



## Building Success

### Indicators for Progress in the MFA Forum In-Country Working Groups

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# The MFA Forum



The MFA Forum's aim is to act as a catalyst for establishing a next generation of responsible and competitive business practices through multi-stakeholder collaboration (see Appendix 2). In *The Collaborative Framework for Guiding Post-MFA Actions*, the MFA Forum's guidelines and principles of engagement, outlines two elements of this unique multi-stakeholder and collaborative partnership at both the international as well as the national level. The Framework outlines an element of process and action that fulfils the aims of the MFA Forum. This includes active process of shared learning by:

- (a) *Basic information exchange* about post-MFA related collaborative initiatives; in-country, regionally and internationally.
- (b) *Promoting learning* about the effectiveness of such initiatives through participation in and hosting relevant forums, supported as required by more formal research; and
- (c) *Informing, initiating and facilitating specific collaborative initiatives*, by networking relevant actors and by facilitating the initial stages of in-country collaborative initiatives where appropriate.

In addition, the Framework encourages **effective action** for:

- (a) Promoting *enabling public policy*, for example in the sphere of trade.
- (b) Building *strategic supply chain* partnerships that balance social and commercial interests.
- (c) *Mitigating negative social consequences* of sector restructuring e.g. compensation, promoting employment opportunities, and retraining.

In order to ensure the progress and success of the MFA Forum's efforts in-country on these two levels, we have developed indicators for assessing our programs. **The indicators were developed to 1) help focus the work of the working groups and help assure the MFA Forum is doing what it sets out to do, including contributing to positive change toward responsible competitiveness of the industry; and 2) as a means for participants as well as the Forum to communicate internally and externally the work the Forum is doing and its impact.**

In addition, the MFA Forum's indicators for progress:

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- Help define when the MFA Forum should engage in a specific country (if all of the indicators for progress below are already met in a country, the MFA Forum would not engage). Determination of a country engagement should also make reference to overall volume of apparel exports.
- Identifies when the MFA Forum may step down its engagement. Once the indicators for progress are met, the MFA Forum may step down its engagement unless it has had invitation from the government or multi-stakeholder steering group to expand its role.

In addition to these general indicators for progress, each working group will identify and track country-specific indicators. Any working group may add other indicators to track. Additional indicators to be reported against will ideally be determined in negotiation with stakeholders at the beginning of an engagement.

Please note that specific in-country working groups can utilize our publication “In-Country Engagement by the MFA Forum” (Paxton and Nupen) that details how to create a successful in-country engagement.

## INDICATORS

Based on the Collaborative Framework for Guiding Post-MFA Actions, we have developed indicators for progress and country indicators. Please see Annex 3 for specific references from the Collaborative Framework for indicators. **Indicators should be assessed according to current state 1 = least progress 5 = most progress.** Rate the following indicators for progress 1-5.

### Indicators for Progress

- Local multi-stakeholders (suppliers, industry association, labor, NGOs, government) have established a consultative and inclusive process, and are driving the establishment of a responsible competitiveness program.
- The host government is supporting responsible competitiveness of apparel industry (evidenced through policy or fiscal action).
- Local international buyers (representing X% of volume purchased) have established a local buyers group and are supporting a responsible competitiveness program

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(through policy advocacy or funding or other identified action with suppliers and stakeholders)

- Multi-lateral donors have funded a country specific (multi-year) program to build responsible competitiveness of apparel industry.
- A process exists for international donor agencies to coordinate programs/funding around activities supporting responsible competitiveness of the apparel sector.
- MFA Forum has established a mechanism to be informed of progress and re-engage when necessary to support/encourage local stakeholders.
- The MFA Forum has documented lessons learned and best practice in the working group and promoted information exchange (demonstrated through publication and/or communication of lessons learned and best practice; participation in biannual meetings; participation in teleconferences and conferences, etc.)
- The MFA Forum has promoted enabling public policy in the international arena (demonstrated through participant action in the trade arena, etc.)

## Country Indicators

Identify:

- Key challenges for maintaining the country supply base and containing consolidation in-country.
- Trade environment
- Regulatory environment
- Stakeholder landscape

Figures on:

- Employment (in the textile/garment sector)
- Export earnings (value and volume)
- Labour Standards - Verite's score
- Number of unions and number of members
- Number of current collective bargaining agreements

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- WEFs growth competitiveness index score
- AccountAbility's responsible competitiveness score
- Human Development Index
- Transparency International Corruption Index

## REPORTING ON INDICATORS FOR PROGRESS AND COUNTRY INDICATORS

### Self assessment by international in-country working groups:

- Each working group will submit a self-assessment report on the above indicators at the beginning of engagement, each year subsequent, and at exit.
- In the self-assessment, each working group should include a short report on:
  - Gaps between where it is and where it wants to be.
  - Strengths and weaknesses of:
    - the working group
    - the program of work and
    - of the industry
  - Key lessons learned during the period.
  - A plan for improvement.
  - Identify any changes in policy, process or enforcement due to MFA Forum engagement.
- Assessments will be presented annually by the working group Chair at one of the bi-annual strategy and planning meetings.

### Peer assessment

It is also important to integrate peer assessment for the in-country working groups so that we may learn how we are perceived, how effective we are to our beneficiaries,

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where we have weaknesses in our in-country relationships. In addition, we would like to implement a way to gauge social change.

At the first international MFA Forum convening/conference in-country, participants/stakeholders at the convening will be given the survey to fill out and return (Appendix 1). Participants/stakeholders will be surveyed again at the program peak(either at a second convening/conference or at the international strategy and planning meeting) and then again when the engagement has scaled down (again, either in-country at a convening/conference or at the international strategy and planning meeting).



## Appendix 1 MFA Forum: Peer Evaluation Form

Directions: Below a short questionnaire has been designed to understand how stakeholders perceive the MFA Forum impact in [country] and their current level of impact on the decisions that impact their lives. The purpose of the survey is to understand if stakeholders benefit from the MFA Forum and to assess change over time. Each question has instructions to assess your perception level.

Please indicate your sector (please mark in right column with an X)

Government (exporting country)	
Government (importing country)	
International Institution	
Non-Governmental Organisation (international)	
Non-Governmental Organisation (Local or regional)	
Trade Union (International)	
Trade Union (Local or Regional)	
Industry Association	
Company (Textile/apparel/Buyer/Manufacturer/supplier/licencee)	
Company (consultant)	
Company (other)	
Other (please specify below)	

Your level in the organisation

Entry Level	
Junior (2-3 years in your field)	
Middle level/middle management (5-7 years)	
Senior level	
Executive	
Chairman or CEO	

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## MFA Forum Impact Questions:

1. The MFA Forum has engaged the appropriate stakeholders for the textile and garment industry in [country].

Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree
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2. The MFA Forum has provided a platform to sustain a multi-stakeholder approach in-country to addressing the country's competitiveness issues.

Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree
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3. The MFA Forum has promoted a way toward improving compliance with goals for improving competitiveness in the industry.

Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree
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4. The MFA Forum has provided a platform for influencing national or international policy related to the industry.

Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	Not Applicable	
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5. The Collaborative Framework has influenced my organisation's policies and/or actions.

Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree
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6. The MFA Forum has improved the effectiveness of my organization's relationships with:

a) Government(s)

Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree
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b) International development agencies and funding institutions

Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree
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c) Civil society

Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree
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d) Business/suppliers

Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree
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e) Multilateral organizations

Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree
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7. The MFA Forum has contributed providing information and best practice to stakeholders to promote responsible competitiveness.

Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree
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8. The MFA Forum has affected longer term effectiveness and impact of: Government bodies and trade associations to address labour compliance

Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree
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Involvement of civil society in discussions on social issues impacting competitiveness

Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree
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Buyers/retailers commitment to sourcing with demonstrated improved conditions

Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree
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Supplier/employer attitude toward labour compliance and competitiveness issues

Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree
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9. Workers have improved access to mechanisms to claim their rights e.g. through unions, NGOs, more accessible labour ministry, etc.

Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree
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10. Collective bargaining has improved.

Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree
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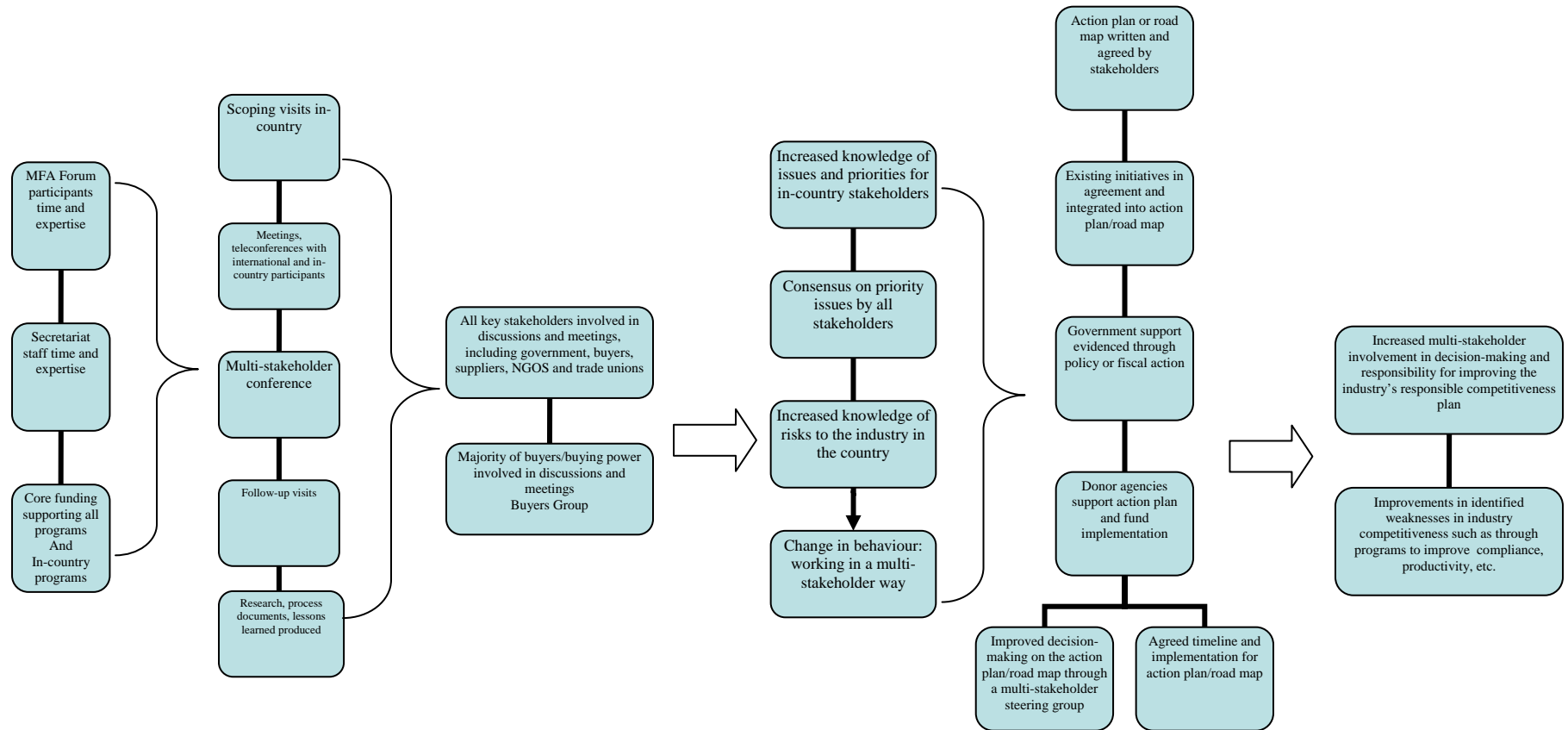


## Appendix 2

### Inputs

### Outputs

### Outcomes



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