadership skills in preparation for promotions to supervisory positions.
3. Accelerate BWE engagement with owners of garment factories located in industrial parks to replicate and scale the gender-based empowerment approach.
4. Government of Ethiopia staff, private sector employers and factory workers are not in full alignment regarding the roles and benefits of labor unions, but report an improved understanding of the challenges and opportunities.
5. BWE activities and long-term goals would benefit from strategic communications engagement and outreach to increase awareness of the project.

Effectiveness

6. BWE interventions are on track to meet or exceed targets measuring improved working conditions for and representation of women workers.
7. BWE monitoring and reporting could be improved to provide more data for decision-making and adaptive management.
8. Stakeholders perceived employers’ attitudes about the role of unions and promoting gender equity as both positive and negative and inconsistent in their commitment to improve working conditions in the country.

Efficiency

9. BWE achieved its targets and efficiently managed ILAB resources, including budget, staffing and adherence to the work plan.
10. BWE training leads to improvements in working conditions and increasing women workers’ eligibility for promotion.

Sustainability

11. BWE’s design and activities meet stakeholders’ needs but overlook the bridging role between private sector middle management (human resource personnel, accountants, and liaisons) and workers; these managers expressed readiness for participation in capacity building activities.

Evaluation Team Recommendations

To BWE

- 1 Expand and standardize BWE gender component activities such as allocate time and resources for women's committees to meet, strengthen mechanisms for addressing workers' grievances, collaborate with local legal partners, and create alumni network.
- 2 Accelerate BWE engagement with owners of garment factories located in industrial parks to replicate and scale the gender-based empowerment approach.
- 3 Engage local gender specialists to inform and guide baseline assessment, indicator targets, reporting results and improving monitoring and evaluation processes.
- 4 Monitor and report on contextual factors such as conflict and economic disruptions that affect progress and reporting at the outcome level.
- 5 Seek opportunities to collaborate and build trust with the GOE to advise on labor policy and resource allocation.

To Government of Ethiopia (GOE)

- 6 Promote the positive gender equity results and outcomes as a result of BWE to encourage other employers to replicate and scale the promising practices.
- 7 Collaborate with ILO and BWE in developing a minimum wage law appropriate for Ethiopia to improve work conditions for all factory workers, including women and other underserved communities.

To ILAB

- 8 Establish guideposts for when partners should revise targets in response to external shocks and opportunities.
- 9 Encourage ILAB and other local partners to engage in pause and reflect sessions and other learning events on a regular basis to exchange ideas and feedback regarding work plans, milestones and results, and sustainability activities with local partners.

