



# ***Annual Plan 2022***

31 October 2021

STITCH

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# Abbreviations

<b>CBA</b>	Collective Bargaining Agreement
<b>CCC</b>	Clean Clothes Campaign
<b>DAG</b>	Domestic Advisory Group
<b>ECI</b>	European Citizen Initiative
<b>EVFTA</b>	European Union – Vietnam Free Trade Agreement
<b>GSP</b>	Generalized System of Preferences
<b>HRDD</b>	Human Rights Due Diligence
<b>IBC</b>	IndustriALL Bangladesh Council
<b>IDH</b>	Sustainable Trade Initiative
<b>MENA</b>	Middle East and North Africa
<b>MEP</b>	Members of the European Parliament
<b>MSI</b>	Multi-stakeholder initiative
<b>NAP</b>	National Action Plan
<b>PPP</b>	Public-Private Partnership
<b>RBCP</b>	Responsible Business Conduct Platform
<b>SME</b>	Small and Medium Sized Enterprises
<b>TGSL</b>	Textile, Garment, Shoes and Leather
<b>TSD</b>	Trade and Sustainable Development

# Executive Summary

STITCH's work in 2022 is building on the strong foundation of the expertise, network and relationship the six consortium members have with their (trade union) partners and member brands. In 2022, CNV-I and M-FNV will continue strengthening the capacity of their partners on core union work and leadership. CDI will continue to build awareness of workers and grassroots trade union managers on Freedom of Association and recent regulation on worker representative organisations in Vietnam. A particular focus will be on developing gender strategies of union partners and female leadership training to increase the number of women trade union leaders. Cividep will document the impact of COVID-19 and labour law changes on garment workers in India. Those findings will be used to build the capacity of stakeholders and influence the industry towards better implementation of responsible business conduct standards while applying a strong gender lens on policy and practice. ETI and Fair Wear will continue to work with their members to improve their Human Rights Due Diligence (HRDD) and business practices, particularly to promote Freedom of Association, gender equality and decent work (including living wages) in their supply chains.

In 2022, the STITCH partners will collaborate on strengthening (or convening) local multi-stakeholder structures. To achieve this, STITCH will further refine its strategy by drafting a roadmap that identifies different levels of maturity and success factors and engage with promising initiatives in-country. One example is the Public-Private Partnership (PPP) platform, a coalition for the Vietnamese garment industry hosted by the Vietnam Ministry of Industry and Trade, and facilitated by the Sustainable Trade Initiative (IDH). CDI, CNV-I and Fair Wear will establish a labour working group as part of this effort.

Another key intervention in 2022 will be to lay out an HRDD (eco)system to collect information about labour conditions, using a methodology of local stakeholder validation, to drive brand action and HRDD.

Building on the initial response to COVID-19, M-FNV and its partners will be focusing on contributing to sustainable social protection systems. For example, by supporting the effective implementation of the Global Call to Action and campaigning with IndustriAll on establishing in-country social protection systems. Cividep plans to investigate the impact of COVID-19 on the garment industry and working conditions in an Indian context. Likewise, in Vietnam, sustainable COVID-19 recovery will be a priority topic for all STITCH partners.

To drive change beyond ETI's and Fair Wear's membership, the STITCH partners will work together to make approaches and tools available to other initiatives. For example, ETI and Fair Wear are collaborating with other initiatives in a multi-stakeholder initiative (MSI) working group on purchasing practices to create an aligned framework. The Industry We Want is an initiative that aims to connect key actors across the value chain, in order to introduce a 'new normal' in the garment sector. This initiative will continue in 2022 and launch pilot metrics.

On a European level, STITCH priorities for 2022 are influencing forthcoming mandatory HRDD (mHRDD) legislation as well as EU Trade Policy, namely the Free Trade Agreement with Indonesia. STITCH will also advocate for ratification of ILO Convention 190 to effectively prevent gender-based violence and (sexual) harassment in the world of work in different STITCH countries.

Learning, exchange and STITCH-level policy development will continue to be a priority for 2022. This will ensure that STITCH can leverage the synergy between the expertise and work of all six partners, let new insights inform programming, and connect in-country and global interventions.

Most risks and their mitigation strategies identified during the proposal stage of STITCH remain valid. STITCH does not expect significant changes to their programme or Theory of Change for 2022. However, in 2022 the STITCH partners will reflect on whether changes to the Theory of Change are needed against the backdrop of political and other context changes since the start of the proposal. The STITCH partners would like to engage with the Ministry on this, particularly in the context of civic space shrinking further in most programme countries.

# Chapter 1. Introduction

The following narrative report details STITCH's plans for 2022. It begins by introducing relevant changes in context and highlights risks relevant to the upcoming year. The following three chapters introduce key interventions for the three pathways of the Theory of Change. The report ends with a chapter outlining the 2022 Learning Agenda (pathway 4). This main report highlights the key interventions for 2022. A detailed, comprehensive list of all country-level interventions including key activities is included in annex 1. The annexed country plans contain a narrative report, an excel overview of all interventions, indicators and targets per country.

The annual planning 2022 was guided by Key Planning Questions 2022 (see annex 2) to provide a strategic framework and focus, as well as by questions to stimulate the integration of a gender lens to all of STITCH's planned work (see annex 3).

Some of the interventions highlighted in this plan benefit from financing received outside of STITCH. For example, Fair Wear and ETI's work with members is largely paid by membership fees and Fair Wear has received funding on the Fair Price app and the European Citizen Initiative (ECI) on Living Wages.

STITCH will also continue to look for complementarity and collaboration opportunities with other Strategic Partnerships as well as the Dutch and British embassies. Where concrete plans have already been made, it has been highlighted in the Annual Plan and in the annexed country plans.

Throughout the report, each (intermediary) outcome is accompanied by an indicator table with aggregated values (for country-level values see annex 1). The January-June 2021 data reflects the actual numbers that have been achieved from the start of the programme until 30 June 2021. These act as STITCH's baseline. The target of 2021 and 2022 is the total that we aim to achieve in the year 2021 (this includes the numbers achieved in 2021 already) and 2022 respectively. The indicator wording indicates whether the indicator is giving a cumulative figure or not.

The impact of COVID-19 is visible in the indicators and their targets. In 2021, due to lack of mobility and lockdowns, the numbers achieved and targets set are relatively low. In 2022, STITCH hopes that conditions will improve, so targets for 2022 are set somewhat higher despite the shrinking space for trade unions and labour rights organisations. The indicators in this report are indicators that STITCH tracks annually. Additional outcome-level indicators will be included in the baseline, midline and endline evaluations.

## Chapter 2. Context and risk assessment

During the proposal phase of STITCH, several risks were identified in an extensive risk assessment, as potentially affecting the programme implementation. All these risks remain valid at this stage of the programme. This chapter is building on that initial assessment and highlights risks that are of particular relevance to STITCH's 2022 plan. A more detailed assessment of country-specific risks and risks related to particular interventions as well as context analysis are included in the country plans (see annex 1).

### 2.1 COVID-19

With the COVID-19 pandemic expected to continue well into 2022, the STITCH 2022 programme will likely still be impacted. However, predicting how the programme will continue to be affected is difficult, since country-specific situations can and have oscillated quite rapidly. Working during the pandemic means STITCH partners must remain flexible and agile, adapting the work to the changing context.

Most countries continue to impose formal restrictions to limit the spread of COVID-19. With an ongoing lack of mobility, most of the work between partners continues to be hosted on online platforms. Some countries have a limit of the size of gatherings, complicating the work of trade unions. To mitigate this risk, activities have either been fully changed to online activities, or have been adjusted to hybrid activities, with social media strategies being more prominent in the implementation of the programmes.

In addition to the risks posed by the restrictions of governments, the COVID-19 pandemic has also increased pressure on workers. Many recent improvements in working conditions seem to have been reversed. Garment workers are now more likely to be working in harsher work environments with restricted childcare facilities, increased and/or underpaid overtime, production pressure and harassment. With workers in fear of losing their jobs, they are reluctant to voice their opinion or concerns and engage in discussions in the workplace. In-person contact is often discouraged so it has therefore become more difficult to mobilise workers. The disproportionately negative impact that COVID-19 has had on women within the supply chain is hugely noticeable and well documented, and is reflected in our 2022 focus on gender-specific interventions. Continuous monitoring of the evolving situation is needed by all consortium members to mitigate these risks, with work plans to be revisited and revised as the situation evolves.

The COVID-19 pandemic has resulted in economic challenges for many across the globe - especially women - including in the STITCH countries. The economic fallout of the pandemic is expected to impact countries well into 2022. Whereat the beginning of the pandemic the economic challenges came from a lack of demand from market countries, in 2022 supply issues are likely to arise. With an overall climate of



economic uncertainty, brands might be reluctant to invest in improving working conditions, especially linked to raising wages. STITCH will actively address this risk by highlighting benefits of improving the stability of supply chains, with stronger collaboration between brands and suppliers. Working with brands to improve their purchasing practices, by for example costing for COVID-19 related costs, remains a STITCH priority.

## 2.2 Shrinking civil space

As mentioned, around the globe there are signs of a shrinking civic space, with the STITCH countries being no exception. Trade unions are especially experiencing further limitations of their freedom, hindering the implementation of their work. In Vietnam for example, the STITCH country team must seek approval from the authorities for all public activities, such as conferences and seminars, making the administrative process for project activities lengthy and complicated. This specific risk will be mitigated by anticipating a longer planning process, with strong collaboration with local governmental partners. In Bangladesh, the work of unions is made more difficult by a delay in trade union registration. Federation representatives in the country have already started dialogue with the government to mitigate risks of delayed union registration. The consortium members continue to keep a close eye on the shrinking civic space and will continue dialogue with the different stakeholders. This will include stimulating brands to play an active role in lobby and advocacy for civic space, particularly Freedom of Association.

## 2.3 Changing political circumstances

2021 has been a tumultuous year for some of the STITCH countries. In Myanmar particularly, the military coup of February 2021 and the installation of a military government has dramatically affected how the team operates in Myanmar. While most member brands of ETI and Fair Wear have continued sourcing from Myanmar, in-country work has proven to be difficult. Trade unions in Myanmar have faced continued harassment and censure from the military government, with some prominent trade union activists currently in jail. The partners have navigated these challenges by “closing down” all unions’ offices and not operating from offices. This includes technical mitigation by using encrypted email and messengers and paperless documentation. Additionally, the trade unions have set up a network of volunteer lawyers on safety guidelines and necessary legal procedures to avoid arrest. There are ongoing discussions on how the Myanmar teams can adapt their strategies in order to continue their work.

The Middle East and North Africa (MENA) region also poses certain complexities that directly impact the speed at which the programme can be advanced. A certain level of flexibility should be taken into account given the current political situation in countries of the MENA region. The MENA team will continue having monthly meetings to discuss the major developments in the textile sector in the MENA and the main developments on the respective activities.



## Chapter 3. Capacity and legitimacy

CNV-I and M-FNV's strong relationships with their local union partners form the basis for the majority of the work under this pathway. Interventions around strengthening core union work will continue in 2022. These interventions include capacity building on labour law and negotiation skills, organising, awareness-raising and preparing positions for bipartite and tripartite wage negotiations. A particular focus will be on developing gender strategies of union partners and female leadership training to increase the number of women trade union leaders.

Building on the initial response to COVID-19, M-FNV and its partners will be focusing on contributing to sustainable social protection systems, for example by supporting effective implementation of the Global Call to Action and campaigning on this topic with IndustriAll. Cividep plans to investigate the impact of COVID-19 on the garment industry and working conditions in an Indian context.

Lastly, M-FNV and CNV-I will continue to collaborate with the Clean Clothes Campaign (CCC) on Access to Remedy and their Urgent Appeal system. This will include rolling out training to local partners of M-FNV and CNV-I as well as CCC members on the new manual that was developed on Access to Remedy.

While work on this pathway focuses on trade unions and labour rights organisations and is primarily led by M-FNV, CNV-I, CDI and Cividep, it is deeply intertwined with work linked to the other pathways. Interventions to build capacity of trade unions to engage with brands and global supply chains will benefit from the insights, expertise and tools that the STITCH partners are gathering and developing when engaging with other actor groups, such as suppliers, brands and governments. At the same time, learning and success stories resulting from the work with civil society will inform how STITCH envisions systemic change to take shape. In particular, STITCH aims to demonstrate how brands and governments can support an enabling environment for Freedom of Association and ensure brand action is driven by civil society voices.

		Actual Jan-June 2021	Target 2021	Target 2022
Labour Rights Organisations supported through capacity strengthening by STITCH		17	34	35
Registered and non-registered trade unions supported by STITCH	Factory	44	66	164
	Sectoral	30	34	35
	National	14	15	20
Registered and non-registered TUs supported through capacity strengthening by STITCH	Factory	12	56	144
	Sectoral	12	15	31
	National	7	8	19
Note: This table shows total/cumulative labour rights organisations and trade unions supported by STITCH in the respective reporting period. Labour rights organisations are supported through capacity strengthening while trade unions are supported through capacity support and/or financial support by the programme. Details about the type of capacity support can be found under Chapter 6: Learning Agenda, under Ally Learning.				

### 3.1 Trade unions and labour rights organisations have increased representation of garment workers

STITCH considers strong, independent trade unions a key factor in ensuring lasting, sustainable change. Strengthening the work of its local trade union partners, therefore, continues to be an important strategy in 2022.

To this end CNV-I and M-FNV will work with their local union partners in Cambodia, Bangladesh, Indonesia, MENA and Myanmar on a range of interventions, such as the establishment of new factory-level unions, strengthening of organisers, monitoring of working conditions and building capacity on labour law and organisational sustainability. For Myanmar, the safety of our local partners and staff is our highest priority and will limit the scope of our work. In MENA, M-FNV will also support international and regional networking and exchange of trade union leaders.

M-FNV will also map out multinational manufacturers and plans to strengthen one multinational union network and set up another multinational union network in 2022.

			Jan-June 2021	Target 2021	Target 2022
Total trade union membership by gender	Factory	Male	24,819	37,500	72,522
		Female	57,699	65,022	116,424
	Sectoral	Male	88,160	88,745	90,657
		Female	198,901	203,741	204,943
	National	Male	0	300	371,300
		Female	0	500	329,500
% of women trade union members	Factory		70%	63 %	62 %
	Sectoral		69 %	70 %	69 %
	National		-	63 %	47 %

Note: This table shows total trade union membership of the engaged trade union in the reporting periods. Fluctuations in women membership percentage are due to the addition of new trade unions engaged in 2022. Data in this table does not include figures from Vietnam and Myanmar.

For Vietnam, only national level trade union membership numbers are available. However, since it is a common practice for workers to join the national trade union, a change in membership cannot be attributed to STITCH efforts and therefore the numbers are not included. For factory and regional level trade unions the data is not available. STITCH will make an effort to collect this data from 2022 onwards (if possible).

Due to the political situation in Myanmar, the STITCH team has been unable to collect reliable data and set targets for 2022.

### 3.2 Trade union leadership has increased knowledge on gender equality and participation of women

STITCH maintains that women, who make up the majority of the garment workforce, should be equally represented in trade unions to ensure their concerns and experiences are included in negotiations. To achieve this, the STITCH partners plan to strengthen the organisational capacity of trade unions on gender equality through the below interventions.

Both CNV-I and M-FNV will be working with their local partners in India, Vietnam, Bangladesh, Indonesia and MENA to develop gender strategies for their work, with the aim to better reflect the concerns of women trade union members and women workers. This includes training on gender responsive planning and gender mainstreaming, information about ILO C183 and C190, general training about gender equality, as well as awareness-raising activities such as campaigns or a gender forum.

To complement the work of CNV-I in Vietnam, CDI is strengthening the capacity of worker leaders, trade unions and labour rights organisations on women leadership, gender equity, gender-based violence and participation of women.

CNV-I's local partner in Cambodia will conduct a training of trainers programme to negotiate gender-inclusive (multi-company) Collective Bargaining Agreements (CBAs). M-FNV will build the capacity of their MENA partners to use Global Framework Agreements that integrate a gender lens.

In Cambodia, CNV-I and its local partner will connect the national-level union with factory-level women committees to learn from their experience in handling gender-based violence cases.

In India, Cividep will develop insights on how feminist theories can inform the practice of business and human rights. This will result in policy recommendations for civil society organisations and trade unions, as well as brands and suppliers, on how to apply a gender lens to their work. They also plan to develop suggestions on how the concept of Social Reproduction/Reproductive Labour (e.g. care work) can be addressed in employment relations.

		Actual Jan-June 2021	Target 2021	Target 2022
# of engaged trade unions where a new gender policy/strategy has been introduced	Factory trade union	9	11	8
	Sectoral trade union	1	2	3
	National trade union	0	1	0
Note: This table shows the number of trade unions where the programme is working to introduce gender policies/strategy in each reporting period (not cumulative). Data in this table does not include figures from Myanmar. Due to the political situation in Myanmar, the STITCH team has been unable to collect reliable data or set targets for 2022.				

### 3.3 Trade unions have increased the number of women in leadership positions

Next to increasing the knowledge of trade union leadership on gender equality, STITCH also aims to increase the number of women in leadership positions. To achieve this, CNV-I and M-FNV's local partners in Bangladesh, Cambodia, Indonesia and MENA will conduct leadership training and coaching for (potential) women trade union leaders. CNV-I will also implement leadership training for women under the Trade Union Co-financing Programme and will explore the potential for cross-learning between the two programmes. In Cambodia, CNV-I's local partner will also establish a gender committee at federation level to promote the recruitment of women workers and select potential candidates for their leadership programme. In Indonesia, CNV-I's local partner will establish gender committees at factory level and consult with partners in Cambodia on this.

			Jan-June 2021	Target 2021	Target 2022
Total # of trade union leaders by gender	Factory	Male	1390	2797	5255
		Female	859	1095	2929
	Sectoral	Male	426	426	443
		Female	237	237	255
	National	Male	105	105	678
		Female	40	40	77
% of women leaders	Factory		38%	28%	36%
	Sectoral		36%	36%	37%
	National		28%	28%	10%

Note: This table shows the total trade union leadership of the engaged trade unions in the reporting period. Fluctuations in women leaders' percentage are due to the addition of new national-level trade unions engaged in 2022. Data in this table does not include figures from Bangladesh, India and Myanmar.

For Bangladesh and India, the STITCH team is still putting systems in place to collect this data. STITCH will report on these numbers from 2022 onwards.

Due to the political situation in Myanmar, the STITCH team has been unable to collect reliable data and set targets for 2022.

### 3.4 Capacity to influence for a living wage, harassment free workplace and Freedom of Association, through social dialogue

Strengthening the capacity of trade unions and labour rights organisations to influence is a key strategy for STITCH. By ensuring civil society voices can make their voices heard, sustainable changes in the form of stronger labour laws and legislation, higher minimum wage levels, ambitious CBAs and better social protection mechanisms will take shape. In 2022, the partners will implement several different interventions to achieve this.

M-FNV will strengthen discussions within IndustriALL and its affiliates on social protection mechanisms. This will include contributing to the Dutch part of an international campaign, participating in the Social Protection Textile, Garment, Shoes and Leather (TGSL) Expert Committee of IndustriALL and supporting effective implementation of the Global Call to Action for a human-centred COVID-19 recovery. In India,

Bangladesh and MENA, M-FNV will work with local partners to develop a social protection strategy and build their capacity on advocating for sustainable social protection.

In Bangladesh, M-FNV and its local partners are following several strategies to contribute to improvements in the garment sector. This includes supporting the work of ACT on Living Wages by representing IndustriALL in working groups, influencing policy on labour law reform in collaboration with Fair Wear and building capacity of factories, business associations and brands on social dialogue together with trade unions.

After long negotiations, a new binding agreement was reached between 77 global brands and the global unions IndustriALL and UNI to continue improving fire and building safety in the Bangladesh ready-made garment sector. The 26-month Accord agreement came into force on September 1, 2021, and the model will be replicated to other countries, such as Pakistan. M-FNV will support in building the capacity of the IndustriALL Bangladesh Council (IBC) to monitor the progress and play a leading role in governing and monitoring the Accord.

In Vietnam and Indonesia, CNV-I will conduct training of trainers on social dialogue and multi-company CBAs (MC-CBA). They will also scale up the related processes which were developed under the previous Strategic Partnership. This will include capacity building for women workers participating in the social dialogue process to identify and include gender issues in MC-CBAs, building on material developed in a previous phase in Cambodia.

Additionally, CNV-I and the national trade union VGCL will collaborate to provide inputs for the Labour Code implementation decrees and circulars related to social dialogue. This will be based on lessons learned from previous grassroots level processes.

CDI will enhance the capacity of workers to represent themselves in dialogue. They will also increase awareness of workers and grassroots trade union managers on Freedom of Association and regulations on worker representative organisations in the implementation of Labour Code 2019 and related decrees in Vietnam. In collaboration with Fair Wear, CDI will also build the capacity of labour rights organisations to support worker rights organisations at grassroots level. This will enable them to actively engage in national forums and platforms on decent work and the Domestic Advisory Group under the European Union – Vietnam Free Trade Agreement (EVFTA).

In India, M-FNV and its local partners will aim to establish strong, independent and representative worker committees that are endorsed by trade unions.

In Indonesia, CNV-I and its local partner will train unions on negotiating CBAs, considering new legal regulations and gender-based violence prevention. They will also support them to initiate social dialogue with business associations. Workers who were laid off during COVID-19 will receive training.

CNV-I will work with its local partner in Cambodia to provide legal assistance and dispute settlement support for workers, build capacity on these topics, as well as leadership and management skills and negotiate CBAs at factories while also involving international brands.

Additionally, CNV-I's local partners will build strategies around living wage and Freedom of Association and mobilise for minimum wage and living wage campaigns. This will include training on public awareness raising and social media.

Beyond this, CNV-I and their partner will form alliances with international actors to influence the government for equal representation of independent trade unions in tripartite negotiations and raise awareness on Freedom of Association, gender-based violence and decent work.

Together with ETI and Fair Wear, CNV-I will organise a webinar in collaboration with the Dutch Embassy on the situation in Cambodia and Freedom of Association.

M-FNV and CNV-I will continue to collaborate with the CCC on Access to Remedy and Urgent Appeals. In 2022, this will include intensive national training on new Urgent Appeal systems in South Asia and Southeast Asia to equip trade unions and labour rights organisations to take up Urgent Appeal work and strengthen their lobby, advocacy and campaigning skills and capacity.

	Jan-June 2021	Target 2021	Target 2022
# of success stories on social dialogue	1	5	12
Note: This table shows the number of success stories collected in each reporting period. These success stories will be analysed to identify trends and success factors. They will also be used in STITCH's communication as well as lobby and advocacy work and for learning purposes.			

### 3.5 Research has led to the creation of evidence on labour conditions in support of lobby and advocacy

Being able to back up your arguments with evidence has been proven to be a successful strategy for lobby and advocacy. To this end, STITCH will continue to employ research in 2022. While research is at times led by one partner, it is a key opportunity to make use of the knowledge and networks available to the consortium of six partners - both to create and disseminate evidence.

In Cambodia, CNV-I's partners will conduct a survey on the cost of living of garment workers and develop a position paper on the Minimum Wage proposal 2023 to prepare for tripartite and bipartite social dialogue on wage issues.

In MENA, M-FNV will conduct a mapping of gaps in implementation of workers' rights, gender equality, and industrial relations in garment supply chains. In India, they will monitor the implementation of wage agreements.

ETI, Fair Wear and M-FNV will jointly conduct and publish a report on social dialogue interventions in Bangladesh including lessons learned and recommendations for the way forward.

Cividep plans to document and share information about the impact of the COVID-19 pandemic on the garment export industry in India, particularly on employment conditions and health of workers. This will include building an online repository.

Cividep will also collect information on which government rules or statutes affecting garment workers' rights have changed in the last two years and provide input to the governments when comments are sought on rules.

In Myanmar, M-FNV's local partner will attempt to continue their mapping on working conditions in Special Economic Zones.

CDI will work in Vietnam to conduct research to provide evidence for lobby and advocacy efforts at the country and international level.

CNV-I and Fair Wear will work together with local partners in Indonesia to conduct research on gender-based violence and living wages to develop a strategy paper on sectoral wages. They are also assessing the situation of workers one year after the Omnibus law has been enacted and share findings on the legal rights of trade unions to support lobby to increase civic space.

	Jan-June 2021	Target 2021	Target 2022
# of success stories where use of STITCH research has contributed towards achievement of lobby and advocacy goals	0	6	9
Note: This table shows the number of success stories collected in each reporting period. These success stories will be analysed to identify trends and success factors. They will also be used in STITCH's communication as well as lobby and advocacy work and for learning purposes.			



### 3.6 Trade unions and labour rights organisations have the power and voice to exercise their rights, especially related to Freedom of Association and decent work

While no interventions are linked directly to this outcome, the interventions of different intermediary outcomes will contribute to this outcome and the set targets.

STITCH's Theory of Change is aimed at achieving systemic change rather than advancing the work of individual trade unions, factories or brands. At the same time, on-the-ground work with trade unions gives STITCH partners the license to engage with brands and governments. It also results in success stories that highlight the benefits of engaging with trade unions, which STITCH will use to stimulate change beyond a particular factory or brand.

		Actual Jan-June 2021	Target 2021	Target 2022
# of unique CBAs concluded on worker conditions contributed to the programme	Factory	13	72	19
	Multi-company	0	3	4
	Sectoral	0	1	2
	National	0	0	0
# of unique other binding agreements concluded on worker conditions contributed to the programme	Factory	6	14	10
	Multi-company	1	1	1
	Sectoral	0	2	7
	National	0	0	0
Note: This table shows the number of CBAs and other binding agreements that the programme aims to contribute towards in each reporting period (not cumulative). These other binding agreements are between employers and employees/trade unions/worker representatives to improve labour conditions. The high number of factory level CBA targets are mainly derived from Indonesia, where it is expected that a higher number of factories will sign CBAs in 2021 than in 2022.				

## Chapter 4. Innovate and Guide

ETI's and Fair Wear's work with their member brands forms the foundation for the plans in this chapter. Efforts will continue in 2022 to improve their HRDD and business practices to facilitate Freedom of Association, gender equality and decent work (including higher wages) in their supply chains.

A key intervention in 2022 will be to drive collaborative approaches to HRDD, which collect information about labour conditions, using a methodology of local (multi-)stakeholder validation, to drive brand action and positive impact on working conditions. Strengthening local multi-stakeholder initiatives will be an additional focus in 2022. STITCH will further refine its strategy by drafting a roadmap that identifies different levels of maturity and success factors and engage with promising initiatives in-country. While most initiatives will likely not yet be at this stage yet in 2022, STITCH envisions local multi-stakeholder initiatives to be an integral part of a HRDD environment where brand action is driven by civil society voices.

To drive change beyond ETI's and Fair Wear's membership, the STITCH partners will work together to make approaches and tools available to other initiatives. ETI and Fair Wear are collaborating with other initiatives in an MSI working group on purchasing practices to create an aligned framework. Fair Wear is leading a cooperation programme on complaints with brands of the German Partnership and Dutch Agreement.

Lastly, The Industry We Want, an initiative that aims to connect key actors across the value chain, in order to introduce a 'new normal' in the garment sector, will continue in 2022.

STITCH will put systems in place during 2022 to track its reach beyond directly engaged brands.

	Actual Jan-June 2021	Target 2021	Target 2022
# directly engaged brands supported by STITCH in the apparel and garment sector	151	153	165
Note: This table shows the total number of engaged brands supported by STITCH in the reporting period. The term (engaged) 'brands' is used for (directly engaged) garment companies (wholesale and retail) who are a member of ETI or Fair Wear.			

### 4.1 The voices of workers - and the trade unions representing them - and factories drive the implementation and prioritisation of brand action on human rights

Ensuring that brand action on human rights is informed by the voices of workers, especially women, is central to STITCH's Theory of Change and cuts across the work of all six partners. To date, all STITCH partners have, individually and jointly, created, tested and implemented tools and methodologies to ensure that the voices of workers - and the trade unions representing them - as well as the voices of factories, inform and drive the HRDD of brands. In 2022, Fair Wear, in close collaboration with its STITCH

partners, will lead on bringing these tools and methodologies together to ensure coherence and impact. This will result in an (eco)system centred around a risk-based approach to HRDD, with local (multi-) stakeholders validating and prioritising risks.

Work in 2022 will be centred around setting the parameters within which to identify risks. Linked to this the consortium will identify 'hotspots' with significant STITCH partner presence in order to prototype different approaches to convening stakeholders around specific workplace issues as a basis for driving brand responses. STITCH will develop one or two test cases where indicators on specific labour standards are 'translated' to appropriate brand action. This will include an exploration of the role local multi-stakeholders (see chapter 4.5) can play in validating information. For example, if there are indications – based on (lack of) legislation in combination with high presence of migrant workers – that there is a high risk of forced labour in a specific production area, one question would be how local stakeholders assess this risk, what priority they give it and what they would consider appropriate responses from brands and other actors.

During 2022, Fair Wear will continue to provide factory audits in Fair Wear members' supply chains, while improving and diversifying working condition data collection towards a worker and stakeholder voice-driven and gender sensitive approach. Fair Wear will also continue to provide country-specific risk analyses (country studies) and develop risk-scoping tools.

In addition, CNV-I and M-FNV, through their collaboration with the CCC, will continue strategic case work to hold brands accountable.

		Jan-June 2021	Target 2021	Target 2022
Total # of engaged brands with a system in place to collect and share worker driven information	# Brands	0	0	15
	% Brands	0 %	0 %	9 %
Total # of engaged brands for which information from this system is used to derive brand strategies/policies/	# Brands	0	0	10
	% Brands	0 %	0 %	6 %
Note: This table shows the total number of engaged brands that have a system in place to collect and share worker driven information, and the total # of brands that use information from this system to derive their strategies/policies/practices in the respective reporting period. The term (engaged) 'brands' is used for (directly engaged) garment companies (wholesale and retail). The data includes ETI and Fair Wear member brands. It is expected that numbers on this indicator will be reported upon once the HRDD system has been implemented in 2022.				

## 4.2 HRDD by engaged brands drives improved purchasing practices that support and incentivise Freedom of Association, decent work and gender equality

Both Fair Wear and ETI will continue to engage with their member brands to improve their HRDD. For ETI, this will mean engaging with members to ensure they apply an HRDD approach. ETI will also provide capacity-building interventions, such as workshops and training, on HRDD processes for brand members and collect evidence and learnings on the impact of and knowledge on HRDD globally to improve labour standards long-term. The organisation will also convene groups and platforms to engage members and other stakeholders such as industry associations on improving HRDD in their supply chains, for example for brands' country offices in India.

A particular focus for ETI in 2022 will be on embedding gender mainstreaming in ETI's STITCH activities and other programmatic outputs and when assessing potential future work areas. This will concern ETI's five-year-strategy, year-on-year plan developments and local gender assessments. In Bangladesh, ETI will organise workshops on gender equality for brands, suppliers and business associations and mobilise them to participate in awareness campaigns.

Similarly, moving brands further along on their Freedom of Association journey will be a 2022 priority. ETI aims to deliver models of what can work for different sized companies in various geographies. In collaboration with the other STITCH partners, they will also organise a series of topical social dialogue discussions and sharing events with brands and other consortium member stakeholders to apply social dialogue in different settings. This will help to explore the intersectionality with issues such as gender, technology, and just transitions.

Fair Wear will continue to hold members accountable by measuring brand progress through the brand performance check methodology<sup>1</sup>. They will also continue to work with members on improving working conditions in their supply chains and align member guidance with strategic insights and the STITCH agenda on gender, social dialogue, purchasing practices (including the Living Wage approach) and HRDD policies. Fair Wear will work on capacitating and motivating engaged brands to promote Freedom of Association and social dialogue among their suppliers and business associations in production countries. Brands will also have the opportunity to participate in a Living Wage Incubator and access applied learning linked to Fair Wear's tool on reasonable working hours. Additionally, Fair Wear plans to conduct research into the relationship between business models and business practices.

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<sup>1</sup> Brand Performance Checks are financed by Fair Wear membership fees.

To promote learning and progress, Fair Wear will roll-out a Learning Management System for its members. This platform and its learning opportunities could later be scaled to other organisations. It will also be used to facilitate learning between the STITCH partners.

A key intervention for Fair Wear in 2022 will be to lay out the HRDD (eco)system mentioned under the previous intermediary outcome. The goal is to create a set-up in which brands - both Fair Wear members and others - can monitor their supply chains, get input for their HRDD, and track changes in their purchasing practices. This will allow (gendered) insights into the connections between business models, purchasing practices and work floor conditions and translate new and available knowledge on better business practices into practical steps for prevention and remediation of labour rights violations. This can only be transformative in its impact if used beyond Fair Wear and even ETI membership. Therefore, a crucial question will be how to design a scalable approach and ensure buy-in from other organisations also working to transform the industry.

ETI and Fair Wear will collaborate to promote guidance and tools around HRDD to both their memberships and beyond. As part of this, Fair Wear and ETI will determine a brand learning agenda, make existing guidance and verification tools available and promote them for use by other Responsible Business Conduct Platforms (RBCPs) and their member brands. This includes, for example, the German Partnership for Sustainable Textiles or the Dutch Agreement on Sustainable Garments and Textiles (in collaboration with M-FNV and CNV-I). Together with the STITCH partners and other RBCPs, Fair Wear will also develop and roll out new tools such as the Fair Price app and tools linked to Freedom of Association and social dialogue (brand factsheets for specific countries and brand training).

Fair Wear will also showcase the progress made by its member brands and the tools and solutions that enable them to make this progress. This will include providing input on the accountability frameworks of other RBCPs.

Together, ETI and Fair Wear are collaborating with like-minded organisations in an MSI Purchasing Practices group to define and make progress towards implementing a shared framework for responsible business practices. 2022 will be focused on testing the practical application of the framework with selected member brands of varying sizes and business models. ETI will lead on integrating a gender-lens to this process.

		Actual Jan-June 2021	Target 2021	Target 2022
# of engaged brands which mitigates root causes of excessive overtime	# brands	12	15	30
	% brands	14%	17%	34%
# of engaged brands which assesses and responds to root causes for wages that are lower than living wages in production locations	# brands	13	15	31
	% brands	15%	17%	35%
# engaged brand where the percentage of production volume where the member company pays its share of the target (living) wage to be > 75%	# brands	4	5	8
	% brands	5%	6%	9%
Note: This table shows the total/cumulative number of engaged brands that have brought about the stated changes in the respective reporting period. The term (engaged) 'brands' is used for (directly engaged) garment companies (wholesale and retail). The data only includes Fair Wear member brands. Only Fair Wear has reported on these indicators and so percentage figures are of Fair Wear engaged brands as well. ETI will start reporting on these indicators from 2022 onwards.				

### 4.3 Innovative and improved approaches to remedy are implemented for garment workers

Fair Wear will continue to provide a channel for access to remedy for workers in Fair Wear members' supply chains where trade unions cannot, and where labour inspections are not adequate. In 2022, local complaint handlers will be strengthened further and trained on applying a gender-lens. Fair Wear will also strengthen its requirements for members to introduce their suppliers to social dialogue in the context of its risk-based approach to prevention, risk-mitigation and remediation.

Based on this, Fair Wear will work with other RBCPs and with trade unions and labour rights organisations to ensure that many more workers have effective access to remedy than is presently the case. To this end, Fair Wear is leading a cooperation programme on complaints with brands of the German Partnership and Dutch Agreement. They are also collaborating with additional organisations in the CARE platform on Access to Remedy.

CNV-I will support local union partners to utilise international grievance mechanisms when handling complaints, for example in Indonesia.

CDI will promote innovative and improved approaches to remedy for brands and factories to ensure the rights of garment workers in Vietnam are upheld through its We Check app (a tool to register worker complaints).

In addition, Fair Wear will develop, align and provide guidance on remediation to brands and align this with HRDD implementation. They will identify or develop transformative training that matches specific risk profiles. For example, COVID-19 awareness raising will be offered to factories in Myanmar.

In India, ETI, Fair Wear and Cividep will engage with key stakeholders on the National Action Plan (NAP) on Business and Human Rights focusing on access to remedy and gender sensitivity. This will include initiating conversations with industry associations around industry grievance mechanisms. With the government of Vietnam planning to establish a NAP supported by UNDP, this provides an opportunity for learning exchange between India and Vietnam.

	Jan-June 2021	Target 2021	Target 2022
# of success stories on remediation and redressals	0	3	4
Note: This table shows the number of success stories collected in each reporting period. These success stories will be analysed to identify trends and success factors. They will also be used in STITCH's communication as well as lobby and advocacy work and for learning purposes.			

#### 4.4 Factories and business associations are capacitated for social dialogue and sourcing dialogue

The work under this pathway largely targets brands as one of the most influential actors in the industry and a stakeholder group that the STITCH partners have a direct influence on through brand membership in ETI, Fair Wear or the AGT. At the same time STITCH is mindful to translate policy and practice changes at brand level into meaningful change on the factory floor, particularly for women. A key strategy is building the capacity of factories and business associations to engage in social and sourcing dialogue with a gender lens.

One key intervention for 2022 is the roll-out of the Fair Price app in all STITCH countries. Fair Price is an online application which enables suppliers and buyers to engage in fact-based costing and negotiation of a product style, by determining the cost of one minute of labour in a factory, considering factory-specific variables such as workforce composition, actual overtime hours, bonuses paid, etc. Fair Wear has also integrated options to calculate costs related to COVID-19 (such as masks and other personal protective equipment).

Fair Wear in collaboration with the STITCH partners aims to develop a STITCH strategy for suppliers and employers' associations to engage in social and sourcing dialogue to improve labour rights.

In Bangladesh, Vietnam, MENA and Myanmar, the STITCH partners will work on building the capacity of factories, brands, business associations and federations on social dialogue, HRDD and/or sourcing



dialogue and purchasing practices. Fair Wear will create a Terms of Reference for social dialogue training for factory management based on those experiences.

In India, Myanmar and Bangladesh, ETI and Fair Wear will implement different interventions to address gender-based violence at workplace level. For example, by setting up anti-harassment committees or assigning gender focal points.

	Jan-June 2021	Target 2021	Target 2022
# of success stories on social dialogue	2	3	6
Note: This table shows the number of success stories collected in each reporting period. These success stories will be analysed to identify trends and success factors. They will also be used in STITCH's communication as well as lobby and advocacy work and for learning purposes.			

## 4.5 Improved information sharing with trade unions, labour rights organisations, and (other) brands for collaboration

### Strengthening multi-stakeholder structures

Strengthening (or convening) local multi-stakeholder structures is a key strategy for the STITCH programme to achieve outcomes linked to trade unions and labour rights organisations as well as brands and suppliers. In 2021, the STITCH partners agreed on key goals and characteristics of these platforms (convening key stakeholders in a safe space, complementary to bi- or tripartite structures, locally driven, supporting sustainable dialogue structures beyond STITCH-involvement, local needs driving brand action).<sup>2</sup> They also mapped out promising existing (including dormant or nascent) initiatives in the STITCH countries.

In 2022, STITCH will further refine its strategy by drafting a roadmap that identifies different levels of maturity and success factors and engage with promising initiatives in-country. These two steps will inform each other throughout the year. STITCH will host regular strategy meetings with colleagues working on this intervention to understand at what stage different initiatives are and what approaches have or have not been effective. Based on this, STITCH will be able to support the development of sustainable, effective dialogue structures that can connect key players in-country and link their insights and demands to global supply chain actors, particularly brands.

In the STITCH countries, the following interventions are set to be implemented:

In **Bangladesh**, ETI, Fair Wear and M-FNV will collaborate to explore the potential to develop a platform for representatives from industry associations, global brands, trade unions, suppliers, and development

<sup>2</sup> Please refer to the document "Additional Grant Requirement 6 – Multi-stakeholder Structures" that was submitted to the Ministry on 30 June 2021 for further details.

partners to share challenges, learning and best practice with regards to social dialogue, gender equality and worker engagement.

ETI, Fair Wear and Cividep will facilitate the establishment of a multi-stakeholder structure in **India** by reviving the Garment Sector Roundtable/Ethical Trade Platform. This will seek to draw in collaboration from industry associations, trade unions, labour rights organisations, suppliers and others. Solidaridad and IDH have expressed an interest to participate in this effort. Through the above-mentioned platform, ETI, Fair Wear and Cividep hope to encourage ongoing and sustainable social dialogue among brands, factories, business associations, state agencies and worker representatives to address workers' rights issues collectively. This MSS approach will also align STITCH partners with existing platforms, namely the WISC initiative, the Tamil Nadu multi-stakeholder initiative and the Tamil Nadu Alliance.

In **Vietnam**, STITCH will continue to engage with the Public-Private Partnership (PPP) platform, a coalition for the garment industry with the participation of public institutions, business associations, brands and civil society organisations, hosted by the Vietnam Ministry of Industry and Trade, and facilitated by the IDH. A labour working group led by STITCH partners under PPP will be established to encourage and facilitate a national dialogue platform for business associations, brands, government and trade unions to engage on prioritised topics. STITCH partners aim to promote this platform as a yearly effective dialogue and step-by-step develop joint commitments or action plans to address issues of the garment industry. They will seek opportunities to link this national platform to the Domestic Advisory Group (DAG) Vietnam discussions as well as sustainable COVID-19 recovery.

All STITCH partners will engage in discussion with brands as well as employers in the **MENA** region on the importance and benefit of structuring social dialogue in garment supply chains around multi-stakeholder structures.

CNV-I and Fair Wear aim to initiate a multi-stakeholder structure to bring together national stakeholders, international MSIs and brands on gender, wages and job security in **Indonesia**.

Beyond the interventions linked to the multi-stakeholder structures, several other interventions will be implemented in 2022 to advance this intermediary outcome. In Bangladesh for example, Fair Wear, ETI and M-FNV are organising stakeholder consultations to bring business associations and factory owners together to discuss labour rights issues. Fair Wear will also share results of brand performance checks with suppliers. Fair Wear plans to support trade unions and labour rights organisations in strengthening the capacity of workers, for approaches or topics where Fair Wear has unique added value. This will include developing a STITCH strategy to strengthen factory-level grievance mechanisms.

		Actual Jan-June 2021	Target 2021	Target 2022
Total multi-stakeholder structures in which STITCH members participate		7	9	11
# of times multi-stakeholder structures have convened to have dialogue about key industry issues	Internal dialogues	17	33	41
	External dialogues	7	11	17
Note: This table shows the total number of multi-stakeholder structures and their meetings that STITCH will participate in during the respective reporting period. 'Internal dialogues' refer to meetings in which only members of the multi-stakeholders structure participate in. 'External dialogues' are meetings held with members and other external stakeholders as well.				

## 4.6 Private sector actors in the garment industry in production and EU buying countries accept the need to change purchasing practices and Freedom of Association

Fair Wear and ETI have worked together to set up The Industry We Want, an initiative that aims to connect key actors across the value chain, in order to introduce a 'new normal' in the garment sector. The programme had its kick-off in early 2021. In 2022, pilot metrics will be launched to drive an inclusive process to achieve industry consensus on the main challenges and align on the necessary solutions. CNV-I will conduct awareness-raising activities on (post)COVID-19 of garment workers among CNV members, Dutch citizens, brands and government and continue their campaign "Alles heeft zijn prijs". FNV-M, CNV-I and CCC will continue campaigning activities at regional and global level. These are mainly targeting European brands to improve their HRDD and their practices towards Freedom of Association and access to remedy of workers.

		Actual Jan-June 2021	Target 2021	Target 2022
# of total engaged brands with substantially improved Purchasing Practices	# Brands	16	25	41
	% Brands	11 %	16 %	25 %
# of total engaged brands actively promoting Freedom of Association	# Brands	16	25	41
	% Brands	11 %	16 %	25 %
Note: This table shows the total/cumulative number of engaged brands that have brought about the stated changes in the respective reporting period. The term (engaged) 'brands' is used for (directly engaged) garment companies (wholesale and retail). The data includes ETI and Fair Wear member brands. For ETI, the term 'substantially improved Purchasing Practices' means a member has made substantial changes in line with ETI's guide to buying responsibly and also publicly shared these actions/changes. For Fair Wear, the term 'substantially improved Purchasing Practices' means that the engaged brands have adopted front runner practices related to purchasing practices as documented in the brand performance check. These front runner practices are characterised by an achievement of 75% points scored on the Purchasing Practices section of the performance check.				

## Chapter 5. Convene and Align

On a European level, STITCH priorities for 2022 are influencing forthcoming mHRDD legislation as well as EU Trade Policy, namely the Free Trade Agreement with Indonesia.

STITCH will strengthen its internal structures to facilitate stronger connections between local lobby and advocacy goals and global lobby opportunities. In 2022, priority will be given to supporting the ratification of ILO Convention 190 to effectively prevent gender-based violence and harassment in the world of work in different STITCH countries.

# of functional coalitions/ networks/ platforms in which STITCH participates	Jan-June 2021	Target 2021	Target 2022
Coalition	1	4	12
Network	8	12	13
Platform	3	7	9
Total	12	23	34
# of influencing activities held with policymakers, companies, influential decision-makers on key STITCH Lobby and Advocacy goals/strategies	132	233	257
Note: The first number in the table shows the total number of coalitions/networks/platforms in which STITCH participates in the reporting periods. If STITCH continues to participate in platforms that they were active in during 2021, these will be included in the 2022 reporting. The second figure shows the number of influencing activities (dialogues, meetings, consultations, briefings, seminars, workshops, conferences, summits, etc) organised by STITCH and held with policymakers, companies, influential decision-makers on main STITCH issues, claims and policy goals in each reporting period.			

### 5.1 Governments in production and EU buying countries create the opportunity to change and for inclusion of workers' voices in negotiations and decision-making

A priority for STITCH's work in 2022 will be to lobby for forthcoming mHRDD legislation and its implementation to be aligned with STITCH's vision. STITCH partners will develop a common position to influence the European Commission, EU Parliament and EU Council to include Small Medium Enterprises (SMEs) in the scope of the forthcoming directive and (actually) achieve setting a level-playing field. They will also host public events in Brussels, engage with members of the European Parliament (MEPs) and aim to influence the Dutch position in the European Council. The STITCH partners will also reflect on how legislation on the European level can be used for lobbying and advocacy towards production country actors, particularly governments.

Additionally, CNV-I and Fair Wear<sup>3</sup> will support the European Citizen Initiative on Living Wages. This campaign can accelerate progress and coalitions for lobbying towards higher standards in the mHRDD

<sup>3</sup> Fair Wear is supporting the ECI with funding outside of STITCH.

space. Additionally, the STITCH partners will work towards mHRDD, by developing and implementing a lobby strategy on European legislation, including the assessment of EU policy proposals.

The STITCH partners, led by Fair Wear and CNV-I, will influence policies and practices of governments to promote Freedom of Association, in part by influencing the review of the EU Trade Policy and, specifically the Free Trade Agreement currently being negotiated in Indonesia. This is done to ensure and strengthen social dialogue and compliance with the core labour standards. Interventions will involve targeting European stakeholders as well as collaborating with Indonesian civil society to advocate the Indonesian Ministry of Trade.

Fair Wear also aims to develop a strategy to influence investor and financier policies, major rankings and procurement tender practices.

Outcome level		Jan-June 2021	Target 2021	Target 2022
# of public policy /law/agreement/ judgement adapted /changed/blocked in favour of STITCH goals (contributable to the interventions of the programme)	Policy	3	6	3
	Law	1	1	5
	Agreements	1	1	15
	Judgement	3	4	2
Note: This table shows the number of public policies, laws, agreements (production country agreements and international agreements) and judgements that will be adapted/changed/blocked due to efforts of the programme in each reporting period (not cumulative).				

## 5.2 Local partners and STITCH form coalitions with allies (e.g.: global unions, ILO, OECD, Dutch embassies) to drive lobby and advocacy efforts for “the new normal” in the global garment industry

A key lobby and advocacy approach for STITCH is to involve international stakeholders to achieve production country lobby and advocacy objectives and link in-country teams and partners with international stakeholders to influence EU, Dutch, German and UK policy-making to promote responsible business conduct. To this end, STITCH will set up internal lobby bridges to facilitate rapid and effective coordination and communication between in-country teams and partners and the International Lobby & Advocacy Group of STITCH. Through the lobby bridges, STITCH will map out strategic priorities as well as leverage ad-hoc opportunities.

One priority that has already emerged for 2022 is the ratification of ILO Convention 190 to effectively prevent gender-based violence and harassment in the world of work and contribute to gender equality for workers in the garment sector. An important part of this intervention for 2022 will be mapping of stakeholders, raising awareness and fine-tuning a coherent strategy. Collaboration with all relevant embassies is a large part of the team's strategy. The International Lobby and Advocacy team will coordinate STITCH's lobby and advocacy on C190, complementing the efforts of the country teams (who's

national plans are leading) and supported by the Gender team on content. This will require a tailored approach for each country, with regular and efficient exchange and alignment between national and international strategy and activities. Additionally, M-FNV, together with CNV-I, will launch a campaign aimed at both the ratification and implementation of C190 in partner countries, and to prevent violence and harassment at regional or factory level.

Fair Wear is working with and supporting local stakeholders in their efforts to influence policies and practices of governments and employers' associations in production countries, in order to promote social dialogue and improve labour rights, using the leverage of engaged brands. Fair Wear will also conduct cross-country work on how lobby and advocacy can strengthen social dialogue.

On a country level, various interventions are planned:

In **Bangladesh**, M-FNV and Fair Wear have been collaborating with several other civil society actors under the umbrella of a national gender platform to exchange information and align lobby efforts around gender equality. In 2022, ETI will join the platform as an observer. The gender platform will focus on 1) advocacy for enactment of the Law on 'Prevention of sexual harassment at workplace-2018' and 2) advocacy with policy level actors and media for ratification of ILO C190 and 3) effective monitoring of the implementation of the High Court Verdict on gender-based violence.

In **Indonesia**, CNV-I and Fair Wear will continue to support the national Gender Network Platform and lobby on the Elimination of Sexual Harassment Bill. CNV-I and its local partner will also lobby on the topic of factory relocations and the impact on workers.

In **India**, Cividep aims to advocate for better operating rules on Labour Codes at the state level (Tamil Nadu, Karnataka, Delhi) and promote including workers' voices in those procedures.

CNV-I, Fair Wear and CDI plan to enhance their cooperation with the Dutch Embassy through regular meetings and information sharing mechanism and higher level of engagement of the Dutch Embassy in STITCH interventions, events and dialogues in **Vietnam**. Similarly, M-FNV, ETI and Fair Wear will continue to improve their network of collaboration to work with the Dutch Embassy, the British High Commission, the British Council and the ILO in **Bangladesh**.

In **Vietnam**, CDI, CNV-I and Fair Wear will support the national forum on the garment sector for sharing and learning during the implementation of the garment industry strategy in the next period toward decent work, living wage and Freedom of Association. CDI also plans to enhance the capacity of the Provincial Department of Labour on labour relations and worker representative organisations.

	Jan-June 2021	Target 2021	Target 2022
# of common positions and joint statements submitted for policies, laws or guiding principles on main Lobby and Advocacy goals/strategies	10	23	32
Note: The table shows the number of common positions and joint statements that the programme aims to submit for policies, laws or guiding principles on key lobby and advocacy goals in each reporting period (not cumulative).			

# Chapter 6. Learning agenda 2022

This chapter outlines the learning priorities and plans that STITCH has identified for 2022. Please refer to STITCH's Learning Agenda 2021-2025 for more details on our learning approach.

## Learning infrastructure

STITCH will build a learning inventory to map out resources and training modules that are already available on key topics. Based on this STITCH will identify where content and/or formats still need to be developed or refined. The partners will also create a learning calendar to better coordinate learning opportunities, especially for external parties.

In 2022, STITCH will roll out a Learning Management System (online learning environment) for consortium-internal learning and Fair Wear member brands. Based on these experiences, STITCH will determine how the system can be scaled up to other stakeholders.

## Learning to inform interventions

Please refer to the STITCH 2021-2025 Learning Agenda for a full list of focal areas and key learning questions as well as details on how any insights will inform programming.

## Social dialogue and Freedom of Association

In 2022, learning to inform STITCH's interventions around social dialogue and Freedom of Association will be focused on the learning question "How do brands' business practices support and relate to Freedom of Association and Social Dialogue?". This will include reflections on how STITCH can contribute to increasing brands' commitment and action regarding Freedom of Association at supplier level and how STITCH can strengthen trust and openness between industrial stakeholders as a precondition for Freedom of Association.

To this end, STITCH will develop 'Freedom of Association business cases' that can serve as advocacy input and good practices to upscale Freedom of Association interventions and impact. The STITCH Social Dialogue group will develop a format and proactively share these within the consortium to stimulate documentation of STITCH's social dialogue and Freedom of Association work and achievements. The Freedom of Association business cases are expected to stimulate learning and exchange and deepen STITCH's strategic focus in this area.

In addition, the STITCH Social Dialogue group will publish a social dialogue guidance note at the end of 2021. The document will describe the complementary roles of the STITCH partners, explain key concepts and frame STITCH's focus on Freedom of Association and social dialogue. Work in 2022 will be focused on operationalising the guidance document into STITCH programming.



ETI will finalise and publish a study on the ten years of social dialogue activity in Bangladesh. The publication is expected by the end of 2021. ETI will follow up with dissemination to the whole consortium as well as brands and discuss how insights can support STITCH's interventions.

## **Gender equality**

STITCH's learning to inform interventions related to gender equality in 2022 will be guided by the learning questions "How can gender equality in the world of work be advanced through social dialogue and improved business practices?" and "How can supply chain actors apply a gender lens to their strategies?" The STITCH Gender group will consult STITCH internally as well as external experts to determine what research and insights are already available and determine research needs and methodology based on this mapping.

The Gender group will also use findings from STITCH's baseline evaluation to summarise the gender insights that are emerging and generate key messages to be shared across the consortium to strengthen implementation and influence resourcing on gender.

Another important knowledge gap to fill is applying a gender lens to mHRDD legislation and developing an additional layer for STITCH's positioning to influence the release of the forthcoming draft of the directive. Throughout 2022 the internal gender team will support all STITCH learning to be gender sensitive at a minimum, ensuring that all insights, reports, research activities take gender into account.

## **Business practices and HRDD**

Fair Wear will support the "Reweaving Global Textile Future" consortium, a research initiative led by seven Dutch universities. Their planned research on HRDD and transparency is closely connected to learning questions defined by STITCH and Fair Wear. The colleague leading the work around the HRDD system will also be the main contact point for this research cooperation to ensure any insights are operationalised. In addition, Fair Wear will conduct research on the link between business models and business practices. It also aims to explore how different contract models between brands and suppliers will impact labour conditions.

Various interventions mentioned in the chapter "Innovate and Guide" offer the opportunity for applied learning, such as the learning community on purchasing practices or the tools and guidance on reasonable working hours and living wages.

STITCH's International Lobby and Advocacy group plans to collect case studies from STITCH's country teams to demonstrate how workers' voice are informing HRDD (what are key factors that make it effective, what key factors lead to non-compliance, and what is the impact of these two different scenarios?).

## Lobby and advocacy

The STITCH's International Lobby and Advocacy plans to harvest knowledge on the opportunities for influencing the EU Trade and Sustainable Development (TSD) review (outside of the formal EU portal) and developing expertise for lobbying negotiations for free trade agreements of STITCH countries. As such, the group is exploring if joining a new Generalized System of Preferences ([GSP+](#)) (CNV-I already a member) or TSD platform would suffice for closing the knowledge gap or if additional support is necessary.

Several STITCH country teams are planning research on different topics to support lobby and advocacy goals. See chapter 'Capacity and legitimacy, outcome "Research has led to the creation of evidence on labour conditions in support of lobby and advocacy"' for details.

## Consortium learning

The goals of the 'consortium learning' are to:

- ensure consistency in definitions on key topics, and thorough knowledge and understanding of those topics at a basic level across consortium staff
- ensure learning between organisations and individual staff members in all directions
- ensure a continuous 'learning loop' so that outcomes of research are disseminated across the consortium, and outcomes of the work done by consortium partners inform the research and to lay the foundations for 'ally learning'.

For consortium learning in 2022, gender equality, HRDD, business practices and social dialogue/Freedom of Association have been identified as key learning areas. This concerns ensuring that each colleague involved in STITCH has a basic understanding of key concepts, and that colleagues directly involved in relevant interventions can expand or build their existing knowledge in more depth.

The STITCH Learning Group will put together an inventory of existing learning materials and then in close collaboration with expert colleagues develop appropriate learning formats. While the main platform for this will be the Learning Management System, STITCH also hopes to be able to offer in-person learning opportunities in 2022 (depending on restrictions around COVID-19). Several country teams have also planned internal learning on a country-level (see country plans). The Learning Group will ensure these are aligned with key messages.

The following interventions have already been determined:

The Social Dialogue group will plan learning opportunities with the STITCH country teams to share insights from the Social Dialogue guidance note. They will determine whether key industry stakeholders can be invited to these events.

The Gender Group will develop a Gender Marker tool and accompanying checklist to guide partners and colleagues in implementing a gender lens when they are starting a new intervention, report, publication, event, communication tool, etc. All STITCH implementers will be trained in how to use the tool, and taught why it is important. Capacity gaps around gender will also be mapped to define training and/or learning needs.

As several country teams are planning lobby and advocacy interventions around C190 (Violence and Harassment in the world of work) and C183 (Maternity Protection Convention) the STITCH international lobby group, gender group and communication network will collaborate to build internal capacity by developing a lobby and advocacy and content strategy and toolkit.

Beyond content specific training, the Learning Group also identified the need for intersectional training on power imbalances for the consortium.

## Ally Learning

Interventions to build the capacity of key stakeholders such as brands, suppliers, trade unions, labour rights organisations or international stakeholders are included throughout the STITCH 2022 plans. The STITCH Learning Group will map out interventions per target group, match them with the learning inventory and then determine gaps in close collaboration with expert colleagues. In addition, STITCH content groups will facilitate exchanges between teams implementing similar interventions to stimulate learning and ensure strategies and key messages are aligned with STITCH's Theory of Change.

On gender equality, the STITCH Gender Group will mainstream gender in work on wages, purchasing practices, mHRDD and social dialogue (with guidelines, tools and measure the change). They will also support country teams in ensuring gender equality is embedded in their joint plans and activities.

With guidance and support of the STITCH Social Dialogue Group, three Freedom of Association factsheets were developed, a country specific one for Bangladesh and Vietnam, and a generic one. In 2022, the group will support other country teams in developing similar factsheets that can serve as a toolkit for key stakeholders who want to increasingly address social dialogue and Freedom of Association in their work.

## Training: Ally and Consortium level

	Jan-June 2021	Target 2021	Target 2022
Unique number of training	92	236	316
Leadership skills	3	28	15
Purchasing practices	0	10	15
Social Dialogue	18	65	101
Sourcing Dialogue	1	5	17
Gender awareness	64	112	117
Policy Influencing Lobby and Advocacy	0	2	5
Planning, Monitoring, Evaluation and Learning	0	3	3
Theory of Change	0	3	2
Other	6	8	38
<b># Men participants</b>	1306	2583	2615
<b># Women participants</b>	723	2149	2605

Note: This table shows the number of trainings organised by STITCH in each reporting period (not cumulative). These trainings are given to different actor groups including engaged trade unions, engaged labour rights organisations, directly engaged brands, factory management and factory workers of select suppliers of the engaged brands, STITCH partners, and brands and suppliers of like-minded organisations. Topics such as social dialogue and gender awareness are at the forefront of STITCH efforts in 2021 and 2022.

## Learning Events

	Jan-June 2021			Target 2021			Target 2022		
	# Learning events	# Men participants	# Women participants	# Learning events	# Men participants	# Women participants	# Learning events	# Men participants	# Women participants
<b>Regional/ Local</b>	11	258	192	11	258	192	3	40	80
<b>Country</b>	7	113	105	10	150	160	18	263	330
<b>International</b>	10	250	397	19	430	617	30	573	762
<b>Total</b>	<b>28</b>	<b>621</b>	<b>694</b>	<b>40</b>	<b>838</b>	<b>969</b>	<b>51</b>	<b>876</b>	<b>1172</b>

Note: This table shows the number of learning events organised by STITCH in each reporting period (not cumulative). By 'regional' it is meant sub-national.

## Research and Tools

	Jan-June 2021	Target 2021	Target 2022
# of new or improved guiding tools / systems / methodologies produced by STITCH and shared with stakeholders	7	20	27
# of reports focused on labour conditions (e.g. studies, publication, position papers) published	5	22	28

Note: This table shows the number of new or improved tools/ systems/ methodologies produced by STITCH that were also shared with stakeholders in each reporting period (not cumulative). The table also shows the number of reports focused on labour conditions published by STITCH in each reporting period (not cumulative).

# Annex 1. Country Plans

[Bangladesh Narrative Plan 2022](#)

[Bangladesh Interventions 2022](#)

[Cambodia Narrative Plan 2022](#)

[Cambodia Interventions 2022](#)

[India Narrative Plan 2022](#)

[India Interventions 2022](#)

[Indonesia Narrative Plan 2022](#)

[Indonesia Interventions 2022](#)

[MENA Narrative Plan 2022](#)

[MENA Interventions 2022](#)

[Myanmar Narrative Plan 2022](#)

[Myanmar Interventions 2022](#)

[Vietnam Narrative Plan 2022](#)

[Vietnam Interventions 2022](#)

## Annex 2. Key Planning Questions

With STITCH being a complex and ambitious five-year programme, we need to prioritize which actions are most relevant for each year. To facilitate this, the Steering Committee and Strategic Leads have defined a set of Key Planning Questions to provide focus for 2022. Our aim is that the majority of all STITCH resources this coming year contribute to progress on these questions. While (some of) the questions cut across pathways, they are all connected to at least one (intermediary) outcome and its indicators.

Not all questions might be equally relevant to all teams or all partners. Teams don't plan interventions for all questions. The Theory of Change and Key Planning Questions 2022 serve as the starting points for defining interventions and activities.

**Guiding principle:** As STITCH, we prioritize systemic, industry-level change over factory-by-factory or brand-by-brand change when designing interventions and activities.

1. How will you focus on strategic alliance-level planning, collaboration and alignment throughout the year?
2. What investment is needed to build our own capacity and strengthen our position to fulfil the roles we need to play as STITCH consortium partners?
3. How will we increase knowledge on gender equality and participation of women?

Please also refer to the guiding questions provided by the Gender Working Group to ensure we plan all our interventions with a strong gender lens.

4. How do we support trade unions and LROs to have the power and voice to exercise their rights, especially related to FoA and decent work?
  - What do we expect from engaged brands to promote Freedom of Association?
  - What is the role of labour rights organisations?
5. How are we strengthening the capacity of trade unions to engage with suppliers, employer associations and brands?
  - Can we identify best practices of TUs that have successfully engaged with a brand or employer association: what made it a success and what are the obstacles?
  - How do we share supply chain data shared between STITCH partners and beyond?

**6. How can the voices of workers - and the trade unions representing them - and factories drive the implementation and prioritisation of brand action on Human Rights Due Diligence and remediation?**

- How do we build STITCH partner capacity on HRDD?
- How can we achieve significant progress on multi-stakeholder structures in at least 2 countries?
- Build HRDD system

**7. How do we promote progress on business practices for the industry, especially engaged brands?**

- How can we ensure ETI, Fair Wear and other engaged brands commit to the Industry We Want metrics and the aligned MSI purchasing practices framework? How can we inform and update the other consortium partners about relevant developments and integrate their perspective?
- How can we make Fair Wear and ETI guidance and verification methodology available to more engaged brands?
- How do we strengthen access to remedy for the industry as a whole by leveraging the work of STITCH partners (for example MSI grievance project, ideas around a grievance app, work to increase capacity of partner TUs to handle grievances, CCC collaboration on Urgent Appeals) and other Responsible Business Conduct Platforms?

**8. How can we improve sourcing dialogue between brands and factories?**

Focus for 2022 on rolling out the Fair Price app with Fair Wear, ETI, engaged brands; what role do trade unions play in this work?

**9. How can we connect production country lobby priorities with global opportunities?**

- Build Lobby Hubs to advance connection
- How can the Lobby Hubs and MSS interact and strengthen each other?
- How can we best connect the Emergency Response Group with the Lobby Hubs?
- How can we ensure strategic agenda-setting on key topics (example: C190 ratification, CEPA Indonesia)?

**10. How can we ensure forthcoming HRDD legislation and its implementation is aligned with STITCH goals? Collaborate with organisations in and beyond the sector**



## Annex 3. Guiding questions – reflection on gender inclusion

**Main question: How should interventions be shaped to make them gender sensitive and inclusive?**

The following are guiding questions to answer the above overall reflection on gender inclusion – Not all questions should be answered. The aim here is to provide a holistic view of how gender could be included in the Program intervention, each depending on previous knowledge/experience in program countries, the context and the priorities.

### On Leadership and gender equality

- Leadership is mentioned as an intermediary outcome in the general ToC. Are there other interventions that convey actual capacity strengthening needs of women workers from your experience? What about young women workers?  
*(Probe: lobby and advocacy skills, campaigning skills, organizing skills, raising awareness around OHS in the sector including COVID-19 precautions, negotiation skills, vocational training to become more skilled, etc. – building upon your previous work and knowledge)*
- How can women be more involved in negotiation teams and decision-making positions? In what ways can women leaders gain more power to address GBV and pay inequality and labor conditions? *(Think about the inclusion of male leadership in this process in certain countries)*
- What type of alliances can women workers build in order to make their voices heard in their communities and their countries (government and public opinion)?
- *(Probe: local women rights organizations, media outlets, etc. Keep in mind that these types of alliances are very sensitive, depending on the context of each country/region)*

### On Harassment and GBV

- What are the interventions that would succeed in raising awareness about gender-based violence?
- How to use the momentum around C190 (visible & loud) to improve the situation of women workers? Given each context, in what ways will the TUs/LROs lobby for the ratification of the C190? What about the existing laws that are not being implemented?
- *(Probe: social dialogue, Lobby and advocacy by creating alliances with other sectors where women workers are leading campaigns on the C190, etc.)*

- Are there any other international initiatives or trade agreements that you would like to focus on in the next 5 years?
- Working on assigning gender focal points and putting in place & implementing prevention and grievance redressal mechanisms within unions and at factories, if not already existing? If already existent, working on improvements and rigorous implementation.

### **On Inclusion**

- Given each context, how can TUs/LROs become more inclusive? Including the voices of LGBT (when possible), disabled, ethnic minorities, migrants
- If migrant workers are an important stratum of the workforce in the textile sector, how would you describe their current context and what measures can help improve their situation? (TUs/LROs, Government, alliances with TUs/LROs in countries of origin)

### **On building knowledge**

What are the topics that need further research and building evidence to have better targeted strategies?

What knowledge would serve as a base that feeds into improving the working and living conditions of women?

*(keep in mind to diversify needs of different women i.e. at the intersection of age, special needs, social status)*

