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DEUTSCHE ZUSAMMENARBEIT

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**giz** Deutsche Gesellschaft  
für Internationale  
Zusammenarbeit (GIZ) GmbH

**FABRIC Asia**

**sequa** GmbH  
Partner of German Business

# How to set up community platforms for women garment workers





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## List of Abbreviations

<b>BGMEA</b>	Bangladesh Garment Manufacturers and Exporters Association
<b>BKMEA</b>	Bangladesh Knitwear Manufacturers and Exporters Association
<b>BTA</b>	Bangladesh Tanners Association
<b>CTUM</b>	Confederation of Trade Unions Myanmar
<b>DIFE</b>	Department of Inspections for Factories and Establishments (DIFE), Bangladesh
<b>GIZ</b>	Deutsche Gesellschaft für Internationale Zusammenarbeit ( <a href="http://www.giz.de">www.giz.de</a> )
<b>ILO</b>	International Labour Organisation
<b>LFMEAB</b>	Leather Goods and Footwear Manufacturers and Exporters Association of Bangladesh
<b>M&amp;E</b>	Monitoring and Evaluation
<b>MIS</b>	Management Information System
<b>MOI</b>	Ministry of Interior
<b>MoLE</b>	Ministry of Labour and Employment, Bangladesh
<b>MoWCA</b>	Ministry of Women and Children's Affairs, Bangladesh
<b>NGO</b>	Non-Governmental Organization
<b>OWDEB</b>	Organization for Women's Development in Bangladesh (OWDEB)
<b>PEG</b>	Peer Educator Group
<b>PSES</b>	Promotion of Social and Environmental Standards in the Industry project, implemented by GIZ Bangladesh
<b>RBM</b>	Results-based monitoring
<b>WAC</b>	Women's Agenda for Change
<b>WIC</b>	Worker's Information Center

## Foreword

Dear Readers,

We are pleased to present a new milestone in our collaboration: the guideline “how to set up community platforms for women garment workers”.

In 2016, Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH and sequa gGmbH entered into a cooperation in Myanmar.

Our shared vision: A garment industry offering jobs with decent pay and a healthy work environment, where women and men have equal opportunities.

The core of our cooperation was to set up a Women’s Center in Yangon. In our experience, this type of community platform provides a safe space for women garment workers to come together outside of the factory setting. Here they can exchange information and experiences, learn about labour law, acquire problem-solving skills and gain confidence to represent their interests.

The vision of this manual is to use it to wish to support those persons or organizations that want to create and implement this model of a community-based platform to reach out to more women garment workers. It summarizes the experience of colleagues from different GIZ projects, from sequa and from NGOs supporting community-based platforms for industrial workers in Bangladesh, Cambodia and Myanmar.

We wish to thank all partner organizations who have contributed their knowledge to compile this manual. Special thanks go to Mehzabin Ahmed, Senior Advisor at the GIZ project Promotion of Social and Environmental Standards in the Industry (PSES) and Su Tayar Lin, Senior Project Manager at sequa, who have jointly written this guidebook.

We sincerely hope that this guidebook will inspire many readers who are committed to gender equality and good working conditions and pledge our support to all who are willing to run a community platform.



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# Empowering Garment Workers in Myanmar

Case study



## The story of garment workers in Myanmar

The fashion industry is booming. First and foremost it is the low costs and high production capacity of Asian countries that make this boom possible. More specifically, it is women that make this boom possible. More than 90 percent of Myanmar's 600,000 garment workers are women, mostly between 16 and 27 years old.

This is their story: Everyday, hundreds of unskilled women come from the rural areas to the city, starting work in one of 500 or so garment factories. Since the poverty rate in Myanmar is almost 40 percent, the income generated by these women is urgently needed to support their families. Working in a garment factory is often seen as the only possibility for young women from rural areas to earn money and become economically independent.

This opportunity also poses major challenges: Organizing daily life without a family network and dealing with harsh working conditions in the factories. Very often, the women know little about their legal rights - entering a vicious circle of exploitation and debt can occur.



## What is needed to empower the women workers?

A pre-requisite for garment workers to be able to claim their rights is to firstly know about their rights. The next step is enabling and encouraging workers to stand up for their rights. This is the mission of the regional project “Promoting Sustainability in the Textile and Garment Industry in Asia” (FABRIC), implemented by the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH on behalf of the German Federal Ministry for Economic Cooperation and Development. In Myanmar, the project cooperates closely with German development organization sequa GmbH.

A report on Myanmar by the International Labour Organisation (ILO) reveals that a protected space for exchange is vital for empowering women and for building their capacity. Following this insight and similar experiences in Bangladesh, the FABRIC project in cooperation with sequa and the Confederation of Trade Unions of Myanmar (CTUM) founded the Women’s Center, providing a safe space for women garment workers. They meet, talk about their problems at work and learn more about their rights through trainings, games, and peer counseling. In the event of a dispute at work or family conflict, women workers can also seek advice from a lawyer. As the Women’s Centre is embedded in trade union structures, in cases of disputes, women can directly contact the relevant structures at CTUM for support to solve the conflict in the factory.

### Safety first

After the outbreak of the COVID-19 pandemic, project partners implemented a set of prevention measures, following the guidelines of the Myanmar Ministry of Health and Sports. These measures include the obligation to wash hands at the area provided, before entering the center, to use hand sanitizer and to wear masks, maintaining a safety distance in the center and a limitation of visitors was fixed.

- ▶ Between 50 and 200 women workers visit the Women Center in Yangon every Sunday. Annually, it has around 4000 visitors.
- ▶ 4000 women workers from more than 160 garment factories have been informed about the basics of the labour laws since its inception in 2018.
- ▶ 350 workers have received legal advice / legal representation in labour law disputes or family conflicts.



### Thet Mar Soe's Story

*"My life has changed entirely after spending time at the CTUM Women Center where I participated in many activities and got to know a lot of people."*

Thet Mar Soe was working as a farmer together with her parents. Due to many hardships she decided to move to Yangon in 2013 and started working at a garment factory as a sewer. In summer 2018, workers at her factory started a strike, fighting for workers' rights. Union leaders from the Confederation of Trade Unions in Myanmar (CTUM) became engaged in the conflict and negotiated with the involved parties. As part of their work, the Union invited workers to visit the CTUM Women Center to understand more about workers' rights. Thet Mar Soe was curious about what she could learn. Even though she had always been inquisitive, there had been few opportunities for her to formally acquire skills and knowledge apart from farming and her job at the factory.

She decided to visit the center and was surprised about the variety of learning opportunities. She started going to the center every Sunday to learn about workers' rights along with practicing sewing and spending time reading in the library. In the mornings before work started, she shared what she had learned with other workers at her factory. Inspired from her enthusiasm, many of her colleagues joined her to visit the CTUM Women Center. Thet Mar Soe continued to learn and pass on her knowledge to others. She has since become one of the leaders in her factory where she is actively and continuously speaking up for workers' rights. "If you want to improve your life or become someone who creates benefits for the workers", Thet Mar Soe said, "you definitely need to visit the Women Center."



### Thin Thin Khaing's Story

*"Spending time at the Women Center has opened my eyes."*

Thin Thin Khaing moved to Yangon in 1999. She left her only family member, her Mother behind in her village, hoping she could find a job in the city that would sustain them both. At first, she was happy when she found work as a quality control worker in a factory. But her happiness faded quickly. Every day she was subject to scolding from her line supervisor. She could not argue with the managers, even though she and her co-workers felt they were in the right. Eight months passed, when one day she made a mistake. Her supervisor grabbed Thin Thin by the neck, pulled her along the floor and scolded her harshly in front of everyone. Not knowing that she could have filed a lawsuit against the perpetrator, she decided to leave the job. The feeling of having been treated unfairly stayed with her.

At her second job things were running smoothly for a while, but without prior notice the factory manager dismissed some of the workers without any explanation and without compensation. Thin Thin was one of them. Again, she felt disappointed and helpless.

Once more, Thin Thin had to look for a job and took up work in another garment factory. In her new workplace a Union represented the workers. Through the Confederation of Trade Unions in Myanmar (CTUM) and the Industrial Workers Federation of Myanmar (IWFM) she then learned about the CTUM Women Center. Thin Thin started attending the Sunday trainings, where union leaders discussed labour rights with the workers and other activities.

Today, Thin Thin feels much more secure at her workplace. She plans to stay with her current employer, and instead of changing jobs once a problem occurs, she feels empowered to solve the issue together with her representatives and her employer. "The biggest achievement for me", Thin Thin says, "was knowing workers' rights, to have peer-leaders with whom I can discuss my problems at work, and to know that problems can be solved without the need to change my job."



### Moe Moe Win's Story

*"Spending my Sundays at the CTUM Women Center has made me who I am today."*

When Moe Moe Win moved from Ayeyawady Division to Yangon in 2011 and started working at a garment factory, she knew next to nothing about labour rights. She had been working in that same factory for nine years when she met one of the union leaders who came to her factory to negotiate between workers and factory management during a strike. Through that union leader, she heard about the Women Center of the Confederation of Trade Unions in Myanmar (CTUM) where she could find training opportunities and like-minded women. She became curious and started joining the weekly Sunday trainings. She learned about holiday and leave regulations as well as occupational health and safety, she was introduced to tools of financial management and she gained knowledge on how to prevent sexual harassment at the workplace.

Motivated by her newly gained knowledge, Moe Moe Win decided to actively share what she had learned at the CTUM Women Center with other workers in her factory. After each training she found herself getting involved in worker representation activities. This included finding solutions to issues, based on the law, as in the case of a conflict regarding leave regulations where she found the answer in the application of the Leave and Holiday Act. Another time she collaborated with responsible factory personnel to improve the safety on the factory floor; she also shared insights on the wages calculation with other workers and empowered them to take action.

Finally, she took her initiative to the next level and founded a new labour union at her workplace where she became President. "I will continue to work for the benefit of workers", said Moe Moe Win, "and I will always motivate other union members and workers to do the same."

# Planning

## Chapter 1





There are some critical factors to consider before setting up a community-based platform.

### Who are the target beneficiaries?

As the title suggests, the target group is supposed to be women working in the garment sector. However, there are questions that arise from this:

- ▶ Do we include non-workers?
- ▶ What about workers who are looking for a job or who were recently fired?
- ▶ What about girls and / or men?
- ▶ What about family members of workers?
- ▶ Which industry are we serving? Are we targeting garment workers only?
- ▶ Are there particular factories we want to target?
- ▶ Is there an age limit?
- ▶ Where do the participants come from?
- ▶ Which geographic locations do we want to target?



### How to determine the location?

Location is key in setting up a community platform that serves the target beneficiaries. Once you have decided upon the target beneficiaries it is very important to pick a location that is convenient/accessible for the majority of the target beneficiaries. Ideal locations could include industrial clusters or zones.

The Women's Center set up could be either close to workers' living community area and / or close to where they work.

#### Suggested pre-activities

- ▶ Survey with the target beneficiaries
- ▶ Survey in several locations (at least 3)

Once the location is determined, find a building or a space that fits your budget and make sure to assess:

- ▶ Safety
- ▶ Easy transportation options for the visitors
- ▶ Enough space for planned activities

- ▶ Enough space for complementary income generation through social enterprises (e. g. catering, dormitories for workers, day care centers, rent out the space for events, design and sewing workshops, etc.) aiming at a projected income that compensates fixed costs in the long run

### Who are your target multi-level stakeholders?

For sustainable change, it is crucial to include multi-level stakeholders i.e. public sector and private sector as well as civil society and workers. Make sure to integrate them in activities where suitable and inform them about your work.

**Examples of beneficiaries at different levels are given below:**

- ▶ **Community level:**
  - Target beneficiaries i.e. workers
  - Hostels or living communities of workers



- ▶ **Local level:**
  - Factory level trade unions
  - NGOs
  - Factories
  - Factory Committees (i.e. Work Councils)
  - Local police
  - Local government
  
- ▶ **National level:**
  - Ministry of Labour
  - Ministry of Commerce / Industries / Textile
  - Ministry of Women and Children's Affairs
  - Ministry of Immigration<sup>1</sup>
  - National trade union federations
  - Business owners and manufacturers/producer associations
  - Buyers representatives of in-country offices
  
- ▶ **Regional level:**
  - Country coordination groups can be created if the objectives are aligned. A good example is the regional network supported by GIZ in close cooperation with sequa between Myanmar, Bangladeshi and Cambodian women garment workers with the objective to exchange experiences and lessons learned to increase the capacity of the NGOs implementing the cafés and centers.
  
- ▶ **International level:**
  - International trade union federations
  - International civil society platforms or networks
  - Brands / Buyers
  
- ▶ **International Women's Day community**

### What type of legal registration do you need?

Separate legal registration for your non-profit work and income generation/sustainability activities may be necessary.

To be eligible for grants the implementer may need to be a local implementer/NGO with an official registration.

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<sup>1</sup> Can vary depending on each country and NGO network





Know about the Sustainability of Cafe's

How Sustainable for Women Cafe

Learn to Sustain Women's Cafe - - -

Sustainable women cafe

Learn how to make Women Centres Sustainable

Sustainability of Women cafe

How to run Sustainable Cafe?

- How the women cafe sustainable?

\* To find out a strategy Sustainable for Women Center Cafe in Bangladesh - ১৯৯০

Learn about the challenges to establish women cafe & mechanism to cope with that

Learn different approaches to sustaining administrative rates and their impacts

Learn from each others Organization & Sharing Experience from them

Sunday Cafe program ১৯৯০-১৯৯১ ideal ১৯৯১-১৯৯২ Cambodia ১৯৯২-১৯৯৩ ১৯৯৩-১৯৯৪

Learn Best Practices from other countries

Learn other activities of cafes in (Myanmar) & Cambodia

- Learn from other NGO partners

Learn New Mechanism from other countries

Learn from other NGO partners

- Sharing ideas & Experience

Exchange experience and view on the challenge of creating Sustainability of the approach Regionally

Exchange information regionally on design, concept, current status and practice of woman centers for garment workers

To learn what the others orgs are doing to improve women's lives in garment industry.

To Learn from other Women Centers

Different approaches from countries ১৯৯১-১৯৯২ ১৯৯২-১৯৯৩ ১৯৯৩-১৯৯৪

Learn to learn & manage to improve CTUM ১৯৯১-১৯৯২ ১৯৯২-১৯৯৩ ১৯৯৩-১৯৯৪

\* To search also support / fund for this W. Cafe sustainability -> OUTSIDE

- 16A WORKERS WOMEN whom GIZ contribution?

১৬A কর্মকর্তাদের নারীদের জন্য অবদান?

WANT TO KNOW THE LIVING FACILITIES FOR COMBODIA & MYANMAR by GOVT.

WISH TO KNOW THE COMBODIAN TEXTILES & GARMENTS INDUSTRIES STRENGTH & GOOD PRACTICES FOR WORKER WELFARE

Learn more about Cambodian labour situation

How successful is the social initiatives made the garment?

GREIVENSE HANDLING MECHANISM FOR MYANMAR & COMBODIAN IND.

১৬A কর্মকর্তাদের নারীদের জন্য অবদান?

**What resources do you have/need?**

Which internal resources do you have? Some examples of internal resources are:

- ▶ Human resources: staff and their knowledge / expertise
- ▶ Funds
- ▶ Offices
- ▶ Equipment
- ▶ Furniture
- ▶ Training materials
- ▶ Official website and / or Social Media pages (Facebook, Twitter, WhatsApp, etc.)

What is the total budget?

What kind of staff (and how many) do you need?

**External Resources**

The resources you need will depend on the activities and the expected results that you are

looking to achieve and the partner that you are intending to work with. You can start with as little as one person managing the part time position in a small hostel room to a big center with all sorts of facilities to provide the target beneficiaries with life skills and entertainment space with a big team.

Depending on the NGO that you partner with you can benefit from their internal knowledge resources, e.g.: Labour unions can teach labour laws as well conflict resolution and are able to consult; on the other hand, NGOs may be specialized in soft skills trainings such as leadership, personal finance management etc.

**Are planning tools available?**

- ▶ Detailed operation plans and / or Gantt charts (see annex 1)
- ▶ Budget sheet (see annex 2)
- ▶ Concept notes (see annex 3) and business plans
- ▶ Break-even analysis, Results based Monitoring (RbM) or management information systems (MIS) for internal / external monitoring [Google sheet link](#) to download format

# Human Resources and Capacity Building

## Chapter 2



When setting up a community-based platform you should plan the required staff and their capacity building. The following questions are useful:

**a) What kind of staff and how many will you need?**

What are their job descriptions? How are they delineated from each other and who reports to whom?

- ▶ What are the essential and desirable skills they each need to have to perform their job types effectively?
- ▶ Do you need them part-time or full-time?
- ▶ Does your organization have or want to use internal expertise, or will you need to hire external expertise?
- ▶ What is the budget allocation?

Depending on budget and activities planned, you may need as little as a part-time manager position. A key knowledge prerequisite for employees are topics related to the target group. For example, if you are targeting migrant garment workers, you might want to hire a manager with a similar background who has more experience in this field than the target audience. If you want to hire a lawyer, find a firm or an individual that has the right background to be able to support your target audience.

If budget allows, it is best to hire someone who can take care of all the reporting and Monitoring and Evaluation (M&E), which will be advantageous for the grants application process. Reporting should be undertaken in a systematic way from the start of the process, in order to be as efficient as possible.

While managers mostly concentrate on administrative procedures, you should also consider recruiting a recruitment or marketing officer to make sure future users (consisting of your target audience) are engaged with the center.

Finally, a community platform should have a strong base in the community it is serving. To achieve this, you could build up a strong volunteer network. Volunteers can act as multipliers of information, disseminate messages, or even act as leaders or organizers. Ideally, these volunteers stem from the same background as the target audience, share the same goals as the community platform and have received training in your key awareness-raising topics as well as an understanding of the women center. Their role should be to get people to know about the center and get them to attend to share knowledge.

**b) Why is it necessary to invest time to make job descriptions for all staff working in the center?**

The typical personnel needed in Cafés are legal advisor, cafe manager, organizers, and trainers.

Always make sure the local NGO pays attention to the job description and qualifications and competencies before hiring as this will make it easier for staff orientation for new recruits and to clearly define tasks and responsibilities of each staff member.

In Annex 4 you can find an example for a job description for the community platform manager.

**c) Do your staff have the capacity and skills necessary to run the center? What kind of training and skill support will they need?**

Plan to conduct training needs assessments for all staff on topics such as national laws, advocacy skills, M&E or reporting, based on their job requirements. Trainings can be offered before and / or during the operation phase.

Training needs assessments are also important for volunteers. On the one hand they need to be resourceful in order to support the center employees and the visitors; on the other hand, they need a professional attitude and awareness of their knowledge limitations, e.g. they should not provide legal advice on cases where a lawyer is required. Annual performance appraisals of staff by NGOs is another essential quality assurance benchmark.



# Advocacy and Coordination

## Chapter 3



## Factors to be considered

First Determine who is your target group for the advocacy initiative

- ▶ Advocacy initiatives work best when a multi-level stakeholder approach is taken i.e. targeting stakeholders from the government, private sector as well as the civil society
- ▶ Always consider if there is there scope for evidence-based advocacy
- ▶ Consider what are the different alternate options and/ or solutions you may want to propose and advocate for

## How

Determine what tools and ways of communication are suitable for advocacy to your target group.

For example, do you want to share a study paper at a seminar, or does your target group include Facebook users who are more likely to respond to a well-developed video?

## What

You can make an emotional, rational or logical appeal – a mixture in your advocacy content can be effective too.

Evidence-based advocacy can be your strength. For example, when advocating to raise the minimum wage in the sector, look to find studies on a living wage, or comparative minimum wages in different sectors, etc. from credible sources that you can leverage off. If there are data gaps on the issue you are advocating for, you may wish to commission your own study.

Another popular advocacy tool is leveraging firsthand experiences or case studies etc. to back up your argument.

## Sample of Advocacy Analysis tools

### Steps for Stakeholder Analysis

- ▶ Identify who your stakeholders are.
- ▶ Work out their power, influence, and interest, so that you know who to focus on. This can be done in a subjective or qualitative manner through team consultation.
- ▶ Develop a good understanding of the most important stakeholders, so that you know how they are likely to respond, and how you can win their support on issues that are important to your advocacy.



**Plan tools and ways of communication for your important stakeholders**

Figures 1 and 2 show Stakeholder Power-Interest Grid and a Sample Stakeholder Power-Interest Grid for an Issue

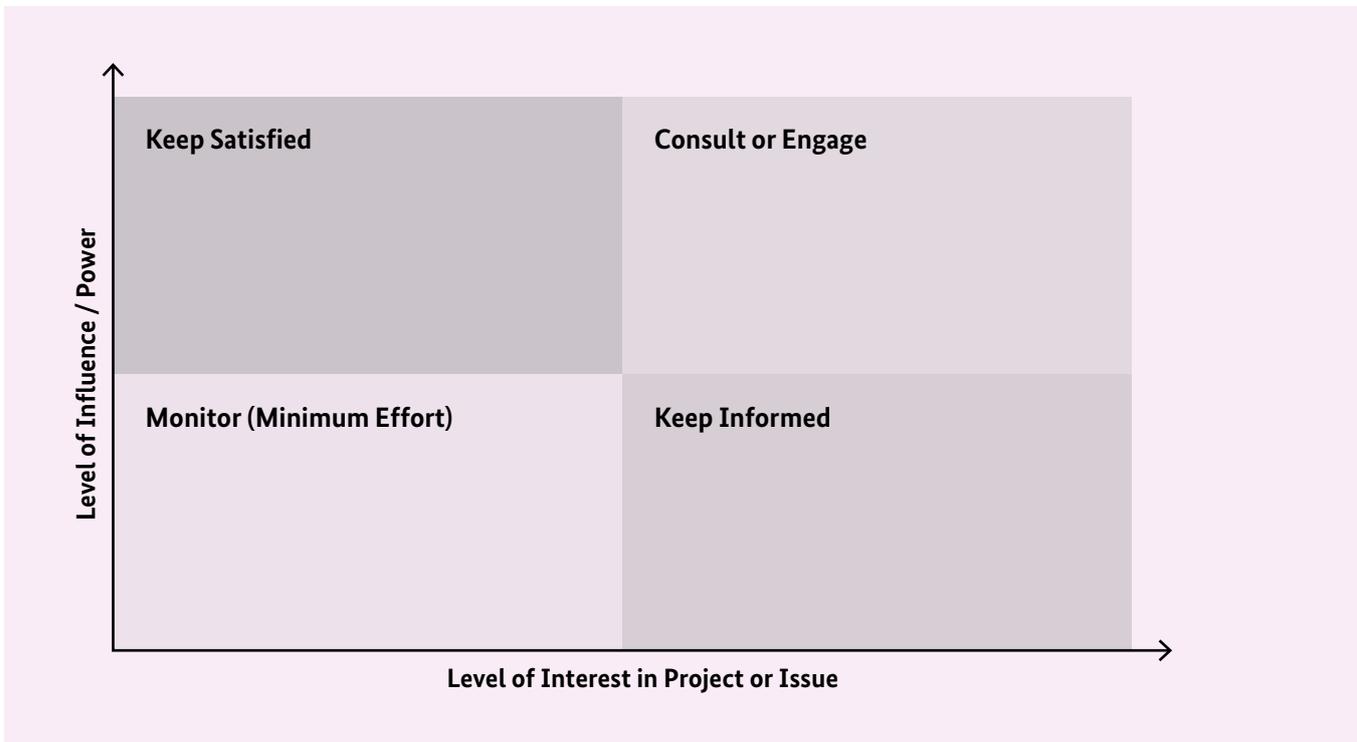


Figure 1: Stakeholder Power-Interest Grid

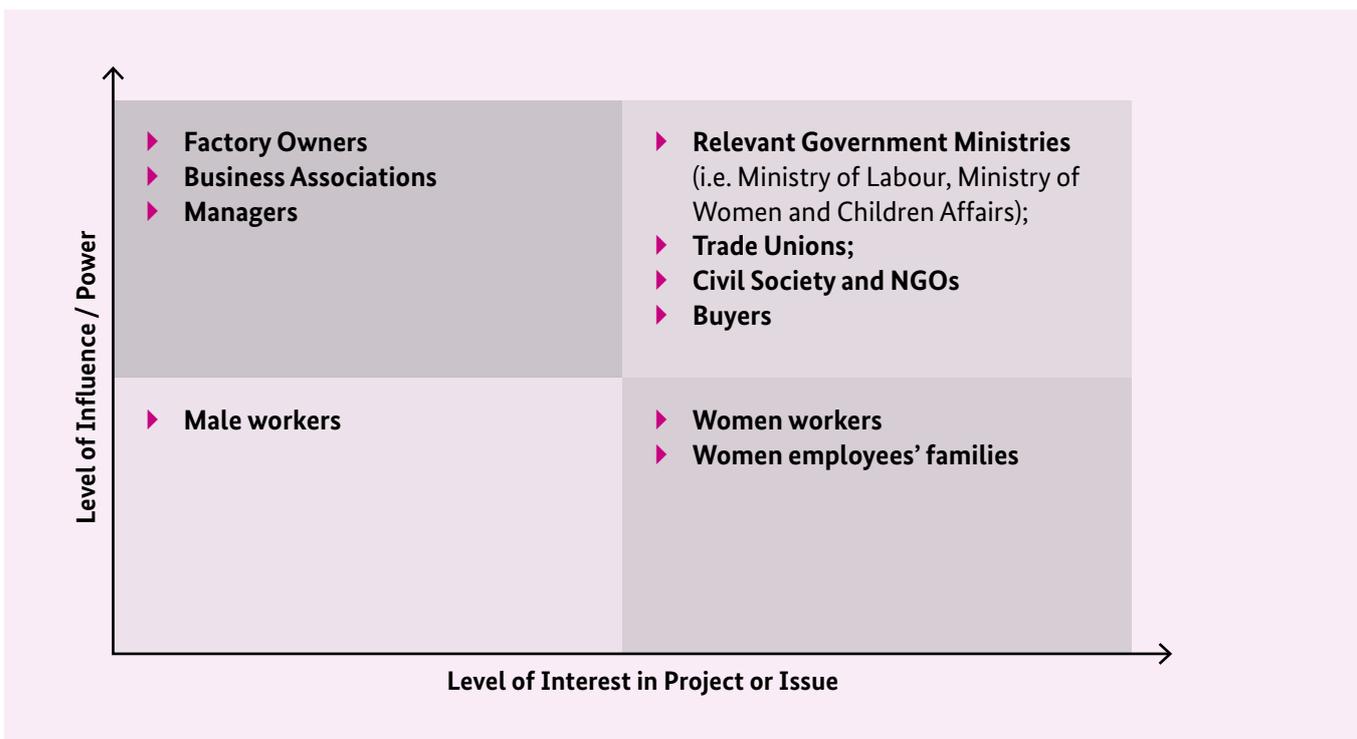


Figure 2: Stakeholder Power-Interest Grid for - Anti-Gender-Discrimination Law for Workplace Advocacy

# Monitoring and Evaluation

## Chapter 4



## Factors to be considered

Factors to consider	How to monitor (examples to be agreed on)	What to monitor (sample data)	Evidence and knowledge management (what to preserve) - sample
<ul style="list-style-type: none"> <li>▶ What are your key performance output and outcome indicators?</li> <li>▶ Are your indicators SMART (Specific, Measurable, Achievable, Relevant, and Time-bound)?</li> <li>▶ Do you have the baseline values?</li> <li>▶ Set your targets (quarterly or annual figures and expected timelines for achievements)</li> <li>▶ Should the data be monitored quantitatively or qualitatively</li> </ul>	<ul style="list-style-type: none"> <li>▶ Based on donor or tax office requirements</li> <li>▶ Monthly, quarterly, bi-annual or annual reports for stakeholders, donors and sharing</li> <li>▶ Data for case studies</li> <li>▶ RBM or MIS based data monitoring</li> <li>▶ Training feedback forms</li> <li>▶ Service feedback forms</li> <li>▶ Recommended: An external evaluation once every 2 years</li> </ul>	<ul style="list-style-type: none"> <li>▶ Number of workers aware of specific focus topics e.g. key labour law provisions) (ideally: sex-disaggregated data on workers by sector)</li> <li>▶ Number of awareness sessions or trainings by topics)</li> <li>▶ Number of disputes filed</li> <li>▶ Number of disputes settled/ resolved</li> <li>▶ Percentage of disputes resolved</li> <li>▶ Amount of money recovered on behalf of workers due to legal cases</li> <li>▶ Number of Peer Educator Groups involved in activity</li> <li>▶ Number of factory committee (work council) workers' representatives who received training</li> <li>▶ Number of factory committee (work council) management representatives who received training</li> <li>▶ Number of factories covered (i.e. No. of factories from which workers and / or management are utilizing trainings, legal advice and / or other services)</li> <li>▶ Number of downloads of videos, articles, apps, documents</li> </ul>	<ul style="list-style-type: none"> <li>▶ NGO reports</li> <li>▶ Attendance sheets of trainings</li> <li>▶ Legal registers</li> <li>▶ Help line logbook</li> <li>▶ Training manuals or toolkits</li> <li>▶ RBM or MIS Database</li> <li>▶ Factories list</li> <li>▶ Beneficiaries (workers) list</li> <li>▶ Documents produced</li> <li>▶ Training reports</li> </ul>

### Sample M&E Tools

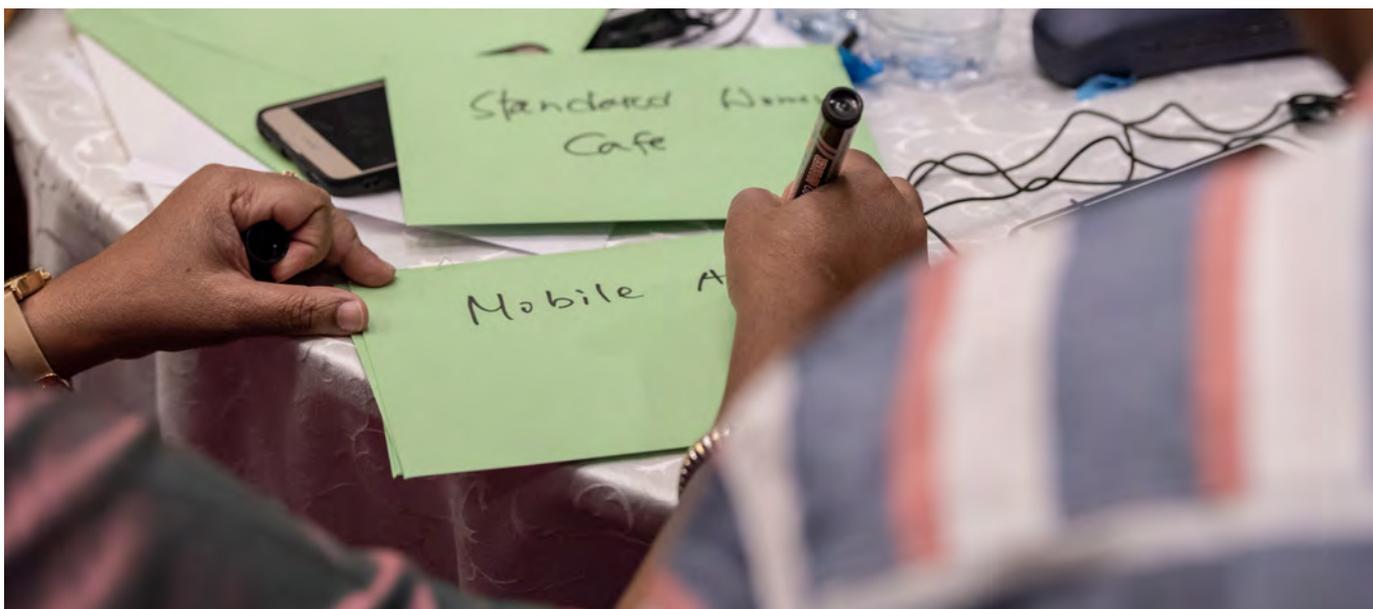
RBM - [Google sheet link](#) to download format

Training & service feedback form (annex 5 & 6)

# Funding Mechanism and Sustainability

## Chapter 5





## External Resources Mobilization

### a) Infographic donor map

Donors and international organizations either previously or currently supporting workers' platforms include:

- ▶ German Federal Ministry for Economic Cooperation and Development (BMZ)
- ▶ European Union (EU)
- ▶ USAID
- ▶ DFID
- ▶ Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
- ▶ International Labour Organization (ILO)
- ▶ C&A Foundation
- ▶ Lindex
- ▶ Action Aid
- ▶ Care
- ▶ Solidarity Center

### b) Fundraising tools

- ▶ Best practice case studies and stories
- ▶ Business cases
- ▶ Targeted videos
- ▶ Online fundraisers (through websites, social media / Facebook, etc.)
- ▶ Checking calls for proposals and bidding if needed
- ▶ Preparing concept notes and proposals
- ▶ Networking
- ▶ Digital campaigns
- ▶ Crowdsourcing etc.
- ▶ Fundraising events
- ▶ Getting affiliated as charities or NGOs to which personal donations can get tax returns
- ▶ Lotteries

## Internal Resources Mobilization

### a) Income generation or cost subsidization avenues

- ▶ Social business /social enterprises models
- ▶ Cooperatives
- ▶ Membership fees from workers
- ▶ Membership fees from corporates
- ▶ Venue rentals
- ▶ Service fees
- ▶ Resource sharing with factories (i.e. training venues)
- ▶ Office sharing with other projects
- ▶ Training or consultancy fees
- ▶ Sales of research data
- ▶ As facilitators or access points for researchers

### b) Factors to consider for social enterprises

- ▶ What are the legal requirements to be followed to generate income?
- ▶ Ps of Marketing:
- ▶ Who are your target customers, what is your value proposition etc., consider the marketing mix: Product, People (Customers), Place (Location), Price, Promotion, Packaging, Positioning, plus Supply chain and distribution channels

### c) What are your revenue streams, fixed or variable costs?

- ▶ Example fixed: rent, utilities and staff salaries
- ▶ Example variable: production costs, sales commissions

### d) Conduct a Break-even analysis

- ▶ What is the minimum you need to earn or to sell, to at least recover your fixed costs.

### Some examples of existing social enterprise interventions at GIZ workers' platforms

1. Day Care Centers for Children of Garments Workers
2. Fair Price Shops for Workers
3. Workers' Dormitories (Hostels)
4. Computer Training Centers

## Useful Tools

To view PPT via Google Slides

- ▶ [Plan](#)
- ▶ [Business Plan](#)
- ▶ [Marketing Plan](#)
- ▶ [Ps of marketing](#)
- ▶ [Gantt Chart](#)
- ▶ [Breakeven analysis](#)
- ▶ [Blue Ocean Strategy](#)



# How to form an implementer's network?

## Chapter 6





## What

Set the objective(s) of your network i.e. knowledge sharing, collective fundraising, stronger regional advocacy, etc.

## Who

Determine who the network membership is open to e.g. specific organizations or types of organizations or individuals, etc.

Determine whether membership is open to all, or if prospective members need to apply based on certain criteria or a questionnaire?

## How

### Virtual Platforms

You may wish to form national, regional or international communities of practice, or interest or advocacy networks through leveraging social media i.e. Facebook pages WhatsApp groups to communicate and exchange. It is usually helpful to moderate groups to foster positive exchanges.

Web-based structured forums and discussion threads may also be made available if web hosting secretary and funding is available. Funding for such may be raised from individual or corporate membership fees, subscriptions, etc.

### Face to face workshops and exchange visits

Meet, in person at least annually to exchanges ideas, promote social cohesion and build on the social capital of the network. Pre-plan and fundraise ahead to make the event a success.

# Existing Community Platforms facilitated by GIZ’s Partners

## Chapter 7





## Bangladesh

Women's Cafés are community-based platforms for workers, especially women. In Bangladesh they are facilitated by four partner NGOs for the 'Promotion of Social and Environmental Standards in the Industry' (PSES) project, implemented by Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ) and the Government of Bangladesh's Ministry of Commerce (MoC).

Since 2010 GIZ Bangladesh has supported the following four NGOs led by women to establish and run more than 40 Women' Cafés:

### Agrajatra

Agrajatra is a not for-profit, non-political voluntary organization dedicated to enhancing women empowerment through providing hands-on skills on various trades for young people. It started in November 15, 1998 with the goal to assist unprivileged and underprivileged urban, sub-urban, and rural youth (especially Women) of Bangladesh, with a specific focus on the Chittagong region.

<http://www.agrajatra.org.bd/>



## Awaj Foundation

Awaj Foundation, which means “voice” in Bangla, is a foundation that has over 37,000 members and 37 full-time staff. It has helped settle thousands of disputes regarding wages, overtime, annual leave and maternity leave in hundreds of factories.

<http://awaj.info/>

## Karmojibi Nari

Karmojibi Nari started its journey on International Labour day on May 1, 2002, promoting and defending women rights and equal dignity. Over the years KN have organized formal and informal sector workers, with a special focus on women workers, strengthening leadership capacity and advocating with relevant authorities to harmonize existing regulations, amend and/or enact new regulations and effectively implement laws for worker well-being.

<http://www.karmojibinari.org.bd/>

## Organization for Women’s Development in Bangladesh (OWDEB)

Organization for Women’s Development in Bangladesh (OWDEB) is a non – government development organization. It has been working since 1995 in urban and rural areas of Chittagong, Bangladesh. OWDEB looks towards institutionalizing gender and women’s human rights in the socio-cultural, political and economic development process, from an overall concern regarding human rights violations in Bangladesh.

OWDEB is committed to creating a just and equitable society where women and men are treated with the same levels of respect, free from human poverty.

<http://owdeb.org/>

## Myanmar

### Thone Pan Hla

In Myanmar, the women led NGO Thone Pan Hla has started a Sunday Café with a small space and a few industrial workers with a place to network and act as an information hub. Thone Pan Hla also runs two Sunday Cafes, accommodating more than 25 hostel spaces for women with an average of 100 participants attending their weekly Sunday events in Hlaing Thar Yar, the industrial zone located in the North of Yangon.

Thone Pan Hla started with private donor funding to start up the center, since then the center has been successful in securing funding from several international donors such as European Union and Lift Funding (Livelihoods and Food Security Fund).

GIZ has also supported Thone Pan Hla with legal briefings and counselling each month at the Café, providing legal experts to inform and consult women garment workers visiting the Cafés.

<http://www.businesskind.org/wp-content/uploads/2014/10/Thone-Pan-Hla-English-Pamphlet.pdf>

## Confederation of Trade Unions Myanmar (CTUM)

GIZ has also supported Thone Pan Hla to implement a project with the CTUM Confederation of Trade Unions Myanmar (CTUM) to run the Women Center that provides labour law awareness trainings and counselling to workers on labour law issues. Due to the workers' needs, the center also accommodates some women-related issues such as women protection laws awareness, women's health and hygiene and sexual harassment awareness trainings.

There are similar community platforms run by Legal Aid Myanmar and CARE Myanmar which acts as a hotline or office that women can come to, seeking advice or help. Legal Aid Myanmar focuses on women protection laws and CARE Myanmar focuses on similar problems with more of a focus on issues related to workplace sexual harassment.

<https://www.facebook.com/WomenCenterCTUM/>

## Cambodia

### The Worker's Information Center (WIC)

The Worker's Information Center (WIC) is a women garment workers-based association, registered at the Ministry of Interior (MOI) in 2009 in Cambodia. WIC emerged from the Women's Agenda for Change (WAC)'s project which called for garment workers' empowerment. WIC supports women garment workers to advocate for and to realize their rights. WIC's long-term strategy focuses on building and strengthening a movement of garment workers towards the realization of accountable and legitimate leadership within the sector, which responds to women worker's rights and needs. WIC seeks to create space for women to become leaders within the garment and union sectors and for women's voices to be heard and responded to internationally, nationally, regionally. Towards this strategy, WIC's effort is on organizing women and empowering them by providing spaces where women can meet to discuss workplace issues. These spaces are called drop-in centers and there are currently five drop-in centers operating in Cambodia.

<http://wic.unitedsisterhood.org/>

# Annex

## Annex 1: Detailed operation plan (example)

Month	Key activity	Responsible	Deliverable/Reporting
Nov 17 – Dec 17	Concept and contract developed and agreed to	<ul style="list-style-type: none"> <li>▶ sequa drafts the concept</li> <li>▶ CTUM provides input and feedback</li> <li>▶ CTUM calculates the budget, sequa provides template</li> </ul>	<ul style="list-style-type: none"> <li>▶ Contract between sequa and CTUM</li> <li>▶ Concept “Empowerment of Women Workers in the Myanmar Garment Industry”</li> <li>▶ Job description Project Coordinator</li> </ul>
Nov 17 – Dec 17	Search for location	CTUM with support from sequa	Photos of the potential location listed with the asking price
Nov 17	Elaboration of work plan for 2018	CTUM and sequa jointly	Work plan
Dec 17 – Jan18	Negotiation on lease agreement	CTUM with support from sequa	Lease agreement signed
Jan – Feb 18	Building renovation	sequa with assistance from CTUM	Photos
	Set up the Center with furniture and all necessary equipment	sequa with assistance from CTUM	Provide staff CVs
Latest April 18	Official launch	CTUM with support from sequa	<ul style="list-style-type: none"> <li>▶ Press release</li> <li>▶ Pictures of CTUM president and Khaing Zar cutting ribbons</li> <li>▶ Sign Board</li> <li>▶ Participation list</li> </ul>
From Feb 2018 to June 2019	Operation of the Center and monthly reporting	CTUM	<ul style="list-style-type: none"> <li>▶ List of CTUM organizers identified</li> <li>▶ Needs assessment conducted</li> <li>▶ ToT training materials designed and tested</li> <li>▶ ToT training conducted</li> <li>▶ Participation lists and agendas for each workshop, seminar or other event with original signatures</li> <li>▶ Short monthly report produced on workshops and events conducted monthly providing a brief overview of activities</li> <li>▶ Photos to illustrate the implemented activities</li> </ul>

## Annex 2: Budget Sheet (example)

### Community Platform Budget (dd.mm.yyyy - dd.mm.yyyy)

No	Budget Position	Definition of Unit	Number of Units	Unit cost (€)	Total amount (€)
<b>1</b>	<b>Salary National Long-Term Experts (NLTE)</b>				
1,1	Platform Manager (100%)	per month			
1,2	Administration Assistant (100%) per month	per month			
1,3	Accountant (20%) per month	per month			
1,4	Office Staff (plus hotline) (100%) per month	per month			
1,5	Legal Advisor (100%) per month	per month			
1,6	Cleaner (100%) per month	per month			
1,7	Security (night shift) per month	per month			
1,8	Travel expenses local staff per month	per month			
	traveling to and from meetings				
	excluded are travels to and from workplace				
	<b>Sub Total 1</b>				<b>0.00</b>
<b>2</b>	<b>Short term experts for consultancy and training services</b>				
2,1	Marie Stopes – women’s healthcare - per service	per day			
2,2	ToT on industrial relations	per day			
	each training 2 days with 3 persons; complaint handling, leadership & communication, social dialogue - CBA, complaint handling, sexual harassment)				
2,3	Design training	per day			
2,5	English class and report writing	per day			
	<b>Sub Total 2</b>				<b>0.00</b>
<b>3</b>	<b>Equipment</b>				
3,1	Equipment and furniture for the Center	per item			0.00
	<b>Sub Total 3</b>				<b>0.00</b>
<b>4</b>	<b>Trainings, workshops and events including development of training material:</b>				
4,1	Workshops/seminars/trainings	per day			
4,2	Sunday activities/Trainings at the Center	per month			
4,3	Basic computer training	per participant			
4,4	Design training three (3) months	per participant			
	10 participants				

No	Budget Position	Definition of Unit	Number of Units	Unit cost (€)	Total amount (€)
4,5	Other events (e.g. center launch, anniversary, international women day, May day)	Per event			
4,6	Rent of Center	per month			
4,7	Repairs and maintenance	per month			
4,8	Recurring cost (like office supplies, telephone, internet, electric/water bills)	per month			
	<b>Sub Total 4</b>				<b>0.00</b>
	<b>Total Cost</b>				<b>0.00</b>

## Annex 3: Concept (example)

### Empowerment of Women Workers in the Myanmar Garment Industry through a Women Worker Center

#### 1. Background and Approach

The project shall support xxx to link with women workers and to provide services to workers through a Women Center.

The local NGO with all its member trade unions is the largest and best organized trade union in Myanmar and the only union in Myanmar that is a member of IndustriALL (Global Union). GIZ FABRIC has been working with CTUM within the social dialogue program with Tchibo suppliers for one year.

The Women Worker Center will empower women to know their rights and understand labour laws. Through direct involvement of CTUM, the women visiting the Women Worker Center will receive support to resolve conflict in their factories. The Women Worker Center will receive complaints or listen to issues women are facing and if needed, they will direct the women to the local textile and garment unions, that are members of CTUM and to other CTUM organizers.

At the Women Worker Center, women garment workers can share problems with the aims to understand and listen to identify potential solutions are discussed. The women are trained to know about their rights and responsibilities at their workplace (labour and Occupational Safety and Health) and provides appropriate legal support.

The Women Worker Center is a safe place where women can relax, have access to entertainment (such as radio or television or make up room etc.) and develop basic life skills and other relevant topics like healthcare.

To multiply these efforts, CTUM works with a 'snowball approach' where a group of women (CTUM organizers) are trained on key elements of the labour law. the so called. In this Training-of-Trainers (ToT) the issues disseminated are on: wages, overtime calculation, employment contract, ID card, working hours, timely payment of wages, maternity benefit, holidays and leave, payment deductions, and occupational health and safety (especially fire safety), trade unions and dispute settlement mechanisms. These CTUM

organizers are chosen from among the CTUM members who received training through CTUM and other guest lecturers for non-labour law related topics. These women will then organize self-help groups of 15 – 20 participants each. In group sessions, the workers will be trained by the CTUM organizers.

Income generation in the Women Worker Center shall contribute to the sustainability of the center. Small charges for trainings, function hall rental, catering and selling of handicraft products are foreseen.

Objectives and results:

Overall objective	Employees, employers, and NGOs and unions in the Myanmar garment sector apply mechanisms and processes to increase compliance with sustainability standards in the textile and garment industry on a pilot basis.
Project objective	Women workers in the garment sector know their rights in the areas of labor legislation and Occupational Health and Safety and are capacitated to participate in improvement processes of working conditions in garment factories.
Results	<ul style="list-style-type: none"> <li>▶ 2,800 women workers in the garment sector know their rights in the areas of labour legislation and OHS and are enabled to participate in improvement processes of working conditions.</li> <li>▶ 200 women workers have received legal advice on the resolution of at least 50 disputes</li> </ul>

## 2. Roles and Responsibilities

### 2.1 Preparation phase

**CTUM shall:**

- ▶ Scope and assess new locations together with sequa
- ▶ Rent a building to run the Women Worker Center and enter into a lease agreement.
- ▶ Support in building renovation, i.e. technical assistance to meet the needs of the workers; the renovation shall be funded by sequa directly on top of the funding for CTUM.
- ▶ Set up the building decoration/furniture purchased and directly funded by sequa on top of the funding for CTUM.
- ▶ Identify and train site managers with technical assistance; provide CVs and employment contracts of all funded project staff.
- ▶ Open the Women Worker Center in April 2018 at the latest, with an official launch ceremony.

**sequa shall:**

- ▶ Scope and assess new locations together with CTUM
- ▶ Renovate the building accordingly to meet the needs of the workers
- ▶ Purchase equipment/furniture/decoration to equip the Women Worker Center

## 2.2 Operation phase

**CTUM shall operate the Women Worker Center to meet the following objectives:**

- ▶ Capacity Building for the CTUM organizers
  - Identify 20 CTUM organizers and conduct a needs assessment
  - Develop training material and training aids based on the needs assessment (toolkits, handbooks, posters) for a Training of Trainers on labour law and OHS (ToT) for CTUM organizers in the Myanmar Language. The cost for these training aids will be funded by sequa on top of the funding for CTUM
  - Provide ToT trainings to CTUM organizers based on a need assessment
  - Ensure that the CTUM organizers organize self-help groups of at least 15 to 20 workers each. Each group shall meet monthly to discuss their problems or receive training based on their demand.
  - Ensure that CTUM organizers meet once every two months to give inputs to the Implementation Committee at the Women Worker Center to design demand-based trainings for the women garment workers (implementation body to provide guidelines of the information that CTUM organizers collect)
- ▶ Women Empowerment
  - Develop training materials and training aids (toolkits, handbooks, posters) in Myanmar Language
  - Educate women workers on Myanmar labour laws, occupational health and safety and gender aspects with a focus on problem solving skills until mid- 2019
  - Operate a resource library
- ▶ Legal Support
  - Provide legal advice on labour law issues at least once a week within the Women Worker Center
  - Set up a hotline service for labour law related issues
- ▶ Skill Development
  - Provide skills development to improve their current skillset such as computer trainings

**sequa shall support CTUM with:**

- ▶ Initial set up of the library
- ▶ Linkage with the appropriate NGOs or lawyers to resolve domestic violence or sexual harassment issues and to conduct ToT trainings on non-labour law related topics to the CTUM organizers (such as: women's health, family planning and domestic violence etc.)
- ▶ Initial set up of the hotline services for labour law related issues

## 2.3 Monitoring, reporting and visibility

**CTUM shall:**

- ▶ Set up and attend quarterly steering committee (steering committee members shall include CTUM representatives, CTUM women committee members, GIZ and sequa)

- ▶ Attend regular bi-annual meetings with sequa
- ▶ Provide data and success stories for promotional materials
- ▶ Ensure visibility of sequa (plaque or signboard at the building stating “Support for this Women Worker Center has been provided by Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH)
- ▶ Reporting to sequa
  - Provide attendance lists and agendas for each event using (sequa provided) templates
  - Provide a list of supported legal aid cases with numbers of workers supported, their gender status, topic(s) covered
  - Provide short monthly reports on workshops and events conducted related to women’s empowerment and legal education in the English language with photos to illustrate the implemented activities
  - Share and update information on training modules
  - Provide CVs and employment contracts of project staff and legal advisers.
  - Provide the lease agreement
- ▶ Conduct occasional interviews to assess the impact of the Women Worker Center

**sequa shall:**

- ▶ Coordinate with the steering committee members for the quarterly meetings
- ▶ Set up regular meetings and provide meeting minutes
- ▶ Develop and distribute promotional material such as fact sheets, success cases, videos, articles by evaluating the impact of the Center in a survey
- ▶ Train the CTUM Project Coordinator on the reporting procedures



### 3. Possible Locations for the new Women Worker Center

Hlaing Thar Yar Township (Industrial zones)

### 4. Implementation Timeline

The project will start in November 2017 and end in June 2019 when the project SIWEG will end.

### 5. Expected Results

By mid-2019, 2,800 workers in the garment sector will be trained in the areas of labour legislation and OHS and have grown their capacity to participate in improvement processes of working conditions by the Women Worker Center.

200 workers visiting the Women Worker Center, workshops or events organized by CTUM will be informed about grievance mechanisms provided by Myanmar law.

200 workers will have received legal advice on the resolution of at least 50 disputes

Sources of verification: Women Worker Center attendance lists and reports, attendance lists of workshops and events, list of supported legal cases, presentation of successful conflict resolutions.

#### Outputs

CTUM establishes new Women Worker Center and operates it with income generating services and training and counselling programs. It is expected that the operation period of the Center will be 16 months until June 2019.

At least 20 CTUM organizers were trained to work with groups of workers with at least 20 women on average in each group. Each CTUM organizer runs at least six (6) groups of women with a target to represent at least 2,400 women in total.

Monthly individual or group counselling sessions take place in the Women Worker Center with an average of 15 workers attending the sessions, ideally grouped by the factory they work in. In total, from May 2018 onwards and until June 2019, at least 200 women (14 months by 15 = 210 workers) received advice about grievance mechanisms and conflict resolution.

4 needs-based events are designed and implemented each year with at least 200 women attending on average per event until June 2019.

A survey with 200 women workers who visit the Women Worker Center.

## Annex 4: Job Description of Project Manager Women's Café (example)

### About Women's Cafés

The Women's Café provides a safe space for women workers in the garment and textile industry. In the Café, the garment workers can meet their friends. They can talk about their problems at work and learn more about their rights through trainings, games, and exchanges of experiences. To generate income for maintaining the Women's Cafés and to further support the workers, the Café offers hostel facilities for young women arriving in Yangon from the villages and rents the community center space on occasion to the workers for family celebrations. An offer to provide healthy food for the workers is also being explored, along with other income generating activities to be explored. The efforts made in the Sunday Cafés are complemented and amplified by easy access to information on labour legislation and a legal counselling and mediation service for workers to solve their problems, with legal experts providing assistance to workers, monthly. Visiting lawyers will give legal advice for conflicts at work or within the family. The consultation mainly focuses on mediation with the aim of resolving conflicts at an early stage, supporting the women to be independent and self-reliant.

Jointly with the GIZ Program Promoting Sustainability in the Textile and Garment Industry in Asia (FABRIC) empower women to know and claim their rights.

The Project Manager Women's Café is based at CTUM office to strengthen their links to women workers in a Women's Café.

### Major responsibilities/tasks:

#### A) Preparation phase Women's Café

- ▶ Scope and assess new locations together with sequa/GIZ.
- ▶ Rent a building to run the Women Café.
- ▶ Assist sequa/GIZ in building renovation, i.e. technical assistance to meet the needs of the workers;
- ▶ Set up the building decoration/furniture which will be provided by sequa/GIZ
- ▶ Identify and train site manager with technical assistance
- ▶ Open Women Café with an official launch ceremony
- ▶ Set up an operations plan for 2018 jointly with sequa/GIZ and CTUM treasurer

#### B) Operation of the new Women Café with the following features:

- ▶ Capacity building for factory motivators:
  - Prepare and contribute to develop training material and training aids for a Training of Trainers (ToT) for factory motivators in the Myanmar Language.
  - Work with trainers who train up to 20 factory motivators
  - Ensure that factory motivators meet once per month at the Women Café
  - Ensure that the factory motivators organize self-help groups
  - Plan income generating activities jointly with the factory motivators and plan their implementation (catering, handicrafts, rent out facilities etc.)

- ▶ Direct support for women garment workers through the factory motivators in the Café:
  - Establish dormitory
  - Organize Educational programs for women workers on Myanmar labour laws, occupational health and safety and gender aspects with a focus on problem solving skills
  - Mobilize legal advisors and offer legal advice on labour law issues at least once per month within the Women's Café.
  - Receive requests for individual counselling and make appointments.

### **C) Monitoring, reporting and visibility**

- ▶ Cooperate to develop and distribute promotional material
- ▶ Ensure visibility of the Women Café and its promoters
- ▶ Reporting
  1. Provide attendance lists; agendas; list of supported legal aid cases; short monthly reports
  2. Photos to illustrate the implemented activities
  3. Share and update information on training modules
- ▶ Cooperate with sequa and GIZ to assess the impact of the Women Café by providing possibilities to occasionally interview women workers who participated in the Women Café.

### **Expert profile:**

#### **Required:**

- ▶ At least 5 years of professional work experience
- ▶ Labour Law knowledge
- ▶ Strong communication skills, with the ability to persuade, friendly and open and willing to learn
- ▶ Able to establish good relations and communication with partner organizations
- ▶ Experience to use Excel, Word, PowerPoint and similar programs
- ▶ Organizational skills and good time management
- ▶ Female or ability to take on a position in a female dominated workplace
- ▶ Respect for gender equality
- ▶ Willing to work on Sundays and other holidays (maximum: 5.5 days/week or 40 hours/week)
- ▶ Willing to commute to industry zones and to travel

#### **Desired:**

- ▶ University Degree
- ▶ Able to read and write English
- ▶ Coordination skills
- ▶ Experience working in garment factory

The position starts 1 January 2018. It is a full-time contract until June 2019.

## Annex 5: Training Evaluation Template (example 1)

**Training on** Name of Training

**Organized by** name of funder or organization

**Venue:** name of venue (E.g.: CTUM women center)

**Dates:** date of training dd/mm/yyyy

### Training Evaluation

SI	Subjects	Poor 	Fair 	Good 	Very Good 
1.	Course Content				
2.	Training Methodology				
3.	Quality of Faculties / Resource Persons				
a.	Name of the Trainer				
b.	Name of the Trainer (if more than one)				
c.	Name of the Trainer (if more than one)				
4.	Course Duration				
5.	Venue and Facilities				
6.	Food, Refreshment				
7.	Effectiveness of Training in relation to your Profession				

Evaluated on dd/mm/yyyy

## Annex 6: Daily Evaluation Template (example 2)

<p><b>Comments:</b></p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
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