The Problem We Are Addressing
Who are the victims of forced labour?

At least 40 million people are exploited in various forms of forced labour including bonded labour, trafficking and other forms of modern slavery.

- 1 in 4 are children (boys and girls under 18 years of age).
- From the total people exploited, 71% are vulnerable women and girls.
- For them, forced labour is often compounded by sexual abuse and exploitation.

Legend: = 1 million people (disaggregated by gender and age)

SOURCE: ILO
The Problem We Are Addressing
What is the most common form of forced labour?

Definition:

ILO Convention 29 defines forced labour as all work or service which is exacted from any person under the menace of any penalty and for which the said person has not offered himself voluntarily.

64% of forced labor is private-imposed

Most forced labour is for economic exploitation.
In most cases, victims are trapped in jobs into which they are coerced or deceived and which they cannot leave.

SOURCE: ILO
The Problem We Are Addressing

What is child labour?

152 million children engaged in child labour

Worldwide, an estimated 152 million children are engaged in labour that interferes with their mental and physical development.

A projected 73 million are engaged in “hazardous work” defined as dangerous or unhealthy conditions that could result in death, injury, or illness.

Many of these hazardous roles are in the manufacturing sector.

Legend: ♂ = 10 million children (disaggregated by gender)

SOURCE: ILO
The Problem We Are Addressing
Risk of child labour in apparel producing countries

Globally, child labour is on the decline. However, major apparel producing countries including Bangladesh, Brazil, China, India, Mexico, Myanmar and Turkey remain at high or extremely high risk.

Legend
- Extreme risk
- High risk
- Medium risk
- Low risk
- No data

SOURCE: Maplecroft 2014 Child Labour Index
The Problem We Are Addressing
The extent in the supply chain

There are no reliable estimates of prevalence across the apparel sector, but forced and child labour have been documented at many levels of the supply chain, including amongst homeworkers.

Apparel Supply Chain

Legend: In red, levels of the supply chain where forced and child labour have been documented.
The Problem We Are Addressing
Some Key Drivers of Forced Labour and Child Labour in Apparel

Weak rule of law in producing countries

Opaque supply chain – lack of transparency + traceability

Deep social and economic inequalities, including gender discrimination

We work together with key stakeholders in the sector to address these challenges

SOURCE: ILO
The Legislative Landscape
Demand for corporate accountability for human rights is increasing

- US Federal Acquisition Regulation Final Rule on Combating Trafficking in Persons (52.222-50)
- UK Modern Slavery Act
- US Trade Facilitation and Trade Enforcement Act, elimination of consumptive demand exception
- EU Non-Financial Disclosure Directive
- Dutch Child Labour Due Diligence Law
- French Duty of Care Law

- California Transparency in Supply Chains Act

- Sept 2010
- Jan 2015
- Mar 2015
- Feb 2016
- Jan 2017
- Feb 2017
- ...
The landscape

The ecosystem of actors focused on these issues is expanding

Universities/Research Institutes

Government/Policy Makers

Tech companies

Standard Holding Bodies & Audit/Certification Agencies

NGOs/Social Enterprises

Farms

Traders & Ginners

Spinning Mills

Workshops

Cut and Sew Factories

Brands and Retailers

Funder/Donor Organizations

Consumers

Media organizations

Multi-stakeholder Initiatives

APPAREL SUPPLY CHAIN
The Freedom Ecosystem
Anti-slavery allies working together

Policy maker and enforcer
Develops and implements domestic and international policies to combat slavery

Influencer
Advocates on behalf of victims and survivors to advance human rights

Researcher
Studies the causes and solutions of modern slavery and builds knowledge for the next generation of abolitionists

Service provider
Works directly with at-risks populations, victims, and survivors on prevention, rescue and reintegration

Concerned consumer
Advances fair labor practices through advocacy and purchasing power

Business
Protects worker’s rights through transparent supply chain practices or advances the fight for freedom using company-specific competences

Labor organizer
Organizes workers and supports them in collectively advocating for their rights

Funder
Provides capital and other resources to support programming, research and advocacy

SOURCE: adapted from The Freedom Ecosystem, Deloitte
Funding shortfall

Funding by private donors on anti-slavery initiatives is growing, but is highly fragmented and insufficient to tackle the scale of forced labour which generates profits of USD 150 billion each year.

Total funding by year – up 57% in two years

Legend:  
- 10 mio USD funding  
- 100 mio USD profit

SOURCE: Freedom Fund and ILO

$150 billion illegal profits are generated annually from forced labour
Forced & Child Labour Theory of Change (TOC)

**PROBLEM**
- Forced labour and child labour are rife in the fashion supply chain
- Suppliers exploit weak laws and poor socioeconomic conditions
- Women’s vulnerability and second-class status increases risk of forced and child labour

**ROOT CAUSES**
- Brand compliance programs do not address root causes
- Improve supply chain transparency for accountability
- Improve policy enforcement and access to justice for survivors
- Strengthening organizations, and developing data, tools, and spaces for collaboration and learning
- Support institutional capacity of partner organisations

**STRATEGIES**
- Improve supply chain transparency for accountability
- Improve policy enforcement and access to justice for survivors
- Strengthening organizations, and developing data, tools, and spaces for collaboration and learning
- Support institutional capacity of partner organisations

**OUTCOMES**
- Increased accountability and awareness
- Improved supplier practices
- Stronger communities prevent forced and child labour
- Survivors are rehabilitated and achieve viable livelihoods
- Improved policy environment for labour rights

**KPI**
- Number of workers in rights programmes
- Number of survivors with viable livelihoods
- Number of survivor or at-risk children now in school
- Community prevention structures in place
- Documentation of policy improvements

**RESULT**
- Forced and child labour are eradicated from the fashion supply chain
Our Strategy

Our strategy for Forced and Child labor has three pillars:

- Forced and Child Labour are eradicated from the apparel supply chain
- Transparency and Traceability for Accountability
- Policy Change and Access to Justice
- Field Building

Holistic, ecosystem approach

Gender justice
Transparency and Traceability

Forced and Child Labour are eradicated from the apparel supply chain

Forced and Child Labour Traceability for Accountability

Policy Change and Access to Justice

Field Building

Holistic, ecosystem approach

Gender justice

Improve supply chain transparency for accountability
Transparency and Traceability

The apparel supply chain is complex and opaque resulting in weak accountability for conditions.
Transparency and Traceability

Achieves improvements through a chain reaction of events:

Information is disclosed about actors → Information has value and salience to users → Users act on information → Actors are sensitive to user actions → Actors respond constructively → Information improvement cycle

Note: Researchers observe that transparency fails if it does not trigger each element of the cycle

Our strategy: From lack of transparency to systems change

**CHALLENGES IN TRANSPARENCY**
- Multiple tiers of subcontractors in apparel industry
- Visibility, traceability & compliance is difficult
- Lack of information to stakeholders
- Poor accountability

**TRANSPARENCY MECHANISMS (scope of our work)**
- Tools to improve data collection and systems
- Channels to collect and disseminate direct worker feedback
- Mechanisms to improve supply chain mapping and traceability
- Investigative journalism

**CATALYZE CHANGE**
- Changes in social norms and attitudes
- Changes in behaviors
- Uptake of transparency innovations
- Changes in policies & resource allocation

**EXECTED OUTCOMES OF OUR WORK**
- Increased awareness and knowledge for accountability
- Improved brand and supplier practices deter forced and child labor
- Increased leadership, voice and capacities of women workers to realize their rights and influence decisions in the supply chain

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Lack of transparency in the sector

Develop & implement transparency mechanisms

Change individuals and then institutions

Change the system and promote positive practices

Forced and Child Labour Strategy | November 2017

C&A Foundation
Transparency and Traceability Programme Investment Criteria

**EXAMPLES OF WHAT’S IN**
- Tools to improve transparency through data collection and systems
- Channels to collect and disseminate direct worker feedback
- Mechanisms to improve supply chain mapping and traceability
- Investigative journalism

**OUT**
- Targets or discriminates against one group
- Name and shame practices
- Duplication of existing tools or frameworks
- Disclosure of commercial information, or information unrelated to improving working conditions and eradicating forced and child labour
Transparency and Traceability Grant Example: Thomson Reuters Foundation

A new initiative fighting forced labour and human trafficking through journalism.
Transparency and Traceability Grant Example: Thomson Reuters Foundation

Key data:
Journalist Training and Reporting on Forced Labor in South Asia

Duration: 36 months

Problem
According to the ILO, over 40 million people are believed to be trapped in situations amounting to forced labor. However, forced labor and human trafficking are under-reported in mainstream media and those responsible are rarely brought to justice.

Objective
• To fight forced labor and human trafficking through investigative journalism and media development

Approach
• By supporting journalist training and dedicated investigative reporting to improve media (local, regional and international) coverage on forced labor and human trafficking in India, Bangladesh and the neighboring countries.
• Continuous, high quality media coverage will increase transparency on gaps in the response to forced labour, give voice to survivors, and highlight models and opportunities for reform.

Expected Impact
India and South Asia
Increased capacity and coverage of forced labour by local media
- 45 local journalists trained and reporting on forced labour and human trafficking
Increased knowledge and awareness for accountability
- Approximately 780 accurate, unbiased and authoritative stories published on forced labour and human trafficking in the region
- Tamil and Hindi language newsletters produced
- Stories distributed free of charge to civil society via TrustLaw network reaching at least 150 NGOs, 67 social enterprises and 53 law firms in the region
Transparency and Traceability Grantee Example: GoodWeave
Transparency and Traceability Grantee Example: GoodWeave

Key data:
Ending Child Labor and Forced Labor in Apparel Supply Chains

Duration: 24 months

Problem
The apparel industry relies heavily on informal labourers and decentralized, sub-contracted networks of producers that make it difficult to monitor compliance and eliminate labour abuses and child labour using traditional mechanisms.

Approach
By piloting a holistic approach that aims to change the sourcing system.

- Collaborating with C&A and three suppliers to map the supply chain from tier one to homeworkers;
- Implementing an inspection and monitoring system; and
- Rolling out skills training, and community-based education and child protection programming for homeworkers.

Expected Impact
- Uttar Pradesh, North India
  - Increased access to education in sourcing communities for prevention of forced and child labour & children Protected from Child Labour – covering 6,000 children in all
  - Decent Work for adults ensured – covering 350 adults (primarily women)
  - Increased supply chain traceability – especially at the last mile (homebased workers) – covering at least 2 brands and their suppliers

Objectives
- To develop capacity of brands and suppliers to reduce forced and child labour in informal apparel supply chains in India
- To improve supply chain transparency to address the issue of forced and child labour
- To implement community based interventions for prevention of forced and child labour in select communities
Policy Change and Access to Justice

Forced and Child Labour are eradicated from the apparel supply chain

- Transparency and Traceability for Accountability
- Policy Change and Access to Justice
- Field Building

Improve policies and their enforcement, and access to justice

Holistic, ecosystem approach
Gender justice
Policy Change and Access to Justice

While the ILO conventions have been widely ratified, rule of law and enforcement in producing countries is weak

<table>
<thead>
<tr>
<th>ILO Conventions 29: Forced Labour</th>
<th>Bangladesh</th>
<th>Brazil</th>
<th>Cambodia</th>
<th>China</th>
<th>India¹</th>
<th>Mexico</th>
<th>Myanmar</th>
<th>Turkey</th>
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<th>ILO Convention 105: Abolition of Forced Labour</th>
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<th>Cambodia</th>
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<th>India¹</th>
<th>Mexico</th>
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<tr>
<th>ILO Convention 182: Worst Forms of Child Labour</th>
<th>Bangladesh</th>
<th>Brazil</th>
<th>Cambodia</th>
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<th>India¹</th>
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</tbody>
</table>
Policy Change and Access to Justice
While over 40 million people are trapped in conditions of forced labour, convictions are rare.

Estimates of Global Convictions for Trafficking

- Forced Labour Convictions
- Sex Trafficking Convictions

> 10,000 global convictions per year for trafficking

21 million people trapped in forced labour

From impunity to access to justice

**CHALLENGES IN THE SECTOR**
- Lack of incentives
- Low levels of capacity
- Lack of political will

**ADVOCACY**
- Advancing ideas
- Arguing a position
- Enriching a debate

**CATALYSE CHANGE**
- Shift in norms and attitudes
- Increased demand for justice
- Change in behaviors
- Better public policies and practices

**EXPECTED OUTCOMES**
- Improvements in policies and enforcement to advance women’s rights and labour rights
- Communities are strengthened and can prevent forced and child labor
- Survivors are rehabilitated and attain viable livelihoods
- Increased leadership, voice and capacities of women workers to realize their rights and influence decisions in the supply chain

Low risk/high gain activity
Advocacy for positive changes
Catalyse shift in norms & actions
Improve worker protections
Policy Change and Access to Justice Investment Criteria

EXAMPLES OF WHAT’S IN

• Policy research and analysis
• Advocacy campaigns
• Community organising
• Social assistance
• Legal advocacy
• Educational support
• Psycho-social rehabilitation services

OUT

• Uniquely consumer-facing or general awareness campaigns
• Factory or worker trainings that are not rights-based
• Subsidies or direct grants to government agencies
• Stand-alone training programs (e.g., for factory personnel or law enforcement)
• Initiatives to increase worker efficiency and productivity rather than rights protections
Policy Change and Access to Justice Partner
Example: The Freedom Fund
**Policy Change and Access to Justice Grant Example:**

**Freedom Fund**

**Key data**

Eliminating Bonded & Child Labour in the Spinning Mills of Tamil Nadu (India)

**Problem**

Large numbers of girls and young women workers remain in situations of bonded and child labour in the textile mills of Tamil Nadu.

Specific challenges include: fraudulent recruitment practices, lack of basic legal employment rights, and excessive and often forced overtime resulting in damage to their health & sense of well-being.

In addition, workers are unable to organize, have limited freedom of movement, experience sexual harassment and abuse, and are paid below the minimum wage.

**Objectives**

- To improve the policy environment & ensure access to justice for survivors
- To support holistic programming, including education & women’s empowerment, in hotspot areas to prevent forced & child labour

**Approach**

- By engaging with communities to improve access to education, training, and employment opportunities, and reinforcing community structures and social services to reduce vulnerability to labour exploitation
- By working with trade unions, and district and state-level authorities to strengthen worker rights and protections including freedom of association, enforcement of minimum wage laws, and worksite inspections
- By engaging with business owners to improve management training and promote worker education
- By supporting industry initiatives to strengthen compliance systems and improve business practices

**Expected Impact**

- Tamil Nadu, India
  - Increased community capacity to prevent forced & child labour through strengthening of 370 adult Community Support Groups, 860 adolescent groups & 230 economic Self-Help Groups.
  - Improved survivor recovery & viable livelihoods through approximately 900 survivors of bonded labour graduating from vocational training, 600 re-enrolled in school, integration of approximately 3,000 former mill workers within community groups as a means of sustainable support. Assistance in approximately 115 legal cases.
  - Increased ability of approximately 10,000 mill workers to act to improve conditions, through knowledge of workplace rights & negotiation skills.
  - Improved supplier practices against forced & child labour through mills (via Ethical Trading Initiative – ETI & partners) setting up complaints committees & moving towards standards of decent work.
  - Improved policy environment including increased registration of mill hostels & inspections by 4 districts, due to officials receiving guidance from NGO partners

Duration: 36 months
Policy Change and Access to Justice Partner
Example: Anti-Slavery International
Policy Change and Access to Justice Grantee Example: Anti-Slavery International

Key data:
European Action To Reduce Forced And Child Labour In Global Supply Chains

Duration: 36 months

Problem
Governments in Europe including the UK, the Netherlands, Germany, and France have taken serious steps to combat modern slavery and other abuses by requiring mandatory supply chain disclosures or due diligence by businesses.

Other countries, including Spain are considering similar approaches. These efforts, however, have developed separately and in a fragmented approach.

Approach
Sustained engagement with EU policy-makers to influence decision-making processes to achieve a systematic and coherent approach to addressing forced and child labour in supply chains and crucially, embed supply chain transparency into law and policy. ASI, in coordination with Ethical Trading Initiative, Business and Human Rights Resource Centre, and others will:

- Publish policy analysis and research to support calls for improved application of existing EU-level policies, and new policies on supply chain transparency to combat forced and child labour
- Conduct regular briefings with the EU Commission, Parliament, and Council
- Provide expertise and counsel to support internal champions of efforts to combat forced and child labour at the EU
- Facilitate an alliance of businesses and civil society supporting EU action against forced and child labour and supply chain transparency

Expected Impact
- Improved EU policy environment addressing forced and child labour in supply chains
- Improved application of existing EU mechanisms to address forced and child labour in supply chains
- Businesses and civil society groups collaborate to improve policies on forced and child labour in supply chains

Objectives
- To improve the policy environment that advances women’s and labour rights
- To improved business practices that deter forced and child labour

33 Forc and Child Labour Strategy | November 2017
Build the field by strengthening organizations, and developing data, tools, and spaces for collaboration and learning.
From challenges to a strong sector

**Challenges in the sector**

- Lack of coordination among actors
- Insufficient data
- Limited tools
- Weak organizational capacity

**Field building interventions (scope of our work)**

- Action-oriented research
- Institutional capacity building
- Strategic convenings
- Collaborative platforms and multi-stakeholder initiatives

**Expected outcomes**

- Increased knowledge and awareness for accountability
- Improved brand and supplier practices to deter forced and child labor

---

Challenges in the industry remain

Act in enabling environment

Improve accountability and practices
Field Building Partner Example: InPACTO

SLAVE LABOUR: ITS TIME TO END THIS SHAME ONCE AND FOR ALL.
Field Building Grant Example: InPACTO

Key data
InPACTO – National Pact for the Eradication of Slave Labour Institute
(www.inpacto.org.br)

Duration: 4 years

Problem
The National Pact for the Eradication of Slave Labour, created in 2005, grew significantly over the last years, reaching the mark of 400 signatories. There is a need for a structure to improve the Pact’s response and strengthen its governance to combat forced labour.

Objective
• To strengthen InPACTO with the ability to convene government, civil society and the business sector to eradicate slave labour in Brazil
• To support InPacto to increase its leadership role in the field of public policy advocacy while building the field to transform the apparel industry in Brazil

Approach
• Expand InPACTO’s team and capacity to meet demands with quality, decentralizing roles and responsibilities within the team;
• Expand its member base and diversify InPACTO’s sources of funding, achieving greater sustainability and legitimacy;
• Strengthen InPACTO’s work in combating slave labour in Brazil by obtaining support for its institutional development, through strategic planning, development of internal plans and procedures that lend greater professionalization to its structure, and ability to execute its role in organized civil society, in Brazil and worldwide;
• Develop, create and consolidate the institutional expertise in services and methodologies offered.

Expected impact
📍 Brazil
• Strengthen InPACTO’s work as leading organization to combat forced labour in Brazil
• Consolidate methodologies and tools to document improvements of policies linked to forced labour, value chain studies and disclosure of good practices.
• Increase collaboration between brands to improve worker protection
Field Building Partner Example: International Labour Organisation
Field Building Grant Example: International Labour Organisation

### Key data
ILO partnership with industry associations (ABVTEX, ABIT), brands (ZaraBrasil) and brand foundations (Instituto Renner and C&A Foundation)

### Problem
Sewing workshop labourers, especially migrants, women and youngsters are unaware of their rights, lack access to decent work options, and are vulnerable to exploitation and forced labour. Many workshop owners are also unaware of the risks involved in the failure of complying with labour rights, specifically concerning working conditions and economic autonomy, and formalization.

### Approach
- **Empower workshops labourers through capacity building with special attention to the needs of women, migrants, youth, and racial and ethnic minorities.**
- **Strengthen sewing workshops’ owners managerial capabilities and knowledge about labour regulations and risks.**
- **Improve the capacities of government institutions at the federal, state and municipal levels to implement policies to improve working conditions in sewing workshops, with special attention to women and migrant workers.**

### Expected impact
- **São Paulo**
- At least 100 migrant workers’ empowered with raised awareness. Half of them are women.
- Tripartite social dialogue processes strengthened at national, state and municipal levels.
- Public policies on labour migration and forced labour strengthened to improve protections for women and migrant workers.

### Objective
- To promote improvements in working conditions and the elimination of forced labour in the textile and garment sector in São Paulo, Brazil.

Duration: 18 months
Field Building Investment Criteria

EXAMPLES OF WHAT’S IN

- Action-oriented research
- Institutional capacity development
- Strategic convening to promote constructive dialogue
- Collaborative platforms and multi-stakeholder initiatives

OUT

- Academic research without a direct link to partners’ advocacy objectives
- Convenings without an agenda or clear path for collective action
- Business research and development
Cross-Cutting Themes

Forced and Child Labour are eradicated from the apparel supply chain

- Transparency and Traceability for Accountability
- Policy Change and Access to Justice
- Field Building

Holistic, ecosystem approach
Gender justice
Holistic programming and ecosystem approach

The complexity of forced and child labour requires a holistic response. We take a systems approach to address root causes, and structure programming around hotspots. Hotspot programs operate in a discrete geographic areas and engage a range of strategies and actors to forge collaborative solutions, and change key structural dynamics that drive forced and child labour.

Gender Justice

Women and girls make up the vast majority of apparel workers, and are disproportionately impacted by forced and child labour. To promote gender justice, our programs prioritise activities that build the leadership, voice, and capacities of women and girls to exercise their rights and influence decisions, including activities to express their values and vision for industry transformation.

Our Expected Results

Expected results

• Survivors are rehabilitated and attain viable livelihoods
• Improved policy environment that advances women’s rights and labour rights
• Communities are strengthened and prevent forced and child labour
• Increased awareness and knowledge for accountability
• Improved brand and supplier practices to deter forced and child labour
• Increased leadership, voice and capacities of women farm and garment workers to realize their rights and influence decisions in the supply chain

Numeric targets (by 2020)

• 35,000 survivors (of Forced and Child Labour) are rehabilitated and attain viable livelihoods
• 40,000 survivors (of child labour) and at-risk children are enrolled in schools
• 28,000 female and male workers participate in rights and empowerment programmes
• 33 brands collaborate in initiatives to improve worker protection
• 450 focused media stories on Forced and Child Labour generated

Assumptions (what must be in place)

• Political stability and will to address forced and child labour at the country level
• Finding partners (NGOs, Social Businesses, etc.) on the ground who are capacitated and motivated to address forced and child labour in the apparel supply chain with similar values
• Brands prioritise eradication of forced and child labour from their supply chains
Key Milestones

Year 1

• Deepening investment in high prevalence States / Provinces in India and Brazil
• Stakeholder consultations and exploratory grant-making in Mexico and Myanmar
• Cross-cutting programming to eradicate child labor in cotton farming and production

Year 2

2018 - 2019

• Improvements in international and/or local policies that increase accountability
• Development of programming, including gender justice, in Mexico
• Expansion of ILO Public-Private Partnership (Brazil)
• Launch of a regional partnerships to address vulnerabilities of international migrants in SE Asia

2019 - 2020

Year 3

• Multi-stakeholder initiatives are strengthened and contribute to the prevention of forced and child labour
• Industry uptake of transparency tools and initiatives to combat forced and child labor
• Demonstrated and measurable reduction in forced labour in India hotspot
• Landscaping and exploratory grantmaking in Bangladesh
• Deepening investments in Brazil, India and Mexico
Resourcing Plans
Over time, investments in access to justice and field building will increase.

Funding Projections (Approx. €32 million over 5 years)

0 1 2 3 4 5 6 7 8 9 10
€ mn


- Transparency
- Access to Justice
- Field Building

Current Team Structure

Giuliana Ortega
Head of Instituto C&A

Brandee Butler
Head of Gender Justice & Human Rights

Jill Tucker
Head of Supply Chain Transformation

Luciana Almeida
Brazil Programme Manager

Anindit Roy-Chowdhury
Programme Manager

Mayara Bernardes
Brazil Admin Assistant (WC+FL)

Nyske Janssen
Programme Manager

Stephen Birtwistle
Mexico Programme Manager (WC+FL)

Vacant
India Admin Assistant

Team Size 2020: 7 permanent members + part-time consultants
Introduction

Our strategy

Our expected results

The way forward
## Risk and Risk Mitigation

<table>
<thead>
<tr>
<th>#</th>
<th>Description</th>
<th>Mitigating Action</th>
</tr>
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<tbody>
<tr>
<td>1</td>
<td>Government suppression and weak civil society capacity inhibit effective demands for human rights</td>
<td>Invest in building capacities of civil society organizations to strengthen and sustain demands for human rights.</td>
</tr>
<tr>
<td>2</td>
<td>Socio cultural norms that feed forced and child labour cannot be changed</td>
<td>Work with civil society, media, and local influencers to shift harmful social norms that abet forced and child labour</td>
</tr>
<tr>
<td>3</td>
<td>Lack of transparency prevents effective efforts to reduce FL and CL</td>
<td>Partner with investors, civil society, social entrepreneurs, and business to promote scaling of transparency tools</td>
</tr>
<tr>
<td>4</td>
<td>Corruption and lack of political will weaken policy implementation</td>
<td>Support advocacy for policy enforcement at international, national and local levels. Collaborate with watchdog NGOs, and support investigative journalism</td>
</tr>
<tr>
<td>5</td>
<td>Brands are unwilling to change long-standing buying and pricing practices</td>
<td>Close collaboration with progressive brands, and support for efforts to demonstrate benefits to the bottom line.</td>
</tr>
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</table>
**Mapping Grants to Our Strategic Objectives: F&CL**

**Actor for change**
- **Worker (Farmer)**: 
  - # of male + female workers participating in rights/empowerment programmes
  - # of survivors trained and employed
- **Communities**: 
  - # of survivors and at-risk children enrolled in school
  - Community structures in place to prevent F&CL
- **Mills / Factories/Farms**
- **Governments**: 
  - Documentation of policy improvements
- **Brands**: 
  - # of brands collaborating to improve worker protection
- **C&A Foundation**: 
  - Research for internal decision making

**Support holistic programming**
- Terre des hommes
  - Sumangali €800k
  - Clean Cotton €650k
  - Freedom Fund €6.12m

**Improve policies & access to justice for survivors**
- Jan Sahas €436,495
  - KADAV €141k
  - Save the Children India €350k
  - Anti-Slavery Int'l €289K

**Improve transparency and to make people accountable**
- International Organisation for Migration – IOM (UN) €2m (Regional – Bangladesh, India and Myanmar)
- Thomson Reuters €789k
- University of California €350k
- Working Capital Fund €1.9m
- InPacto €543k

**Legend**
- Proposal
- Grant

**Forced and Child Labour Strategy | November 2017**
Lessons

Challenging political contexts
Many apparel sourcing countries are plagued with severe challenges in governance, and limited freedoms for workers and citizens. Operating in repressive political environments requires prudence, strategic government engagement, and close partnerships with local organisations that understand how to navigate the landscape.

Working with the private sector
Industry transformation requires collaboration and effort by many actors, especially the private sector. Many brands and retailers, however, are unwilling or unable to change entrenched and profitable business practices that contribute to worker exploitation. Changing business incentives, creating new operating models, and building capacity are key to ensuring positive action by the private sector.

Sustaining impact
Working with local partners is critical to sustain positive impact. Many smaller organisations, however, have limited experience or capacity to meet the rigorous management and evaluation requirements of international donors. Significant investments in technical assistance and capacity building are necessary to both advance and sustain programmatic goals.

Co-funding
Few donors focus on improving the apparel industry. Unlocking additional investments to support industry transformation is challenging, and will require a systems approach to tackling challenges that cross sectors.