

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



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Table of Contents

I. Introduction and Scope of M&E Program	1
II. Institutional Structure of M&E Program	
<i>Our Team</i>	<i>3</i>
III. Defining the Intended Change	
<i>GoodWeave's Pathways to Change</i>	<i>4</i>
A. Long-Term Goals	4
B. Medium Term Objectives	5
C. Program Strategies and Short Term Objectives.....	6
Graphic of Defining the Intended Change	10
D. Standards Compliance Outcomes.....	11
E. Influencing Factors	12
F. Unintended Effects.....	13
IV. Ongoing Monitoring Programme	
<i>What We Measure</i>	<i>14</i>
V. Outcome and Impact Evaluation	
<i>Evaluating GoodWeave's Success</i>	<i>18</i>
VI. Use of Results for Internal Discussion and Learning	
<i>Learning and Improving</i>	<i>20</i>
VII. Stakeholder Involvement	
<i>Commitment to Transparency</i>	<i>22</i>
VIII. List of Appendices	23
Appendix A: Sustainability Issues	24
Appendix B: List of GoodWeave Global Indicators	26
Appendix C: List of Active GoodWeave Social Programs by Country	30

I. Introduction and Scope of M&E Program

This document is a public report that describes GoodWeave’s Monitoring and Evaluation (M&E) system. It is intended to ensure transparency and demonstrate compliance with the ISEAL Impacts Code. The content of this report is informed by GoodWeave’s annual planning process that includes input from GoodWeave affiliate country offices and headquarters staff and board. GoodWeave’s activities are now organized around five objectives, a “results framework” that groups program activities with strategic goals. The analysis backing this plan is renewed annually and this report will be updated accordingly.

Since its founding nearly twenty years ago, GoodWeave’s work has been embedded with a singular strategy to address child labor and its attendant issues through the private sector. GoodWeave continues to focus in the carpet industry, because many of the worst forms of child slavery have been endemic in the sector. Rugs are among Asia’s top exports, meaning that when child labor is prevalent, entire economic regions are trapped in poverty. By focusing on one major export product in one region, GoodWeave programs have begun a market transformation and become a model for reform in other industries.

Changes in GoodWeave’s organizational structure have created an opportunity to reform the organization’s M&E framework. GoodWeave historically operated as a loose network of locally run offices with operations in the U.S., U.K., Germany, India, Nepal and Afghanistan. Each office has its own governing board, budget, and representatives who sit on the GoodWeave International board—the umbrella body that leads the broader organizational network. M&E activities were thus decentralized and undertaken separately by each of the local offices with periodic reporting and sharing data. In 2012-2013, the GoodWeave affiliated organizations undertook a planning process to lead to a strategic reorganization with the goal of centralizing and strengthening our work to end child labor. At the start of 2014, GoodWeave reached the final stage of this reorganization with the GoodWeave International Secretariat now being housed in Washington, DC.

The scope of GoodWeave’s international M&E system is shifting from an initial focus on the impact of its programs on the market and supply chains (in the ISEAL terms “size and scope” indicators), towards a broader focus that includes areas previously under the purview of local affiliates in the field, such as the longer-term impacts in target communities. The scope of GoodWeave’s system thus is in the process of evolving in several ways:

- Geographic and program areas: The scope of the M&E system is expanding to include all of the program activities carried out in the consumer and producer countries/regions where GoodWeave works: in North America, Europe, India, Nepal and Afghanistan. This includes all of the marketing, branding, inspection, certification, rehabilitation, education and child labor prevention activities, which are part of GoodWeave’s work to eradicate child labor in the carpet industry. In the past these different program areas and geographic scope were covered by each of the affiliated country offices individually; now GoodWeave affiliate country offices carry

out the routine M&E activities described in this report collaboratively under one a single, harmonized global framework.

- Sustainability impacts: The core focus of GoodWeave's programs as well as its certification standard is to eradicate child labor. Consequently, the scope of the M&E system is focused on this single sustainability issue. GoodWeave also recognizes there are other fundamental rights, such as those codified under the International Labor Organization (ILO) conventions, which are closely intertwined with child labor, and as such has piloted an expanded standard that will begin to introduce additional sustainability issues once it is phased in. It is anticipated that as these new labor rights issues are brought into the certification standard beyond the piloting stage, the M&E system scope will also need to be expanded from the single issue of child labor to incorporate these additional labor rights.
- Outputs, outcomes and impacts: Recognizing that long-term impacts and the link between market change and social change are difficult to capture through routine M&E activities, GoodWeave maximizes resources by focusing the M&E program first in the areas where data is most readily available, at the program outputs level. This is the role of ongoing monitoring. Evaluations of longer-term outcomes or impacts generally require more in-depth research that is outside the scope of in-house M&E activities; however, where possible GoodWeave identifies opportunities to pursue partnerships with outside experts, academics and contractors to conduct such evaluations where resources are available.

GoodWeave's mission, vision, theory of change, and all the related program areas, strategies and desired/expected outcomes and impacts are described in detail in Section III of this report. Over time, the M&E system will expand to cover four of the five strategic objectives that make up GoodWeave's global strategic framework (the fifth is excluded because it is a supporting objective). Section IV of this report describes the global indicators currently in place as they relate to the strategic framework. These indicators are currently under review and are expected to be revised again in the coming year. As described in Section VI, M&E is an ongoing, iterative process and each of the topics covered in this report (theory of change, indicators, monitoring, evaluation) will also evolve over time.

II. Institutional Structure of M&E Program

Our Team

Primary contact for the M&E system:

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Functions and responsibilities

Strategic planning (defining the intended change, impacts, outcomes and strategies)		Nina Smith, Executive Director Beth Huber, Deputy Director Country Office Directors and department heads
Coordinating the overall M&E program		Biko Nagara, Standards and Policy Officer
Collecting, review, and analysis of monitoring data from field programs		Stefanie Colish, Program Associate
Collecting, tracking and reporting indicators data:	North America & Europe	Caroline Turnbull, Business Development Associate Erin Phelps, Program Assistant
	Nepal	Samjhana Pradhan, IMC Program Officer Binita Paudel, Program Officer, CDS
	India	John Chandapillai, IMC Administrative Officer Prasoon Shankar, Social Program Officer
	Afghanistan	Pashtoon Atif, Social Program Manager Ruqia Kohestani, Monitoring Officer
Receive monitoring & evaluation data, analyze and use results for organizational learning		Executive Leadership Team (Country Office Directors) GoodWeave International Board of Directors

III. Defining the Intended Change

GoodWeave's Pathways to Change

A. Long-Term Goals

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

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

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

The GoodWeave Model

While national labor laws and international conventions, such as ILO Conventions 138 and 182, criminalize child labor, GoodWeave has learned that laws don't work without a marketplace that respects them. In the end, it is money that talks, which is why GoodWeave's strategy is based on driving market-based incentives to tackle the problem.

GoodWeave (formerly RugMark) was hatched in an Indian jail cell in the early 1990s. One day, after reuniting a trafficked child weaver named Idris with his grief-stricken mother, GoodWeave founder and activist Kailash Satyarthi was outraged to see tens more children on a train platform accompanied by a labor broker. After being imprisoned overnight for causing a disturbance at the station, Satyarthi awoke the next morning with a plan to do things differently; he would look to the consumers and companies of the West to build partners in addressing – rather than growing – the problem of child labor in the industry.

GoodWeave is the only manufacturing supply chain solution that reaches the informal working class – generally the most socially and economically marginalized populations in their communities. GoodWeave certified rugs are sold worldwide, and the program works with specific interventions along the supply chain as described on page 6.

B. Medium Term Objectives

Grow Market Preference for Child-Labor-Free Carpets	<ul style="list-style-type: none">• Increase market penetration in Europe and North America to raise global market share from 5 to 6.5%, sign new large-scale retail partners selling lower-priced rugs, and advocate for government incentives.
Increase Child-Labor-Free Supply Chains	<ul style="list-style-type: none">• Build-out best-in-class distinction, promote adoption of the new expanded standard to ensure underlying causes of child labor are addressed, and expand coverage in current and new regions in India, Nepal, Afghanistan and China.
Provide Alternative Opportunities for Children in Weaving Communities	<ul style="list-style-type: none">• Expand education support and worker/ family outreach to create environments where child labor is less likely to occur.
Promote Replication of the GoodWeave Model in New Industries	<ul style="list-style-type: none">• Execute brick pilot in Nepal and advance planning for expansion in this and other sectors.
Strengthen GoodWeave International Operations and Governance Structures	<ul style="list-style-type: none">• Complete development of the newly organized structure and ensure that it grows with the organization

C. Program Strategies and Short Term Objectives

GoodWeave’s program strategies (activities) include changing the market by creating demand for its best-in-class certification label through awareness-raising, marketing, and business development; monitoring supply chains and certifying against the GoodWeave standard; providing assistance to victims and at-risk youth through rescuing and educating child laborers, prevention and community reinvestment programs; and working to replicate its market-based approach in other sectors. These are described further below and on the following pages, along with the related short term or intermediate objectives.

<p>Objective 1: Grow market preference for certified child labor-free carpets</p> <p><i>Increase market penetration in Europe and North America to raise global market share, sign new large-scale retail partners selling lower-priced rugs, and advocate for government incentives.</i></p>	
<p>Program Strategy: Changing the Market</p> <p>In North America and Europe, which collectively represent 85% of global carpet imports, GoodWeave builds consumer demand for child-labor-free rugs, harnessing market forces to motivate producers to forego child servitude, and continually recruits new importers and retailers to source and sell GoodWeave-certified rugs. GoodWeave’s current activities include:</p> <ul style="list-style-type: none"> • Expand industry engagement in North America and Europe through international tradeshow presence, development of an industry “tool kit” for distribution to all licensees and their retail outlets, and creation of a business case study to engage a new market category of signors. • Expanding the North American branding campaign and launching in key European markets with Public Service Advertising, electronic marketing, and licensee use of GoodWeave branding. • Create a global policy strategy that encourages industry participation with GoodWeave through means including government incentives for companies not using child labor and import/export tax breaks for productions that are child-labor-free. 	<p>Intermediate Outcome 1.1: Increased industry engagement globally.</p> <p>More companies sign to become new importer licensees and existing licensees increase sales (including through major retail chains).</p>
	<p>Intermediate Outcome 1.2: Increased consumer awareness of GoodWeave.</p> <p>More companies co-brand with GoodWeave and more highly targeted consumers are reached through the branding campaign.</p>

Objective 2: Develop more child-labor-free supply chains

Maintain best-in-class distinction of the supply chain monitoring and certification system, promote adoption of the new expanded standard to ensure underlying causes of child labor are addressed, and expand coverage in current and new regions in India, Nepal, Afghanistan and China.

Program Strategy: Supply Chain Monitoring, Certification and Producer Support

Companies who join GoodWeave consent to open their weaving facilities for random, unannounced inspections. Those that meet the strict no-child-labor GoodWeave standard are issued certification labels for their rugs. This creates incentives to prevent child labor in production sites at any level, from factories to villages to homes throughout India, Nepal and Afghanistan, which collectively represent 30% of global export production. GoodWeave is a deterrent to anyone bringing children into production facilities.

GoodWeave has developed and is currently in the process of introducing an expanded standard, which addresses contributing factors of child labor. In addition, GoodWeave is developing a suite of programs to support producers, which includes developing a corps of trained weavers by rolling out pilot trainings in Nepal and Afghanistan and connecting them to GoodWeave-compliant suppliers to replace unskilled child laborers. This effort to improve workforce skills promotes stability in the sector and is strategically aiming to reach women, especially sole breadwinners or those at-risk of trafficking, thus reversing the cycle of poverty that very often leads to child labor.

Intermediate Outcome 2.1: Effective inspection and monitoring.

Maintain the highest inspection and monitoring standards, in compliance with internationally-recognized standards of ISEAL and ISO 65.

Increase the number of unannounced child labor inspections of supply chains in all countries, particularly covering small and medium size producers.

Intermediate Outcome 2.2: Improved labor rights and working conditions for adult workers.

GoodWeave exporters comply with the full requirements of the expanded Standard (and in doing so, improve the lives of adult artisans).

Intermediate Outcome 2.3: Increased capacity of licensees to support compliance model.

Support programs implemented for producers and weavers in supply chains.

Objective 3: Provide alternative opportunities for children in weaving communities

Expand education support and worker/ family outreach to create environments where child labor is less likely to occur.

Program Strategy: Assistance to Victims and At-Risk Youth, Prevention and Community Reinvestment

GoodWeave removes children found working on looms, reunites them with their families when possible and offers them a home when not, and provides them counseling, medical treatment, and education.

GoodWeave also invests in additional prevention strategies such as daycare in weaving communities, school sponsorship for children at risk for exploitation, workers' health and safety initiatives, and awareness programs to inform low-income communities about how to protect and advance their families through education. GoodWeave's current activities include:

- Provide full rehabilitation and remediation services to all rescued children, and expand preventative education support programs.
- Provide services to vulnerable Afghan families with a suite of services designed to improve their well-being and leave them less vulnerable to resorting to child labor as a means to supplement family income or productivity.
- Build partnerships with global, national, and community-level groups, including governments and/or NGOs, to help deliver programs that strengthen implementation, reduce costs and achieve scale.
- Establish multi-country education and social program policy guidelines to inform program design, including scope, scale, intake, implementation methodologies and evaluation, and assess current social programs against these guidelines.

Intermediate Outcome 3.1: Rescued children receive full rehabilitation and remediation services.

Intermediate Outcome 3.2: Increased access to educational opportunities in weaving communities

Intermediate Outcome 3.3: Increased awareness and change in attitude towards child labor/rights in weaving communities.

Objective 4: Promote Replication of the GoodWeave Model in New Industries

Execute brick pilot in Nepal and advance planning for expansion in this and other industries.

Activities (Program Strategies):

Establish the Better Brick Nepal (BBN) certification standard and assessment protocols, piloting the certification, begin certification, and position BBN to eradicate child, forced and bonded labor.

- Develop and share with governments, multi-laterals and NGOs a BBN case study featuring learning and best practices for replicating GoodWeave’s model in new sectors.
- Create and market a menu of GoodWeave fee-based technical services for implementing organizations including governments, multi-laterals and NGOs to enable them to deploy best practices in slavery elimination, resulting in new leads for work in other industries.

**Intermediate Outcome 4.1:
Additional sectors for replication identified, evaluated and piloted**

Objective 5: Strengthen GoodWeave international operations and governance structures

Complete development of the newly organized structure and ensure that it grows with the organization

Activities (Supporting Strategies):

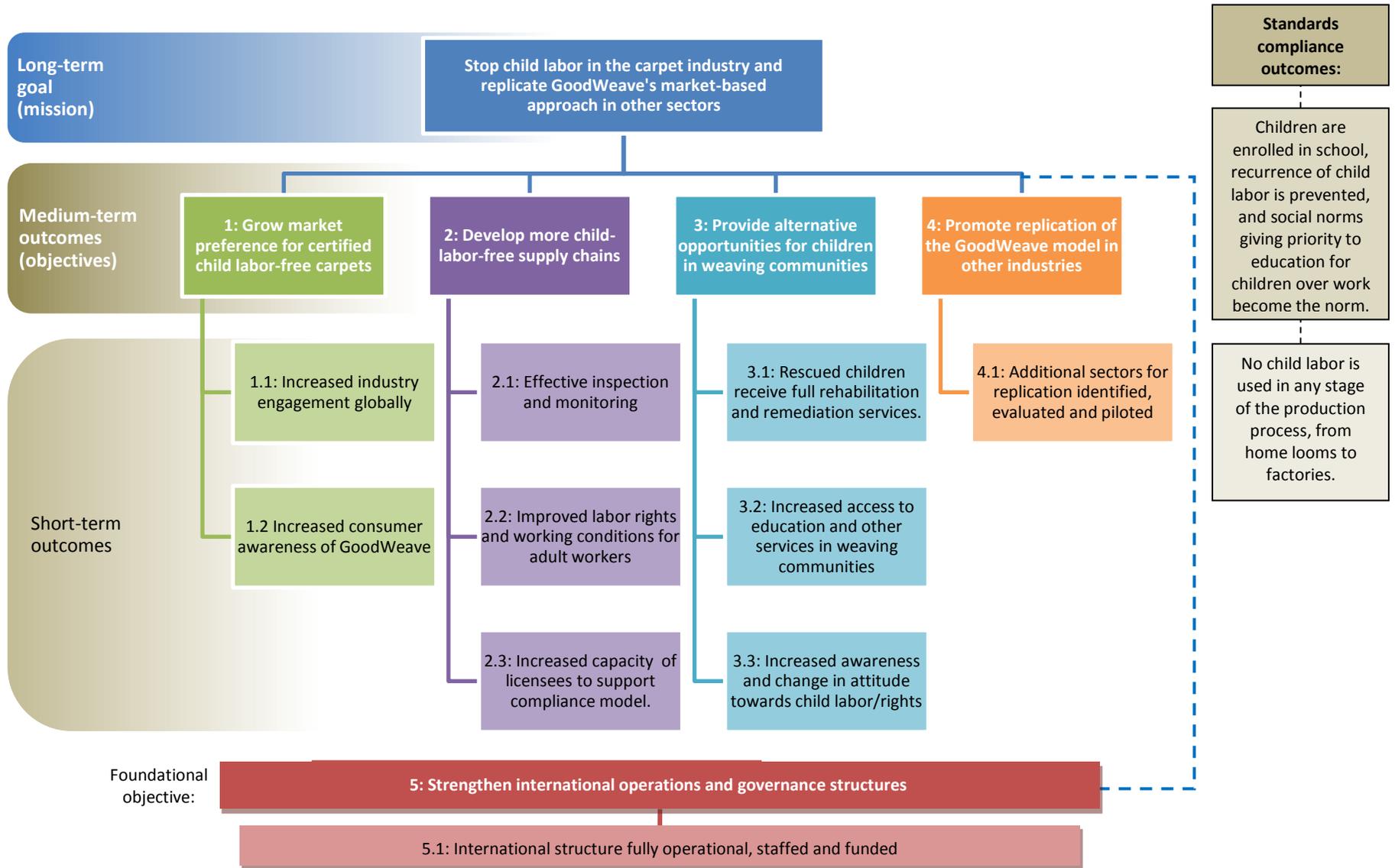
- Complete the international restructuring process, with improved planning technology infrastructure, measurement and evaluation practices, governance and global operational policies and procedures.
- Expand the secretariat staffing to fulfill new international function and objectives of strategic plan to include communications, finance and fundraising.
- Diversify, grow, and sustain revenue sources to fund the global budget.

**Intermediate Outcome 5.1:
International structure fully operational, staffed and funded**

** Note: Because this is a supporting objective it is not included in the scope of the monitoring and evaluation activities.*

Graphic of Defining the Intended Change

(based on GoodWeave's strategic framework or "results framework" updated June 2014)



D. Standards Compliance Outcomes

GoodWeave’s work aims specifically to bring about an end to child labor, which is the organization’s mission and long-term goal. The current GoodWeave certification standard as well as the M&E system is limited in scope to focus on this one issue. The expected short-term and medium-term outcomes as a result of standard compliance on this issue are described below:

Impact Area (Primary)	Short-Term Outcomes	Medium-term Outcomes
Social Development → Labor Rights → Child labor	No child labor is used in any stage of the production process, from home looms to factories.	Children are enrolled in school, recurrence of child labor is prevented, and social norms giving priority to education for children over work become the norm.

GoodWeave’s work also affects several related impact areas (see Appendix A), such as gender equity and access to health care, which are indirectly related to the organization’s core mission. These are not in themselves end goals of the program, and are not part of the certification standard. However, because these secondary sustainability impact areas are interrelated with the core issue of child labor, several are included in the scope of the M&E system to the extent possible and relevant to the core mission. For example, GoodWeave tracks the demographics of beneficiaries and case studies of girl children reached through the educational programs; as well as the number of health care clinics conducted and workers/families reached. The expected short and medium-term outcomes of these supporting impact areas are described below.

Impact Areas (Supporting)	Short-Term Outcomes	Medium-term Outcomes
Social Development → Access to Education → Gender Equity	Former child laborers and children in weaving communities are enrolled in school. In particular this includes ensuring girl children, who have been denied education in the past due to their gender, have access to these opportunities.	Children are enrolled in school and recurrence of child labor is prevented; Families in weaving communities are healthy; Adults are able to support their families through carpet weaving; Social norms giving priority to education for children over work become the norm.
Social Development → Health and Sanitation	Weavers and their families have access to health care services and a healthy environment.	
Social Development → Cultural Identity Economic Resilience → Secure Livelihoods	Adult workers have access to employment opportunities to support their families through the long-standing tradition and culture of carpet weaving.	

GoodWeave's certification standard is in the process of expanding to include additional criteria on issues related to fundamental rights at work, decent work, and environmental impacts. The timeline for this expansion is under review, and the M&E system will be broadened accordingly at that time.

E. Influencing Factors

- **Favorable regulatory environments:** There is increased government attention on issues of forced child labor and modern slavery, particularly in the US and UK. The government of India is increasingly focused on children's right to education through its Right to Education Act of 2009, and forced labor and human trafficking became a criminal act in India in 2013. Similar policy dialogues are building in other countries.
- **Economic factors:** The strength of the overall market is a major influencing factor on carpet sales and consequently on program outcomes. For example, the global economic recession was largely driven by the housing market, which had a negative effect on carpet sales. This in turn affected the business strategies of companies that import/export carpets as well as their decisions relating to investing in social compliance. Despite the downturn, GoodWeave continued to increase market share during the recession, although in absolute terms the total volume of certified imports decreased, this was less in relative terms than the drop in the overall market.
- **Consumer trends:** Overall public awareness of child labor, modern slavery and other sustainable purchasing criteria is up. At the same time, the economic downturn has resulted in consumer shifts towards lower priced products. This has resulted in changes in production markets, for example with the country of Nepal (which produces high-value carpets) losing share significantly and India (which produces lower price point rugs) is gaining share.
- **Demographic shifts:** In Nepal producers report a shortage of skilled labor, due to movement of the work force into other sectors and out of the country (25% of Nepal's GDP comes from foreign remittances). In the absence of skilled adult labor, there is a heightened risk of increased child labor.
- **Political and military factors:** Political instability in Nepal and the ongoing military conflict in Afghanistan exacerbate human rights and workers' rights problems and present significant operational challenges and uncertainty.
- **Field expansion:** With the number and type of social and environmental standards systems expanding, opportunities for collaboration and establishing economies of scale are increased.

F. Unintended Effects

- **Media attention:** Increased awareness about issues of forced labor, child labor and human trafficking has led to increased media attention for GoodWeave. While media reports, such as coverage by the CCN Freedom Project and the PBS Newshour of GoodWeave, and widespread coverage of the *Tainted Carpets* report by Siddarth Kara Satyarthi all help to build needed awareness, these reports can agitate the carpet industry and turn some against GoodWeave for “drawing attention to a problem”.
- **Deterrent effect:** Though external and internal assessments indicate that GoodWeave’s inspection and monitoring system has served to deter child labor from the carpet looms, it is not always clear whether or not children may end up working in other industries. GoodWeave programs seek to stop this from happening, but this is an area requiring additional assessment.
- **Proliferation of labels:** Since GoodWeave’s founding nearly 20 years ago, there has been a proliferation of social and environmental labels in the marketplace, including those that directly compete in the carpet industry, which formed to prevent GoodWeave adoption. While some competition is healthy, there is concern about uptake of labels that may not adequately tackle child labor and other forms of exploitation or that do not demonstrate credibility.
- **Expanded standard:** With the beginning of piloting GoodWeave’s expanded standard underway, some producers have shown reluctance to go beyond the core requirement of no child labor, especially those who see a challenge in coming into compliance with the planned broader labor rights and environmental requirements. In addition, with GoodWeave’s increased focus on implementing more components of the standard, the number of random surprise inspections for child labor has declined, indicating a need for additional resources.

IV. Ongoing Monitoring Programme

What We Measure

GoodWeave collects data from all of its affiliated field offices in order to monitor progress against its goals and objectives. The role of monitoring in GoodWeave's M&E system is primarily to track short-term outcomes. For example, ongoing monitoring includes tracking the number of production sites inspected and number of children withdrawn from child labor in each country. These indicators are related to the immediate outcomes of GoodWeave's inspections and child rehabilitation programs. Whereas medium and longer-term outcomes generally require more in-depth evaluations that fall outside the scope of ongoing monitoring. For example, overall changes in the prevalence of child labor or school enrollment rates in target communities, require evaluation techniques and additional external data that is not available through the ongoing monitoring program (see Section V).

Between 2012 and 2013, GoodWeave began systematically harmonizing the data collected by its affiliated offices and programs. This data is now collected on a monthly basis and stored in a centralized server. It includes historical data, where available, which dates back to GoodWeave's founding. The data is collected by staff members in affiliated offices and programs (see Section II) and reported to the GWI Secretariat. The data is then cross-checked and verified by Secretariat staff. GoodWeave maintains detailed internal protocols for the data collection process, which outlines monthly timelines, staff responsibilities, file usage, validation processes, and data storage. A "data snapshot" of key indicators is produced at least quarterly and circulated to all staff and field offices. For more detail on how staff and directors use the monitoring data and findings for internal discussion and learning, please see Section VI.

As noted above, the role of monitoring is to track short-term outcomes related to GoodWeave's program strategies.¹ The key indicators currently collected as part of the M&E system are presented in the following tables. These were developed based on GoodWeave's draft strategic framework in 2012-2013 and are currently under review for possible revisions or addition of new indicators based on the updated global "results framework" (comprised of the pathways to change described in Section III A-C and as depicted on page 10) across programs in India, Nepal and Afghanistan.

¹ It may be noted in terms of sustainability issues (See Appendix A), the monitoring system is currently limited to focusing on the no-child-labor principle of the GoodWeave certification standard. Once the expanded GoodWeave standard, which is currently in pilot testing, introduces additional sustainability impacts to the scope of certification, the monitoring system is planned to be broadened to incorporate those new areas accordingly.

Objectives/Outcomes	Key Indicators
Objective 1: Grow Market Preference for Certified Child Labor-Free Carpets	<ul style="list-style-type: none"> • Market share (as % of total market size in USD) • Volume of certified carpet imports (both USD and sq m) Contextual indicator (influencing factor): <ul style="list-style-type: none"> • Total market size (USD)
Intermediate Outcome 1.1: Increased industry engagement globally.	<ul style="list-style-type: none"> • Number of importer licenses • Number of countries where GoodWeave works (signed licensees) • Number of carpets certified (number of GoodWeave labels imported) • Number of GoodWeave exporter licensees
Intermediate Outcome 1.2: Increased consumer awareness of Goodweave.	<ul style="list-style-type: none"> • Number of consumers reached through marketing campaign disaggregated by ad readership/reach and editorial readership/reach • Number of unique website visitors • Number of partner co-op ads placed • Number of GoodWeave PSAs placed • Number/percentage of licensees co-branding with GoodWeave
Objective 2: Develop More Child-Labor-Free Supply Chains	<ul style="list-style-type: none"> • Number of production sites inspected • Total number of looms • Total number of workers/weavers in GoodWeave exporter supply chains • Number and percentage of production sites inspected with child labor found • Number of licensees with child labor found in the supply chains
Intermediate Outcome 2.1: Effective inspection and monitoring.	<ul style="list-style-type: none"> • Full compliance with ISEAL and ISO requirements • Number of inspections carried out
Intermediate Outcome 2.2: Improved labor rights and working conditions for adult workers.	<ul style="list-style-type: none"> • Number of exporters that comply with the full requirements of the expanded standard

<p>Intermediate Outcome 2.3: Increased capacity of licensees to support compliance model.</p>	<ul style="list-style-type: none"> • Number of educational workshops / awareness programs held within factories and workers reached. • Number of non-formal education programs for adults (i.e. literacy) held in factories and workers reached. • Number of health clinics conducted and workers and children served, broken out by gender. • Number of workers' vision tested and number who received eyeglasses, broken out by gender. • Number of weavers trained/placed in employment.
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<p>Objective 3: Provide Alternative Opportunities for Children in Weaving Communities</p>	<ul style="list-style-type: none"> • Number of children educated • Demographics of all rescued children supported by rehabilitation and education programs
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<p>Intermediate Outcome 3.1: Rescued children receive full rehabilitation and remediation services.</p>	<ul style="list-style-type: none"> • Number of children rescued (withdrawn or removed from looms) • Number of rescued children in rehabilitation and education programs (broken out by number enrolled in center-based rehabilitation; community-based rehabilitation; and other education programs) • Total number of rescued children who graduated from educational programs
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<p>Intermediate Outcome 3.2: Increased access to educational opportunities in weaving communities</p>	<ul style="list-style-type: none"> • Number of children reached with preventative education support programs • Number of children in sponsored education programs (SEP) • Number of non-formal education (NFE) or motivation and learning centers (MLC) and children enrolled • Number of children enrolled in daycare
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<p>Intermediate Outcome 3.3: Increased awareness and change in attitude towards child labor/rights in weaving communities.</p>	<ul style="list-style-type: none"> • Number of families reached through services • Number of children and adults attending education classes along with former child weavers. • Number of educational workshops/awareness programs held in communities and individuals reached
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<p>Objective 4: Promote Replication of the GoodWeave Model in New Industries <i>Execute brick pilot in Nepal and advance planning for expansion in this and other industries.</i> Intermediate Outcome 4.1: Additional sectors for replication identified, evaluated and piloted</p>	<ul style="list-style-type: none"> • BBN Standard developed • Verification methodology developed and finalized • Pilot assessments complete
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These indicators are currently under review and will be updated in the coming year. As noted in Section III, indicators are not used for *Objective 5: Strengthen GoodWeave International Operations and Governance Structures* because this is a supporting objective.

A full list of GoodWeave’s global indicators and their definitions are listed in Appendix B and are available online at: <http://www.goodweave.org/about/governance/monitoring-and-evaluation>.

V. Outcome and Impact Evaluation

Evaluating GoodWeave's Success

GoodWeave evaluates the data gathered through its ongoing monitoring program both through internal processes as well as through collaboration with external partners and independent experts. As described in Section IV, short-term program outcomes are generally tracked using data gathered from GoodWeave's ongoing monitoring. This data is circulated internally along with an analysis of trends to all program staff and field offices at least quarterly. GoodWeave's Executive Leadership Team reviews the findings, any resulting recommendations and/or questions for further investigation during its regular standing meetings. The data is also circulated to the GoodWeave Board for review during its meetings at least annually.

Longer-term outcomes and impacts, such as changes at the community level, typically require additional sources of data and evaluation tools. The role of outcome/impact evaluation is thus to better understand these broader impacts of the GoodWeave program in key areas that are identified as priorities for investigation. In order to maximize available resources, the scope of these evaluations is limited to specific areas where a particular need has been identified. Currently this includes outcomes and impacts related to child labor, but additional sustainability impacts (see Appendix A) may be added to the scope of future planned evaluations as the introduction of GoodWeave's expanded standard moves beyond the current piloting stage.

GoodWeave partners with external agencies, researchers and academics to periodically conduct formal outcome and impact evaluations. These evaluations fall outside the scope of GoodWeave's internal staff capacity and complement the learning that is gained from the ongoing monitoring program. These evaluations are designed on an as-needed basis, as opportunities and resources become available, and based on a prioritization of areas requiring investigation. Examples of recent outcome/impact evaluation reports are summarized below:

- **The Schooling Incentives Project Evaluation**, by Prof. Eric V. Edmonds and Mahesh Shrestha, for ICF International, 2012. This report describes the first randomized impact evaluation of educational initiatives aimed at children vulnerable to child labor. The scholarship component of this study was modeled on GoodWeave's Sponsored Education Program. Based on a survey of children aged 10-16 whose guardians worked in export-oriented carpet-weaving establishments in the Kathmandu Valley of Nepal, the authors found that a scholarship for education fees and expenses did not have a detectable impact on attendance. Adding economic support conditioned on school attendance to the scholarship significantly increased school attendance, improved test performance, and discouraged weaving among girls. That combination of scholarship and support also reduced the existence of children living without a parent present.
https://ocftdata.dol.gov/Downloads/Research/Report/SIPE_Nepal_Report.pdf

- **Labor Link Survey in India.** GoodWeave is partnering with Good World Solutions (GWS) and the Labor Link platform to survey workers at GoodWeave inspected supply chains in India. The project's first phase has been completed, with over 800 workers participating using their mobile phones to answer questions on working conditions and presence of underage workers at their factories. The goal of the project is to provide data sourced anonymously and directly from workers, which can help to assess the strengths and weaknesses of the compliance procedures and determine the impact in the communities served. In Phase II (ongoing), workers have the opportunity to participate in another survey focused on worker livelihoods. Future surveys could potentially provide data from a broader cross-section of production facilities, which would allow analysis of differences between participating producers and those not covered by the GoodWeave program, as well as possibly provide longitudinal data to assess change over time.
<http://www.goodweave.org/uploads/Labor Link Summary Report January 2014.pdf>
- **Baseline Survey of Beneficiary Households in Afghanistan.** GoodWeave conducted a household survey of all home-based operations that are currently part of GoodWeave's licensed supply chains in Afghanistan. It is a snapshot of households carried out before the activities of the project begin. The primary goal of the baseline survey was to collect data for specified indicators in the Performance Monitoring Plan (PMP) that informs the implementation and evaluation of the project. An endline survey will be conducted at the end of the project, and it will assess changes on relevant indicators over the duration of the project. In addition, the baseline survey also provides guidance on implementation of the project activities to reach beneficiary targets. For example, based on the identified needs of the population in a given location, the project team will offer services, such as health clinics or non-formal education. This baseline survey was preceded by one phase of research conducted by the consulting firm Samuel Hall in many of the same households. The purpose of the Samuel Hall study was to map the carpet value chain in Afghanistan and estimate the incidence of child labor at each stage of the value chain. The current baseline study focuses solely on the weaving stage, but is complementary in nature to the Samuel Hall study.
This report is anticipated to be released in 2015.

GoodWeave is also developing a systematic process for future evaluations to be built into the annual planning process. This is described further in Section VI.

VI. Use of Results for Internal Discussion and Learning

Learning and Improving

GoodWeave’s M&E system makes up an important part of a larger continuous process of organizational planning, program implementation, and learning. Departmental heads and staff use the findings from the monitoring data for assessing progress, planning and refining program activities. The results of the M&E program are discussed in regular Executive Leadership Team meetings, used as inputs for organization-wide strategic planning, and key findings and recommendations are reported to the GoodWeave International Board of Directors. This cycle of learning and improving is depicted in the diagram below. The specific roles and responsibilities related to these activities are described in Section II.



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

In 2008 GoodWeave commenced a Learning Process to assess our program to end child labor in the carpet industry and to “learn as we go”– to examine theories of change and reaffirm or adapt strategies. The process involved convening an Advisory Group with a diverse set of expertise, including child labor, supply chain management, branding, certification of ethical and sustainable products, and large-scale social change; and organizing a series of Advisory Meetings to examine GoodWeave’s theory of change, the assumptions underlying it, and the link between market change and social change; as well as to identify a set of learning questions, potential strategy changes and an agenda of research and learning for ongoing investigation. (See *2008 White Paper: Learning from the GoodWeave Model to End Child Labor*. <https://www.goodweave.org/uploads/WhitePaper0409.pdf>.)

This Learning Process established the foundation for the continuous process of planning, implementing and improving. To illustrate this process: in 2012 GoodWeave harmonized the set of global indicators in order to better monitor the program activities already underway; data from this ongoing monitoring, along with lessons learned from past evaluations, informed strategic planning in 2013-2014; in turn, the resulting new program activities require that the global indicators dataset is now in the process of being reviewed and updated again to align with program frameworks across all implementing countries. Similarly, impact evaluations carried out to complement ongoing monitoring will be designed taking into account past learning and questions identified for further investigation. The evaluations described in Section V aimed at investigating the broader impacts of two main areas of GoodWeave's work: child labor preventative programs in target communities and child labor inspection programs in supply chains.

GoodWeave also plans to develop a more comprehensive approach for integrating these program evaluations within overall the M&E system. As part of a grant GoodWeave is implementing in Afghanistan, in addition to independent mid-term and final project evaluations, an external Monitoring and Evaluation consultant worked with GoodWeave in 2014 to develop a Comprehensive Monitoring and Evaluation Plan (CMEP) for the project. The CMEP is a tool to integrate and guide the process of monitoring, evaluating, and reporting on project progress toward achieving intended results and outcomes. It serves as a management tool and facilitates managing for results, intended to improve project implementation by generating greater holistic understanding of the project's activities and goals with a greater focus on tracking outcomes. It also promotes a strong link between activities, indicators and results, including establishing timelines for monitoring to ensure that the data can inform project activities to provide a full feedback loop.

The CMEP identifies the linkages between the problems a specific project aims to address and project activities and strategies through a visual and narrative theory of change. The CMEP also includes a formal plan and framework for data collection of the developed indicators that defines the different levels of indicators (e.g., output, outcome), which indicators are tracked and reported upon, how (sources of data), why (purpose/usage), by whom (responsible parties for gathering, analyzing, and disseminating data), and the regularity of data collection. It also describes when and how evaluations will be developed and implemented. Through this process, each project will develop indicators and definitions for measuring the work status for each child receiving a direct education service (both children at high risk and those engaged in child labor). For example, the frequency of monitoring households receiving livelihood services is determined through the development of the CMEP and will be dependent on the type of services being provided.

GoodWeave will subsequently apply the new tools and methodologies learned from developing the CMEP across its other program activities, areas and outcomes as part of a larger process of reviewing and aligning program frameworks across India, Nepal and Afghanistan.

VII. Stakeholder Involvement

Commitment to Transparency

GoodWeave recognizes the importance of stakeholder engagement and is committed to meeting best practices in achieving transparency in all aspects of its work, including in the M&E system. The Learning Process started in 2008 (see Section VI) reflected this principle of engagement by bringing in a diverse group of advisors with wide-ranging expertise including on child labor, supply chain management, branding, certification of ethical and sustainable products, and large-scale social change. The series of meetings held as part of the Learning Process led to an in-depth examination of GoodWeave's theory of change in collaboration with this advisory group.

In the intervening years, the theory of change has continued to be re-examined and refined based on ongoing consultations and conversations with stakeholders represented on GoodWeave's national and international boards, governing committees and advisors. Due to the multi-stakeholder nature of this governance structure, key stakeholders are also regularly involved in the program design and examining key questions relating to program outcomes. Most recently the GoodWeave International board and affiliated country offices were directly involved in developing the results framework that describes the intended change (see section III).

Transparency toward the public is also important, thus documentation of the M&E system and processes are made available online. The outputs of the Learning Process were published in a White Paper that included an assessment and updated definition of the theory of change, the underlying assumptions, and key learning questions and indicators. This report is available publicly on the GoodWeave website, along with regularly updated information about the M&E system. This includes:

- **M&E Public System Report** (this document) – As required for compliance with the ISEAL Impacts Code, it follows a standard report structure covering key aspects of the M&E system that are made public to promote transparency.
- **Evaluation Report Public Summaries** - These are made available online publicly as they become available. As described in section V, longer term impact evaluations are generally conducted in partnership with outside parties. Whenever possible public summaries are produced, which shall include, at a minimum, the conclusions and recommendations from the findings.

These documents are made available publicly online in a new section of the website at: <http://www.goodweave.org/about/governance/monitoring-and-evaluation>. GoodWeave's annual reports also include information related to assessing program outcomes, which are available publicly online at: https://www.goodweave.org/about/annual_reports. Any interested party may view and submit comments and feedback directly online using the online comment forms available on the website.

Building on the success of previous stakeholder engagement strategies in standards development, GoodWeave will periodically solicit feedback on the M&E system from key internal and external stakeholders. This includes annually reviewing the M&E system, identifying what key questions (if any) require consultation, and which groups/individuals to actively reach out to, based on the GoodWeave stakeholder map. Reaching out to and meeting with stakeholders may include regular processes such as board, advisory group or governance committee meetings, online surveys, etc. Although the feedback gathered through these ongoing and often informal processes is not always systematically documented, if any formal comments are received from future public stakeholder consultations these will be made available online at <http://www.goodweave.org/about/governance/monitoring-and-evaluation>.

VIII. List of Appendices

- A. Sustainability issues
- B. List of GoodWeave global indicators
- C. List of active GoodWeave social programs by country

Appendix A: Sustainability Issues

Impact Area	How Our Program Impacts
Social Development	
<p>Labor Rights The range of rights enshrined in the ILO Declaration on Fundamental Principles and Rights at Work</p> <p><i>Specifically child labor</i></p> <p>Access to Education Access to, engagement in and attainment through education</p> <p><i>Note: These represent GoodWeave’s primary sustainability impact areas. Broader labor rights (planned to be phased in through the expanded standard) and other impact areas listed below are secondary to and support the core mission.</i></p>	<p>GoodWeave’s certification standard and supporting programs aim to eliminate the use of child labor in supply chains and ensure all children have access to educational opportunities. This ensures both the rights of the child, as well one of the fundamental labor rights enshrined in the ILO Declaration are upheld. By working simultaneously to prevent child labor in supply chains and providing educational opportunities, GoodWeave aims to break the cycle of poverty and child labor, which are closely intertwined.</p> <ul style="list-style-type: none"> • Changing the Market: Harnessing market forces to motivate producers to forego child servitude. • Supply Chain Monitoring and Certification: Preventing the employment of child labor in production sites at all levels, from factories to villages to homes. • Assistance to Victims and At-Risk Youth: Withdrawing children from work on looms, reuniting them with their families when possible, and providing counseling, medical treatment, and education. • Prevention and Community Reinvestment: Creating a deterrent to anyone bringing children into production facilities as well as fostering an enabling environment through a range of prevention strategies. <p>These supporting strategies are more fully explained in Section III. In the future, GoodWeave also plans to expand the certification standard to include a broader range of labor rights in the workplace. This recognizes that when workers’ rights are respected and decent working conditions upheld, workers are better able to support their families, which in turn prevents child labor from recurring.</p>
<p>Gender Equity Access to opportunities and empowerment of girls and women, as well as the reduction of discrimination and inequalities based on gender</p>	<p>GoodWeave aims to ensure that all children have access to educational opportunities, which includes breaking down entrenched inequalities where often girl children face discrimination in accessing educational opportunities. GoodWeave’s education programs are tailored to the specific needs in each community to help overcome gender-based inequalities and discrimination, and over time contributing to shifting norms.</p>

<p>Access to Health and Sanitation Access to medical treatment and improved sanitation, notably through access to clean water and the availability of sewage treatment, for the benefit of human health</p>	<p>GoodWeave aims to improve workplace health, safety and sanitation, recognizing that these working conditions have a direct impact on the lives of workers and their families, and are important factors in ensuring adults remain employed and children stay in school. In partnership with local organizations, GoodWeave works to provide critical health services, such as free health clinics, eyeglass testing and health/sanitation educational programs in the workplace.</p>
<p>Cultural Identity Respect for self-determination, intellectual property, benefit sharing and religious tolerance</p>	<p>GoodWeave’s programs aim to positively impact weaving communities and the industry as a whole, in turn helping to preserve the traditional art, culture and craft of rug-making.</p>
<p align="center">Environmental Integrity</p>	
<p>Water Water conservation and quality, for both fresh- and marine waters</p>	<p>Recognizing that environmental impacts of rug production could significantly affect the lives and well-being of rug workers and their families, GoodWeave plans to introduce new standard criteria to identify and minimize negative environmental impacts. In particular, this may include the effects of effluent from dyeing and washing processes. The expanded standard is currently in a pilot testing phase during 2013-2014.</p>
<p>Integrity for Biodiversity Soil Fertility Climate Change Natural Resource Management</p>	<p><i>Biodiversity, soil fertility, climate change and natural resource management are outside the scope of the GoodWeave standard and programs.</i></p>
<p align="center">Economic Resilience</p>	
<p>Secure Livelihoods Understood as an economic concept incorporating income, wealth, poverty and employment, whether paid, voluntary, formal or informal</p>	<p>GoodWeave aims to promote secure livelihoods by promoting community reinvestment and asset building, particularly through the education of children. Access to decent work for adults is achieved through current weaver skills training in Afghanistan and Nepal that includes workers’ rights awareness and job placement with GoodWeave compliant employers. The planned implementation of GoodWeave’s expanded standard also aims to significantly contribute to this sustainability issue. GoodWeave believes that ensuring secure livelihoods for workers ultimately contributes to combating the cycle of poverty, lack of education and child labor.</p>
<p>Social Capital Resilience to Economic Risk Inclusive Value Chains</p>	<p><i>Social Capital, resilience to economic risk and inclusive value chains are outside the scope of the GoodWeave standard and programs.</i></p>

Appendix B: List of GoodWeave Global Indicators

Consumer Countries	
Indicators	Definitions
Market share	Market share is calculated as % of total market size in USD Calculation: Value (in USD) of GoodWeave carpet exports (divided by) Total market value (HTS Code 5701.10; in USD).
Total market size (USD)	
Volume of certified carpet imports (USD and imports in square meters)	Volume of certified carpet imports collected in both USD and square meters, disaggregated by country of origin. Data collected by field offices.
Number of GoodWeave labels imported	Proxy for number of certified carpets sold.
Number of importer licensees	The number of GoodWeave importer licensees in all countries around the world. In the past licensees were aggregated based on which GoodWeave country office executed the license agreement (i.e. North America, UK or Germany), but as of 2013 all importer licenses are managed centrally through GWI, thus this is counted as a global number. The number of countries is counted based on where the importers actually import carpets.
Number of countries where GoodWeave works	
Number of partner co-op ads placed	Co-operative ad placements where GoodWeave secures advertising opportunities for partners. Ads are at special rates with publications, usually 20-40% discount off the 1x open rate, and ads are paid for entirely by partners (design is under the GoodWeave "One in a million" messaging and brand).
Number of GoodWeave PSAs placed	Public Service Announcement placements of GoodWeave's "one in a million" ad, placed at no cost, as an in-kind donation of the publication. Ad value is calculated and reported annually. PSAs can be in print or online banner ads.
Number of consumers reached through marketing campaign: Advertising readership/reach	Readership is an estimate by the publication of how many readers see an issue. If no unique individual readership number is provided, it is assumed to be x2.2 of the circulation number. Ad reach is calculated by adding the readership of each publication that prints a PSA, Co-Op, or co-branded partner ad within the calendar year once, no matter how many ads are placed within that publication within a year.
Number of consumers reached through marketing campaign: Editorial readership/reach	Editorial readership is counted for news stories about GoodWeave, or mentioning GoodWeave. Print reach is calculated as above. Online reach is calculated as 1/4 of the total tracked circulation number as reported by the media aggregator service, estimating that 1 in 4 visitors will see the story.
Number of unique web visitors	Unique visitors to GoodWeave.org and FacesofFreedom.GoodWeave.org as calculated by Google Analytics, with a multiplier of 1.09, based on market research estimating that Google Analytics actually misses about 9% of individual web traffic.

Producer Countries	
Indicators	Definitions
Number of carpets certified	The number of GoodWeave labels issued to GoodWeave exporters. It is used as a proxy indicator for number of certified carpets sold, as only finished carpets ready for shipment to an importer can be certified.
Number of GoodWeave exporter licensees	A GoodWeave-licensed company that exports rugs to GoodWeave-licensed importers.
Number of inspections	The number of visits conducted by GoodWeave inspectors (including both in-house inspection teams and contractors). The number of inspections indicates the number of facilities/sites, not the number of looms that were inspected. This includes sites in all levels of the supply chain.
Number of production sites	Production sites are broken out into four types: Level 1 (exporter facility), Level 2 (subcontractor) and Level 3 (home looms). Village-based cooperatives/loom sheds will fall into Level 2 or Level 3 depending on the size (number of looms).
Total number of looms	Each facility may have any number of looms, therefore this number is tracked separately in order to capture the overall scale/capacity of production.
Number of weavers and other workers	Total number of all workers in the supply chains of GoodWeave-licensed exporters, with weavers disaggregated. Other workers includes managers as well as those who do carpet washing, dyeing, finishing, packing, yarn opening and other associated rug-making work from all levels of the supply chain.
Number of sites with child labor Number of sites with other non-compliances	Includes a break out of how many are found with child labor during initial inspections and how many are found during unannounced inspections, as well as how many producers have a history of using child labor in the past. Other non-compliances include failure to allow access to production facilities for unannounced inspections, non-disclosure of subcontracting, etc.
Actions for non-compliances	Number of licenses revoked and sub-contractors de-listed
Number of educational workshops/awareness programs held within factories	Number of sites where programs are held and number of adults reached.
Number of non-formal education programs held within factories	Number of sites where programs are held and number of adults reached.
Number of health clinics conducted	Number of sites where programs are held and number of workers and children reached.
Vision testing	Number of worker's vision tested and number of people who received glasses (disaggregated by gender).

Producer Countries <i>(continued)</i>	
Indicators	Definitions
Number of children educated	<p>Includes the number of rescued children in center based (e.g. Hamro Ghar in Nepal) and community based (GoodWeave sponsors the child to go to school in their local community) rehabilitation programs and the number of rescued children in other education programs (e.g. the Lab school in Nepal). This also includes children educated in our preventative programs: day care, sponsored education programs (SEP), and non-formal education classes (NFE). In Afghanistan, it also includes the number of children who are not former child laborers but attended home school classes with rescued children. This number does not include any adults educated by GoodWeave in workshops, awareness programs, or similar programs.</p>
Break out of the total number of children educated	Total number of rescued children in rehabilitation & education programs. This is disaggregated as follows (with tracking of children that move between one program to another):
	(a) Number of children in center based rehabilitation programs;
	(b) Number of children in community based rehabilitation programs;
	(c) Number of children in other education programs;
	(d) number of children and sites where apprenticeship classes/vocational trainings are held;
	(e) Number of families and children in daycare;
	(f) Number of children in SEP programs;
	(g) Number of non-formal education (NFE) centers and children enrolled. This includes number of kids mainstreamed and gender and age breakouts;
	(h) In Afghanistan: Rehabilitation and education classes for former child weavers for individuals (kids and adults) who were/are not child laborers;
(i) Number of children who graduated from education program.	
Counseling and follow-up with families and children	<ul style="list-style-type: none"> • Number of counseling sessions provided to children and their families • Number of children reached • Number of parents reached • Number of visits to monitor/follow up with children enrolled in community based and SEP programs
Number of children rescued (withdrawn or removed from looms)	<p>Children are classified as rescued if they are “removed from the looms”. This means that they were identified as a child laborer and as a result of the intervention, they no longer work/live in the factory or other production site where they used to be a child laborer, e.g. enrolled in a rehabilitation center or reunited with their family. This is typically the case found in India and Nepal. Children are also classified as rescued if they are “withdrawn” from child labor. This is the case if they were identified as a child laborer and as a result of the intervention they are no longer engaged in child labor but may or may not be removed from the physical location. Under specific conditions children may be allowed to work part time at home to help parents as per GoodWeave guidelines covering minimum age requirements for home work, school attendance, and work that is hazardous or interferes with education. See the homework guidelines for full definition of “child work” versus “child labor”.</p>

Producer Countries <i>(continued)</i>	
Indicators	Definitions
Demographics of all rescued children supported by rehabilitation and education programs	The number of children identified, rescued and educated is disaggregated by gender (male/female), age group, and category: whether bonded labor and/or trafficked children, and whether they are local (in their own town/village) or children of migrant families.
Number of trafficked children	This includes children who leave their homes to work with relatives (other than parents or primary guardians), contractors, or agents in a different/far off geographical location. For a child to be considered trafficked, it is only necessary to show an 'action' such as recruitment, buying and selling, for the specific 'purpose' of exploitation. In other words, trafficking will exist where the child was subject to some act such as recruitment or transportation the purpose of which is the exploitation of that child. It is unnecessary to show that force, deception or any other means were used. This number includes both bonded and non-bonded trafficked children.

Appendix C: List of Active GoodWeave Social Programs by Country

Nepal

- Early childhood education centres, Kathmandu Valley
- Rehabilitation centre, Hamro Ghar (Our Home), Kathmandu
- School sponsorship for children at-risk of exploitation, Kathmandu Valley
- Long-term education for rescued children throughout Nepal
- Weaving training center, Kathmandu Valley

India

- Rehabilitation centre for bonded laborers, Mirzapur
- Village-based schools, Mirzapur and Bhadohi
- Community-based schools for children in labor colonies, Panipat
- Health awareness and mobile medical clinics, Panipat and Meerut
- Vision care and eyeglass distribution, Varanasi

Afghanistan

- Early childhood education centre, Kabul Valley and Balkh Province
- Homeschooling for girls, Kabul Valley and Herat Province
- Community-based classes for at-risk children, Herat Province
- Mobile health clinics, Herat Province

In addition to these on-going programs, GoodWeave has the ability to offer a range of services for workers and children designed to protect at-risk children and improve overall quality of life for weaving communities. Some of these services are offered on a periodic basis, others are longer-term and/or funding-dependent and include:

- Early childhood education / daycare for weaving mothers
- School sponsorship
- Nonformal education, community-based classes and homeschooling
- Literacy classes for adults
- Health check-ups and medical camps
- Vision screening and eyeglass fitting
- Worker health and safety awareness
- Solar lamp distribution