Laborlink

S U R V E Y D E S I G N

Labor Link Questionnaire Development

Labor Link survey questions are designed by Good World Solutions in close collaboration with the client, in-country consultants and key stakeholders, such as factory management, NGOs and other local contacts. In instances where an existing survey methodology (e.g. the Grameen Foundation's Progress Out of Poverty Index) is utilized, questions are optimized by GWS for mobile delivery and organized to maximize conceptual flow.

Questionnaire Design Process

1. **Define objectives.** GWS and the client discuss the survey's purpose and goals before drafting questions, including plans for how the survey data will be used. It is important during this phase to gather information about the target population, their workplace/community and, in the case of monitoring and evaluation surveys, details about the specific program.

2. **Create draft.** When possible, questions are selected from GWS's queue of successful questions from previous Labor Link surveys. These questions have tested well with survey participants[1] and yielded reliable data. New questions are created as necessary. In some engagements, the client chooses to create the initial questionnaire draft, and questions are refined and optimized for mobile delivery by GWS.

3. **Use survey design best practices.** GWS adopts best practices from the field of survey design to create questions that are simple, clear and effective.

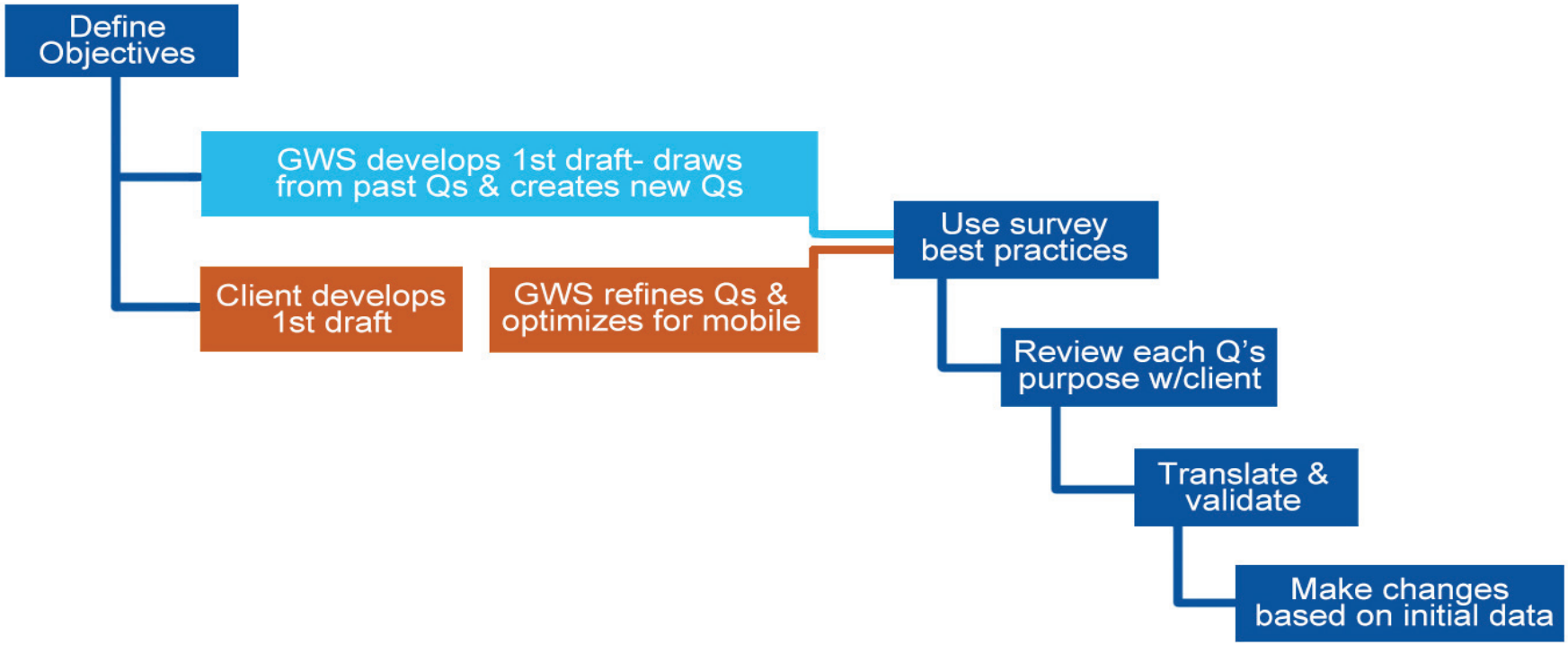
4. **Review question purpose with client.** GWS defines the purpose of each question during the creation of the draft questionnaire. GWS reviews this with the client to ensure each question's purpose is aligned with the survey goals defined at the beginning of the project.

5. **Translate survey and validate questions.** Native speakers translate Labor Link survey questions from English to the local language(s) of the target audience. Once translated, the questionnaire is examined and validated by a numbers of reviewers, including other native speakers and individuals with intimate knowledge of the target population.

6. **Make changes based on intial data.** After the survey is live and running, changes to the questionnaire are sometimes made if the intial data indicates that a question is not well-understood by the target audience. Modifications are also influenced by feedback from Labor Link trainers implementing the survey.

1 Based on Labor Link trainers' observations from the field and post-survey feedback from survey participants

Questionnaire Design Process



About Good World Solutions

Labor Link is operated by Good World Solutions, a U.S. non-profit that uses technology to engage farmers and workers around the world. By increasing transparency in global supply chains, GWS promotes business for socially responsible companies and empowers workers that produce our food and popular consumer products. Find out more about us at www.goodworldsolutions.org.

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Laborlink

PROGRAM IMPLEMENTATION GUIDE

1. DESIGN

- Survey purpose ☐
- Survey sites ☐
- Target demographics ☐
- Mobile platform ☐
- Survey questions ☐
- Languages ☐

2. PRE-LAUNCH

- ☐ Introductions to key staff at survey site(s)
- ☐ Incentives
- ☐ Unique ID #s
- ☐ Co-branded materials
- ☐ Train field teams*

3. CAPTURE

- ☐ Content for info push
- ☐ Audience for the data
- ☐ How will the data be used
- ☐ Reporting preferences

4. ANALYZE

- Questions on analysis ☐
- Share findings with site local management ☐
- Plan to disseminate findings ☐
- Plan to use data to drive strategy ☐

LABOR LINK DATA COLLECTION

PROCESS OVERVIEW

Labor Link is a mobile platform that gives companies real-time data from their supply chain or field operations, and gives workers and farmers a voice to report on conditions in their workplace or community through interactive voice response (IVR) surveys delivered by mobile phone. Workers are informed about the survey and taught how to use Labor Link through a variety of materials, including instructional and information posters in the workspace, voice-over videos, instruction cards given to them by Good World Solutions (GWS) trainers prior to a survey's launch, and face-to-face training when necessary (e.g. in cases of worker disability).

To participate in a survey, a respondent uses his/her mobile phone to call a local phone number listed on a Labor Link instruction card and stays on the line for two rings before hanging up. After hanging up, the respondent promptly receives a return call from Labor Link; this allows the respondent to participate in the survey for free, as he/she is not charged for incoming calls nor outgoing calls that are not answered. When the respondent is called back, a Labor Link recording asks the respondent ten to fifteen short, pre-recorded questions aloud in the respondent's native language. The respondent listens to the questions and answers choices and keys-in answers using his/her mobile keypad. Surveys are open for a period of one day to one week, depending on factory/farm size and other factors.

The survey's design allows for maximum inclusion of the target population. Literacy and phone ownership are not required to participate (phone ownership tends to be high among target populations, and those without phones are encouraged to borrow one from someone they know). When there are many workers without phones or who did not bring their phones to work, workers may also borrow Labor Link trainers' phones. Participation is free, and respondents can call Labor Link at the time and place of their choosing. All survey responses are anonymously collected and stored on Good World's secure servers. See the attached "Program Implementation Guide" for a visual representation of the Labor Link process.

QUESTIONNAIRE DESIGN

Survey questions were designed by GWS in collaboration with the client, in-country consultants, and sometimes partner non-governmental organizations (NGOs) and community organizations (see the attached "Survey Design Process" document). Questionnaires fall into two categories: the Grameen Foundation's Progress out of Poverty Index (PPI) and custom surveys. Questions from the PPI were optimized by GWS for mobile delivery and organized to maximize conceptual flow. Questions were translated into the target population's native

language, and then validated by in-country consultants. GWS uses a detailed list of survey design best practices to create questions that are simple, relevant and meaningful.

Post-survey analysis was conducted to test for data accuracy and determine user motivation (why users engage with Labor Link or why not), user needs (how we can iterate the tool and develop related products and services), and social impact. Methods used include face-to-face post survey evaluation survey of respondents and discussions with factory managers and in-country consultants.

SAMPLING STRATEGY

Target audiences were small, known populations (a particular farm or factory's workers). Workers invited to participate received instruction cards in their native language explaining how to use Labor Link. There were two main approaches to the pilot: i) targeting all workers (SAI, GoodWeave and Fair Trade USA) and ii) targeting a select group based on desired response rate (Marks & Spencer).

As the main approach, GWS aimed to distribute instruction cards to all workers, so the target population (# of workers invited to participate) was close to the total population of workers, differing due to the difficulty of reaching every single worker at the factory/farm. The sampling strategy for the engagement with Marks & Spencer was driven by the client and the specific purpose of the survey, which was to capture knowledge/behavior change at distinct times during a project, as opposed to asking questions about conditions.

RESPONSE RATES

A recent pilot conducted by the Global Impact Investing Network with Acumen and Grassroots Business Fund found that response rates for mobile surveys are highest when the target audience is encouraged to participate both using prizes, as well as outreach from the surveyor and partner company[1]. GWS used this combined incentive and outreach approach to maximize response rates. Promotional posters were hung around the factory/farm to encourage participation and inform workers that they would be entered into a raffle to win a prize upon their completion of the survey. Prizes were determined on a country-by-country basis in conjunction with project partners and in-country consultants in order to find the best incentive for the target population. A member of the GWS team visited the survey site for the survey launches to demonstrate how Labor Link works and help the target audience feel comfortable with the technology, an effort to decrease non-response bias[2]. Prizes included:

[1] "Collecting Impact Data Using Mobile Technology." THE GLOBAL IMPACT INVESTING NETWORK, 11 June 2013. http://www.thegiin.org/binary-data/RESOURCE/download_file/000/000/528-1.pdf

[2] Non-response bias typically occurs when members of the target audience are unable, unavailable or unwilling to participate in the survey.

- Social Accountability International (India)- Mobile top-ups and mobile phones
- GoodWeave (India)- Mobile top-ups
- Fair Trade USA (India)- Mobile top-ups
- Marks & Spencer (India)- No prizes distributed
- Social Accountability International (Brazil)- Mobile top-ups for early waves, local supermarket vouchers for later waves

						Custom Topic		Livelihoods (PPI)	
	Partner	**Sector**	**Sites**	**Population**	**Targeted**	**# Responses**	**Response Rate**	**# Responses**	**Response Rate**
India	GoodWeave	Informal	18	1697	1307	819	63%	534	41%
	M&S	Mfg	10	15450	1970	1539	78%	N/A	N/A
	Fair Trade USA	Ag	1	1300	751	148	20%	143	19%
	SAI	Mfg	7	12057	11953	4599	38%	N/A	N/A
Brazil	SAI	Mfg	13	9092	1588	322	20%	N/A	N/A
Total	**All**	**All**	**49**	**39596**	**17569**	**7427**	**42%**	**677**	**33%**

	Survey Type	**Sector**	**Population**	**Targeted**	**# Reponses**	**Response Rate**
India Total	Custom Topic	Ag, Informal, Mfg	30504	15981	7105	**44%**
	PPI	Ag, Informal	2997	2058	677	**33%**

Laborlink

Scaling Strategy: Connecting Every Farmer and Worker to Real-Time Monitoring and Virtual Training

Over the last 9 months since the start of our DIV funding, Labor Link has **doubled the size of its partnership network reach, from 5 million to 10 million workers**, farmers and artisans. Most of this growth has come from the manufactured goods sector (mainly Apparel and Electronics). Several key partners each have over 1 million workers or farmers in their network, including UK retailer Marks & Spencer, Social Accountability International (SAI) and Fair Trade USA.

Partnerships Are Key

It's a very exciting time for Labor Link, winning bids for historic partnerships that we believe will catalyze a shift in thinking about supply chain compliance and impact assessment, from a top-down approach to a broader view that's informed from the bottom up by workers and farmers directly. In January 2014, we won two massive projects that will really take Labor Link to the next level.

1. Alliance for Bangladesh Worker Safety

One year ago, over 1,100 workers were killed in a factory collapse in Bangladesh. In the wake of this tragedy, a consortium of 26 mostly American companies including Walmart, Gap, Target, JC Penney, and VF came together to address the urgent issue of building and fire safety in Bangladesh. They issued an RFP for a mobile-driven worker helpline and, after a competitive bidding process, Labor Link was announced as the back-end technology provider for the worker helpline for the Alliance for Bangladesh Worker Safety. As part of a partnership with Clear Voice (whose principal is formerly the head of Human Rights at Reebok) and Phulki (a grassroots NGO based in Dhaka), Labor Link is combining its automated worker engagement technology with live calls for an historic new platform called the Alliance Worker Helpline.

The ambitious target is for the Alliance Worker Helpline to reach 250 Ready-Made Garment (RMG) factories in the next 2 years. **Through this partnership, we'll give voice to as many as half a million workers in Bangladesh alone, with potential to scale up to the country's 4 million RMG workers.**

See the Alliance for Bangladesh Worker Safety 6-month progress report announcing the partnership here on p.8:
http://www.bangladeshworkersafety.org/files/Alliance%206%20Month%20Progress%20Report.pdf

2. Voice of the Client with MIX & Hivos International

The second key new partnership, called Voice of the Client, is addressing an information gap between microfinance borrowers and their lenders. The partnership with MIX and Hivos, the Dutch donor, is using Labor Link technology to give microfinance borrowers an anonymous channel, via mobile, to report directly to MFIs. Similar to factory workers that lack an anonymous channel to report to decision-makers, microfinance borrowers also lack an anonymous channel to report income and debt levels to microfinance institutions (MFIs) and other key stakeholders in the sector. They often have a financial incentive to misreport their financial situation to their loan officer, which may be their only conduit to the MFI.

Our initial pilot in India will capture 6,000 surveys and, if successful, will scale to Peru and Kenya. **Hivos and MIX aim to scale the project to 3.6 million microfinance borrowers across 120 participating MFIs in 10 countries by the third year of the project.** The approach is testing multiple data capture technologies, including feature phone, smartphone and call center strategies, and could be a game-changer in the microfinance sector. Moody's announced at Clinton Global Initiative in September its intention to launch a new social performance rating system for MFIs. New borrower data captured by Labor Link can drive more reliable MFI ratings by Moody's and other ratings agencies.

Since the beginning of the DIV Stage 1 grant, Labor Link has also formed new partnerships with high-profile brands, retailers and social entrepreneurs:

- **Electronics Industry:** Based on the success of our work with Cisco and their efforts to promote the partnership in their CSR report (http://www.cisco.com/assets/csr/pdf/CSR_Report_2013.pdf, see pp. C18 & E17), we've made in-roads with other members of the Electronics Industry Citizenship Coalition (EICC), the CSR network for the electronics industry. New Labor Link partners in electronics include Vodafone and HP. This work is profiled in Sustainable Brands: http://www.sustainablebrands.com/news_and_views/supply_chain/heather_franzese/new_worker-engagement_technologies_18_million_just_begi

- **Beyond Apparel to Footwear & Home Goods:** We've been able to extend our expertise in manufacturing from apparel to related categories like footwear and home goods with new partners Brooks Sports (running shoes) and West Elm (home décor). Labor Link has also proven relevant to mass retailers such as Primark in the UK.

- **Social Entrepreneurs:** We've also expanded our work with award-winning social enterprises

like VisionSpring and Fair Trade USA, using Labor Link technology to help them measure their impact in the field. This customer group is less consistent in their needs than brands and retailers, meaning they take more resources to serve, and their budgets are smaller, so their ability to pay is lower than corporate partners.

Through all the partners listed above, we're proud to report that **Labor Link has given voice to 95,370 workers, farmers and artisans in 12 countries**. Through the historic partnership with the Alliance for Bangladesh Worker Safety, we'll also reach at least 26 new brands and retailers, an opportunity to align sourcing and supply chain strategies of some of the biggest-name brands and retailers in the US more closely with the needs of the workers who make their products.

Outreach to New Partners

We've found word of mouth from satisfied customers to be the most effective in generating new interest for Labor Link services. In the last 9 months, 62% of new customers have come from referrals. To facilitate this information sharing among brands, we target the following channels:

- **Speaking at CSR/Supply Chain Conferences:** For example, Labor Link presented together with Marks & Spencer at BSR Conference and with Disney at Ethical Sourcing Forum.
- **PR Strategy with Influencers:** We have content relationships with Huffington Post ImpactX (http://www.huffingtonpost.com/heather-franzese/), Sustainable Brands, and NTEN, the Nonprofit Technology Enterprise Network.

Scaling Scenarios

We've learned a lot about the scalability of different elements of our model, including how we reach customers, what sector we target, how customers use the data, and geographic factors:

Sales Channel: We reach Labor Link customers in two main ways – through Direct Sales, e.g. to brands and retailers, or through Indirect Sales, e.g. to social auditors, third-party certifiers, or NGOs. We're targeting the Indirect Sales channel as it has the best prospects for scalability by tapping into existing networks. However, it does not offer as much control of the product or as much customer insight as Direct Sales to brands and retailers.

In 2013, 80% of Labor Link earned revenue came from Indirect Sales to "re-sellers" and 20% from Direct Sales. We'll aim to keep a similar balance of at least 20-30% Direct Sales as we continue to scale.

Sector: Labor Link got its start in the Artisan sector, and then quickly expanded to Agriculture

and Manufacturing, and most recently into Microfinance. Among those, Manufacturing is by far the easiest to achieve scale. Workers are located all under one roof in massive numbers so they're easy and cost-effective to reach.

In 2013, 75% of Labor Link earned revenue came from Manufactured goods sectors – Apparel, Footwear and Electronics.

Use Case: Labor Link customers use the platform in different ways, some to measure working conditions and support their commitments to ethical sourcing, and others for impact assessment. We see huge opportunities for both areas, for Labor Link to be a positive force for disruptive innovation in both Corporate Social Responsibility and International Development.

In 2013, 60% of Labor Link earned revenue came from partners using the tool for Responsible Sourcing, and 40% using it for Monitoring & Evaluation (M&E).

Country/Region: We've taken an aggressive approach to geographic expansion, testing on a limited basis in 11 countries total, including 5 countries in Latin America, 4 countries in Asia, 1 country in Africa, and the UK. Each country is different in terms of mobile network integration, mobile calling rates, and the quality of mobile infrastructure. We see more technical challenges in Latin America than in Asia or Africa.

In 2013, 60% of Labor Link earned revenue came from implementation in Asia, 31% from Latin America and 9% from Africa.

The picture we see emerging is that it's relatively easy to reach factory workers in Asia, and relatively difficult to reach farmers in Latin America and Africa. From that evidence, we've set a strategy to focus for the next 12-18 months on Manufactured sectors with workplaces in Asia and establish a critical beachhead from which we can scale rapidly to other sectors.

For Labor Link to be successful beyond manufacturing to the Agriculture and Informal sectors, we've identified these Criteria for Success:

1. **Strong relationships with local employer:** To get local buy-in and information needed for successful implementation, there needs to be a strong business relationship with local management at the survey sites. Without a strong relationship, it's difficult to get input on survey questions, coordinate launch details, and other key elements of the model.

2. **Full-service approach with Labor Link trainer:** We've tested a self-service approach where customers designate their own staff or partners to do worker/farmer outreach, and have seen negative impacts on data quality, compared to our standard approach of using a dedicated trainer.

3. **Plan timing of Labor Link outreach to coincide with other training/meetings:** With remote farmers and informal sector workers, it can be cost-prohibitive to do worker outreach one farmer or artisan workshop at a time. By planning the Labor Link outreach to coincide, for example, with a General Assembly at a farm cooperative, we can boost survey response rates and overall participation.

A Scalable Technology Platform

We continue to invest in the back-end Labor Link platform to take advantage of opportunities for growth and invest in scalability. We spun up an instance of our IVR platform into the cloud and vetted a series of VOIP providers to enable us to call anywhere in the world for the same price or less than in-country calling. We've also built redundancy into the system so if the primary system fails, we can switch to a back-up. This new system has been tested in India and China.

These platform enhancements directly support our pathway to scale because, if successful, they will open up dramatically our potential to launch in new countries where it may be impractical or cost-prohibitive to invest in an in-country IVR infrastructure.

Scalable Financial Model

We beat our projected earned income from Labor Link service fees significantly in 2013, covering a record 30% of our budget through earned income, up 8% from the previous year and on track to achieve 50% in 2014. This means we're on track for our ambitious target to achieve financial self-sufficiency for core operations by 2015.

Further updates to the Scaling Strategy and next steps toward scaling will be included in the Final Report to USAID DIV under Milestone #6.

Laborlink

LABOR LINK DATA ANALYSIS & REPORTING

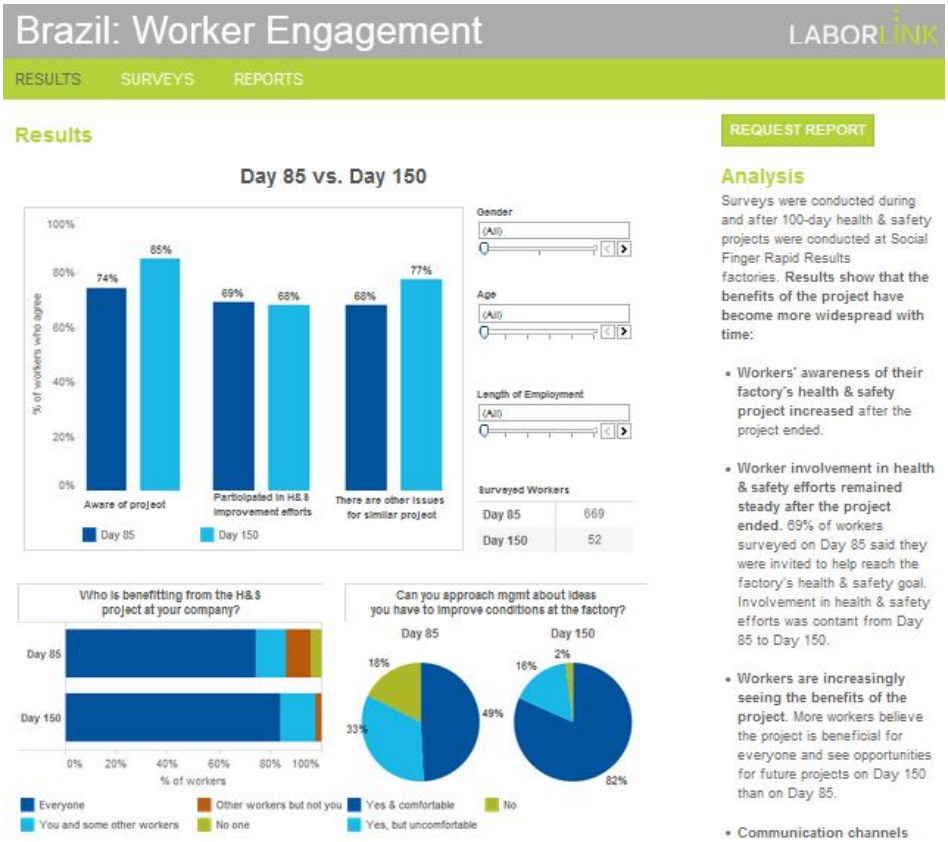
The Labor Link Mobile Voice Project in India and Brazil **reached a total of 39,596 farmers and workers**, with a **42% average response rate among targeted farmers and workers** and participation levels as high as 78% in some manufacturing pilots, where workers are centralized in a single location.

REPORTING TO PARTNERS

Labor Link survey data has been analyzed and results delivered in near real-time to all NGOs and companies participating in Labor Link Mobile Voice on our secure, web-based platform www.mylaborlink.org.

This is an example of how data is presented on www.mylaborlink.org:

After the survey campaign closes, results are also analyzed and shared with partners in pdf reports for easy distribution to program managers internally and to civil society and government stakeholders externally.



See attached sample reports from Labor Link surveys in India in agriculture (tea garden) and the informal sector (rug weaving) as part of this DIV grant.

The value of Labor Link comes through in this timely reporting of reliable data to partners, directly from beneficiaries. Our actionable recommendations boost the ROI of development investments – revealing best practices so additional funding can flow to those impactful strategies and, more importantly, uncovering what's **not working** so organizations can stop investing in failing strategies or programs.

SUMMARY OF RESULTS & FINDINGS

The following is a sample of Labor Link findings with the partners involved in this DIV-supported pilot program in India and Brazil.

Financial Inclusion & Literacy

The purpose of the program is to bank the unbanked and promote basic access to financial products and services for garment factory workers.

- **Worker bank account ownership increased over the project.** After training, 71% of surveyed workers report to having their own bank account – a 19% increase for men and 20% increase for women. Workers were also more eager to recommend bank account ownership to others after training; this suggests that training successfully demonstrated the value of having an account.
- **Women benefited greatly from training around recurring deposits.** The share of women who know about recurring deposits increased by 48% from between the pre- and post-training surveys. However, men saw no significant change in knowledge on the subject.

Gender Discrimination

The purpose of the program is to raise awareness about women's issues such as sexual harassment and gender discrimination in a garment factory setting, where unfair treatment of women is common.

- **Worker-manager relationships are improving.** Eighty percent (80%) of workers reported an "improved relationship between workers and managers" over a 6-month period.
- **Improvements are experienced equally by men and women.** There was no statistically significant difference between men and women reporting an improved relationship with management, a good sign for the equal treatment of women.

Health Access & Productivity

The purpose of the program was to extend much-needed vision care, including eye exams and eyeglasses, to a remote rural population of tea pickers with extremely limited access to services.

- **Access to vision care boosts productivity.** Nearly all respondents (95%) believe their new glasses are somewhat or very useful in daily life, for improved performance at work or school, or improved quality of leisure time.
- **Gender differences in impact of eyeglasses.** Male respondents find their glasses more beneficial than female respondents; men reported greater improvements in their work/school performance and the quality of their leisure time. Part of this finding may be due to differences in literacy rates across genders and/or stigma associated with wearing glasses that may disproportionately affect women.

Child Labor & Fair Wages

The purpose of the program was to monitor against ethical certification standards for handmade rugs that prohibit child labor, which is otherwise ubiquitous in the Indian handmade rug sector.

- **Survey results show that child labor is not prevalent in the ethical certified supply chain.** Weavers were asked sensitive questions about the presence of child labor in their work environment, such as “Do any of your children below age 15 help you with your work?” and “Besides your own children, do any other children below age 15 work with you?” Based on the answers to these questions, there was no statistically significant finding of child labor.
- **Some workers report wage deductions for mistakes made at work.** Overall, one in four workers say their wages are reduced when they make a mistake at work, a punishment more common among weavers than workers in other job positions. Younger workers are most affected by deductions, likely because they tend to make more mistakes than older, more experienced workers.

Occupational Health & Safety

The purpose of the program was to improve health and safety in a manufacturing environment. Factories making electronics, toys, and chairs committed to ambitious 100-day goals and achieved dramatic results. One factory reduced worker exposure to chemicals by 70%. Another reduced fire drill evacuation time from 12:10 minutes to 1:55 minutes, a life-saving transformation.

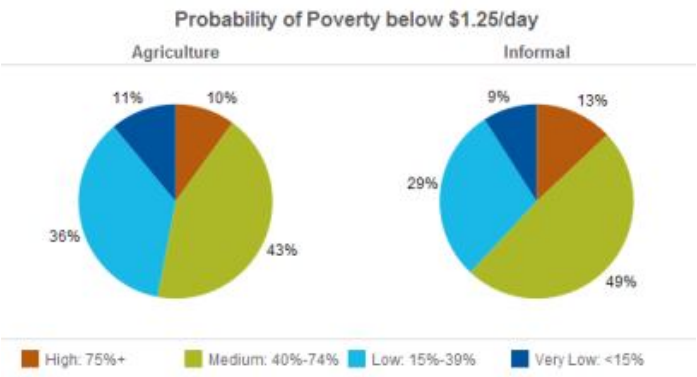
- **Workers' awareness of their factory's health & safety project continued to increase, even** after the project ended. Workers were surveyed at Day 150, almost two months after the close of the 100-day health and safety projects, and reported the highest

awareness levels (85%).

- **Worker-manager communication improved significantly.** At Day 85, Labor Link found that those workers who have ideas for improving conditions may not be sharing them- 38% said there is either no way to "approach management about ideas you have to improve conditions at the factory" or they feel uncomfortable doing so. At Day 150, 32% more workers said they're comfortable approaching management (from 62% to 82%), significant progress in a short time. But women are still less confident doing so than men.

Livelihoods (Progress Out of Poverty Index)

Labor Link mobile surveys captured livelihoods data using Grameen Foundation's Progress Out of Poverty Index (PPI) across the agriculture and informal sectors.



Looking at the data against a $1.25/day poverty line, we can see that the breakdown of workers in PPI categories – high, medium, low and very low likelihood of poverty – is not that different between tea pickers and rug weavers surveyed. Although it's a small sample, it's exciting to imagine being able to use Labor Link to capture this type of data from diverse work environments in a way that's reliable, affordable and scalable. Such comparisons can inform more efficient resource allocation of development projects and support programs that are truly responsive to local needs.

In the manufacturing sector, we identified an important gap – the PPI is not relevant because earnings are slightly higher, but there seems to be no appropriate tools to benchmark worker needs and earnings in a factory setting. The Labor Link team is developing the concept for a new tool called the Work Life Index. This new index would enable buyers and suppliers to speak a common language about working conditions and thus accelerate improvement by easily identifying the best and worst local employers.

LABOR LINK PLATFORM ENHANCEMENTS – SEMI-AUTOMATION

We continue to enhance the Labor Link infrastructure and, as part of the DIV grant, have streamlined and begun to automate our data processing through a process improvement. Data captured via Labor Link surveys is stored in a cloud-hosted server and made accessible to our US-based data analysis team via a FTP client. Previously, our team exported raw survey data (e.g. 1s, 2s, 3s, etc.) from our central server to Excel spreadsheets. Formulas were then input into spreadsheet cells to migrate raw data to final data (e.g. man, woman, etc.). Once complete, the spreadsheet was uploaded to our business intelligence (BI) software, enabling our team to complete analysis and build affiliated visualizations.

The above process led to at least two challenges. First, the process is slow and error-prone. Moving data from server to spreadsheet to BI software takes time and introduces opportunities for mistakes, primarily due to the creation of incorrect formals within spreadsheets. Second, it is difficult to compare information held in several separate spreadsheets within our BI software. This is especially true when intelligence is built into data visualizations, such as filters and/or key variable comparisons.

As part of the DIV grant, our team invested in a process improvement to address these challenges. While we continue to make data accessible to our US-based staff via FTP client, we have integrated formulas into our BI software to eliminate the spreadsheet step. We now upload raw data directly to our BI software and all processing of that data is made within the software. This saves our data analysis team time and headaches, and makes comparative analytics more feasible. This was step one of a long-term blueprint towards automation. We are planning further improvements to our data management and warehousing protocols in the coming months.

Laborlink

S U R V E Y R E P O R T

Fair Trade USA (India) | Spring 2014

Workers at a Fair Trade Certified tea estate in Assam, India received free vision care thanks to an innovative project involving Fair Trade USA (FTUSA), Honest Tea (HT) and VisionSpring (VS). The Labor Link platform was used to measure the project's success by capturing feedback directly and anonymously from workers via mobile phone-based surveys. Labor Link also captured livelihood data from workers using the Progress out of Poverty Index. Approximately 140 estate workers completed surveys on each topic and all surveys were made possible by a generous grant from USAID's Development Innovation Ventures. **Survey results show that the project was successful in providing eye exams/glasses to a community with extremely limited access to those services. Furthermore, a majority of workers who received eyeglasses believe their productivity and quality of leisure time improved due to the glasses.** However, results also show that the population has a very high incidence of poverty and that working at the tea estate is not reducing poverty levels among workers.

Survey Details

FTUSA, as part of its mission to improve farmer livelihoods, partnered with HT on an innovative project to improve tea estate worker welfare. The project redirects a portion of Fair Trade certification fees to investments in vision care for workers and their families at Tonganagaon Tea Estate. Eye exams and eyeglasses were provided by VS, a social enterprise dedicated to addressing the challenge of vision impairment within base-of-pyramid communities.

To measure the impact of VS glasses on worker well-being and productivity, FTUSA collaborated with Good World Solutions (GWS) and its Labor Link service. **Labor Link is an interactive voice response (IVR) platform that allows users to connect directly with target audiences through their mobile phones.** Multiple-choice surveys were conducted in Tonganagaon's three field divisions and factory.

Survey questions were designed jointly by FTUSA, VS and GWS, and optimized for mobile delivery by the GWS team. Questions were recorded and hosted on the Labor Link mobile platform, and all responses were collected and stored on GWS's secure servers.

Target Audience	Workers and their family members living at Tonganagaon Tea Estate in Assam, India
Survey Content	1. Progress out of Poverty Index (worker livelihoods) 2. Use of and satisfaction with VisionSpring eyeglasses
Recruitment Methodology	Instruction cards explaining how to participate were distributed to workers; incentive prizes (mobile top-ups) were awarded to participants selected at random
Delivery	Via IVR technology to workers' mobile phones in Hindi and Assamese over a one-week survey period

Survey Results & Analysis

The survey's target audience included workers and their family members at Tonganagaon tea estate. A Labor Link trainer visited the estate to conduct the surveys, and workers were given the option to participate in one or both surveys. Overall, 139 livelihood surveys and 148 VS eyeglasses surveys were collected during the survey period. This represents roughly 20% of the 750 workers targeted and about 15% of the estate's total workforce. Demographic characteristics of the tea estate's workers (gender and tenure) closely matched those of the workers surveyed, providing confidence that the surveyed workers are representative of the estate's total population. **The response rate and representative sample gives the data a high degree of reliability, allowing for comparison across demographic groups.** Full survey results can be found in the appendices and interactive graphics are available at www.mylaborlink.org. Key results fall into two categories: **Worker Livelihoods** and **VisionSpring Glasses.**

1. Worker Livelihoods

Workers were asked questions from the Progress out of Poverty Index (PPI) – a set of ten questions that, together, yield a "poverty score" predicting the likelihood that someone is or is not in poverty. Questions ask about household size, education

levels and people's homes and possessions. Respondents receive a poverty score based on their survey responses, which corresponds to an estimated likelihood of living below the national poverty line and other benchmarks. **Results show that most workers at Tonganagaon are living on less than $1.88 per day (2005 PPP), and livelihoods are not improving with tenure.** However, workers (especialy those with more tenure at the estate) feel their life is improving.

- **Most workers make less than USD $1.88 per day.** According to the PPI, it is likely the vast majority of those workers surveyed live above India's national poverty line. However, 67% earn less than $1.88 per day; a very high percentage compared to Labor Link results sourced from elsewhere in rural India.

LIKELIHOOD OF POVERTY ▶

QUESTIONS:

India Progress out of Poverty Index

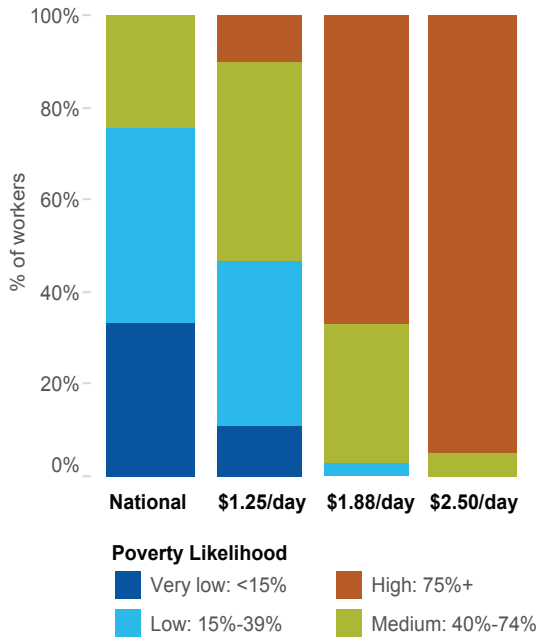


Fig. 1: PPI Rating based on India's national poverty line and the $1.25, $1.88 and $2.50 (2005 PPP) per day poverty lines

- **Poverty likelihoods do not improve with tenure, but workers' self-assesments of their livelihoods do.** There is little difference in the poverty scores of workers who have been at the tea estate for less than one year and those who have been at the estate for 7+ years. This suggests that workers at the tea estate are unable to improve their households over time. However, when asked if they believe their lives have improved during the past year, workers who have been at the estate for 7+ years more commonly perceived improvement than newer employees.

LIFE IMPROVEMENT VS TENURE ▶

QUESTIONS:

Do you feel your life has improved over the last 12 months?

How long has you worked at the tea estate?

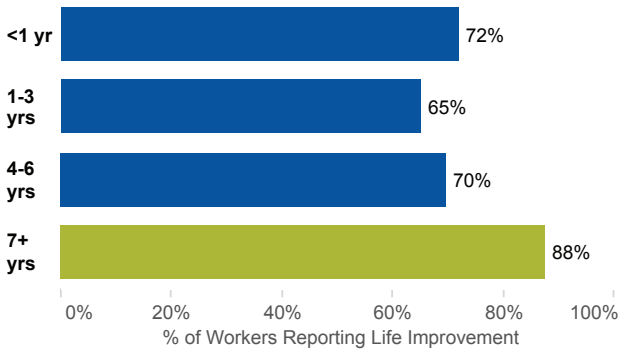


Fig. 2: Share of workers answering "Definitely" or "Somewhat"

- **Workers at the tea estate have large households.** Nearly all workers have children living in their household (94%), and 27% of respondents live with five or more children.
- **Education levels are low among Tonanagaon's workers.** Half of surveyed workers live in homes where the senior male household member did not advance past primary school. Only one-quarter of households have a senior male with more than a secondary level education.

EDUCATION ▶

QUESTION:

What is the education level of the senior male member of your household?

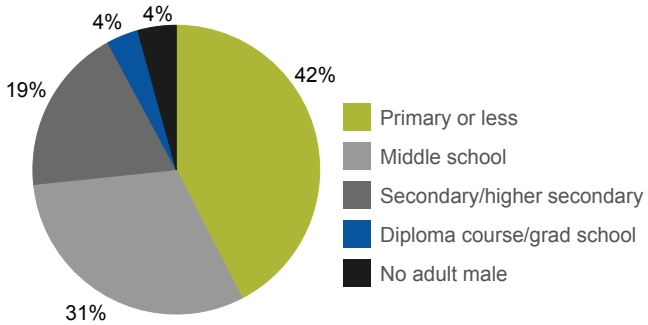
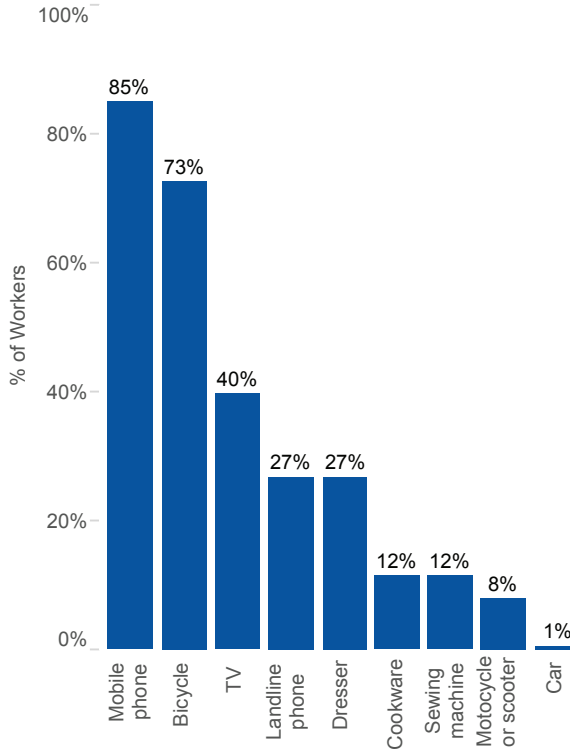


Fig. 3: Education level of male head of household

- **Most workers have access to a mobile phone.** 85% of surveyed workers have a mobile phone in their household and 73% own a bicycle. However, ownership of other households goods is much less common.



HOUSEHOLD ASSETS ▶

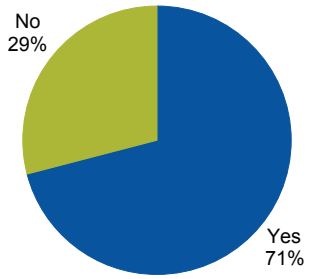
QUESTIONS:

Ownership of household items

Fig. 4: Percentage of respondents who answered "Yes"

2. VisionSpring Glasses

In addition to questions about their livelihoods, tea estate workers were asked to participate in a Labor Link survey on their use of and satisfaction with their new eyeglasses. Results show several positive trends, including that **71% of surveyed customers are first-time wearers of eyeglasses, and both productivity and quality of leisure time improved among glasses recipients.**



◀ FIRST-TIME WEARERS

QUESTION:

Are your VisionSpring glasses the first pair of glasses you have ever owned?

Fig. 5: Share of respondents who are first-time wearers

Other key findings include:

- **Many first-time wearers had never had an eye exam before.** 49% of first-time wearers say they did not get glasses sooner because they had never had an eye exam. One reason for this is poor access to vision health services – 80% of respondents do not know of an optical shop near the tea estate.
- **Nearly all respondents believe their new glasses are useful in their daily life.** 95% of respondents say their glasses are somewhat or very useful in daily life. However male respondents find their glasses more beneficial than female respondents; men reported greater improvements in their work/school performance and the quality of their leisure time. Part of this finding may be due to differences in literacy rates across genders and/or stigma associated with wearing glasses that may disproportionately affect women.

▼ IMPACT BY GENDER

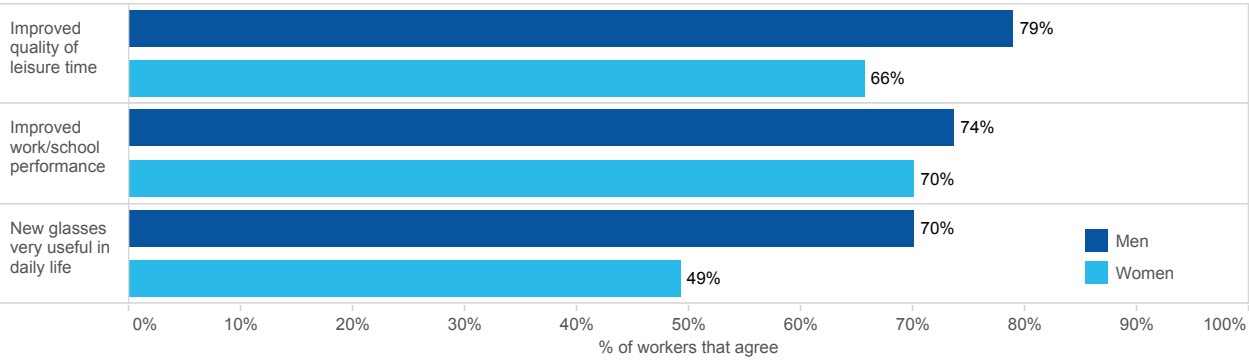


Fig. 6: Share of workers who agree, by gender

- **Some workers have encountered problems with their new glasses.** One in four respondents who received glasses as part of the project said they have experienced problems with them. The most common problems were that their glasses broke (31%) or were uncomfortable to wear (34%).

Project Conclusions and Lessons Moving Forward

Fair Trade USA is demonstrating leadership by using technology to connect directly with farmers in a new and innovative way. Survey findings are valuable for FTUSA not only to identify where their partnership with HT and VS has been successful, but also to generate greater impact in the future. Additionally, data from the worker livelihoods survey can be used as a baseline for measuring livelihoods of workers at Tonganagaon over time. This project was the sixth Labor Link survey conducted in FTUSA's supply chain. The purpose of each survey differed slightly, and lessons learned from early pilots informed the development of subsequent ones in an iterative process. Learnings specific to this project include:

- **Build rapport with workers.** Workers at the tea estate are accustomed to visits from auditors and know how to say the right things to please them. Sending a Labor Link trainer from Assam was instrumental to the surveys' success because the trainer was able to build a rapport with workers in their native language and ensure they felt comfortable giving candid answers to survey questions.

- **Prepare for implementation.** The Labor Link trainer observed that many workers, especially women, do not regularly bring their phones with them to work. However, survey findings show that most households have at least one mobile phone. Announcing the survey in advance of the launch and reminding workers to bring their phones may boost response rates during future surveys.

- **Include vision health education in the project.** The main problems workers experienced with their glasses was discomfort and breaking them. Some workers also told the trainer they were not wearing their glasses because of headaches. Including a vision health education component as part of the project, which teaches workers how to take care of their glasses and best practices for first-time wearers, could increase impact if this type of project is replicated.

There are several opportunities for FTUSA to use Labor Link and similar technology across Fair Trade products and countries to deepen the impact of Fair Trade and drive competitive advantage among certifiers. Potential next steps include:

- **Leverage workers' willingness to participate.** Farmers and workers in Fair Trade supply chains have consistently shown their willingness to engage with Labor Link and share information via mobile. Tonganagaon Workers who participated in Labor Link also received three educational voice-recorded messages about Fair Trade and the Fair Trade community premium. More than 50% of that group answered all three calls and listened to them in their entirety. FTUSA can use Labor Link for information broadcasts to workers on topics like Fair Trade, community resources, health and safety, and future premium projects.

- **Use the data collected to focus future efforts.** Labor Link results show this project's vision care successfully reached workers who do not normally have access to health services, and that workers benefited from those services. However, the PPI data indicates that most of those surveyed are extremely poor and have not been able to improve their households over time. Furthermore, the Labor Link trainer observed poor conditions, including: no electricity and insufficient supply of medicine at the hospital, unsafe roads between the estate's divisions, signage not translated into local language, and lack of personal protective equipment. FTUSA can use this information to focus audits at Tonganagaon.

- **Share project benefits with farm owners and management.** Many workers who received glasses reported increased working hours due to their improved vision. If the project is replicated and this result holds true across locations, increased worker productivity could be used as a speaking point that incentivizes farm owners to fund future projects' vision care projects, thus enabling this type of intervention at scale, without donor or other like-support.

- **Combine Labor Link with other technology platforms.** Labor Link can also be combined with other technology platforms such as Salesforce or coop-level data software for a seamless end-to-end data flow from producers all the way to end consumers. This opportunity is largely untapped but the potential exists. In the Labor Link-FTUSA pilot ongoing in Uganda, for example, Labor Link data has integrated with Salesforce through the Grameen Foundation's platform.

- **Incorporate Labor Link data into strategic decision-making.** One final consideration is how Labor Link data can been used by product managers and can be incorporated into strategic FTUSA decision-making moving forward. Data from past Labor Link-FTUSA surveys has been shared with donors such as the Barr Foundation and USAID, and with specific brands involved in the pilots. However, no analysis has been completed to understand how Business Development, Supply Chain and Impact teams have or could utilize the data effectively in operational decision-making. This is an area for further exploration.

About Good World Solutions

Labor Link is operated by Good World Solutions, a U.S. non-profit that uses technology to engage farmers and workers around the world. By increasing transparency in global supply chains, GWS promotes business for socially responsible companies and empowers workers that produce our food and popular consumer products. Find out more about us at www.goodworldsolutions.org.

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APPENDIX A: Worker Livelihoods Survey

#	Question	Responses	# Valid
1	Are you a man or a woman?	Man (58), Woman (81)	139
2	How many people in your household are 17 years of age or younger?	0 (9), 1-3 (75), 4+ (55)	139
3	What is the education level of the senior male member of your household?	Primary school or less (59), Middle school (43), Secondary or higher secondary school (26), Diploma/ certification course, graduate school or more (5), No adult male (6)	139
4	What is the main occupation of your household?	Casual or agricultural laborers (52), Regular wage or salary employees (76), Self-employed (11)	139
5	What is the main source of energy used in your household for cooking?	Firewood and chips, dung cake, kerosene, charcoal, gobar gas, coke or coal (104), LPG or electricity (19), Other (3), No cooking arrangement (13)	139
6	Does your household have any casseroles, thermos or thermoware?	Yes (16), No (123)	139
7	Does your household have a television and a VCR/VCD/DVD player?	Neither (84), Only one (53), Both (2)	139
8	Does your household have a landline telephone or a mobile telephone?	Both (27), Only mobile (91), Only landline (10), Neither (11)	139

APPENDIX A: Worker Livelihoods Survey

#	Question	Responses	# Valid
9	Does your household have a sewing machine?	Yes (16), No (123)	139
10	Does your household have an almirah/dressing table?	Yes (37), No (102)	139
11	Does your household have a bicycle?	Yes (101), No (38)	139
12	Does your household have a motorcycle or scooter?	Yes (11), No (128)	139
13	Does your household have a car or jeep?	Yes (1), No (138)	139
14	How long have you worked at the tea estate?	Less than 1 yr (32), 1-3 yrs (23), 4-6 yrs (23), 6+ yrs (48), Unanswered (13)	139
15	Do you feel your life has improved over the past 12 months?	Definitely (36), Somewhat (61), Not at all (30), Unanswered (12)	139

Note: Number of valid responses varied across surveys because target population was given the option to participate in one or both surveys. Number of valid surveys varied within each survey because some questions were only given based on a respondent's answer to a previous question.

APPENDIX B: VisionSpring Glasses Survey

#	Question	Responses	# Valid
1	Are you a man or a woman?	Man (70), Woman (78)	148
2	What type of VisionSpring eyeglasses did you recently purchase?	Glasses to see up-close (63), Glasses to see at a distance (52), Sunglasses or protectors (9), None (24)	148
3	Are your VisionSpring eyeglasses the first pair of eyeglasses you have ever owned?	Yes (88), No (36)	124
4	Which is the main reason you did not purchase eyeglasses earlier?	No vision problems before (35), Had not had eye check-up (43), Could not afford glasses (4), No optical shop nearby (4), Stigma associated with wearing glass-es (2), Other (0)	88
5	Is there a place where you can purchase glasses near your tea estate?	Yes (20), No (101), Not sure (3)	124
6	How much time would it take you to travel to the nearest optical shop?	Less than 3 hrs (14), 3-6 hrs (3), More than 6 hrs (0), Don't know (3)	20
7	Thinking about your new eyeglasses, how useful would you say they are in your daily life?	Very useful (73), Somewhat useful (45), Not useful (6)	124
8	Of the following, which is the main reason you do not find your new eyeglasses useful?	Cannot see well when wearing them (2), Do not like they way you look when wearing them (2), Wearing another pair instead (1), Glasses were lost or broken (0), Something else (1)	6

APPENDIX B: VisionSpring Glasses Survey

#	Question	Responses	# Valid
9	Have you had any problems with your new eyeglasses since you received them?	Yes (32), No (92)	124
10	Of the following, which is the main problem you have had with your new eyeglasses?	Broken (10), Uncomfortable (11), Cannot see well when wearing them (4), Do not like they way you look when wearing them (3), Something else (4)	32
11	Do you believe your new glasses have helped you perform better at work or school?	Yes (89), No (31), Do not attend work or school (4)	124
12	Have your working or studying hours increased because of your improved vision?	Yes (25), No (64)	89
13	Do you believe your new glasses have improved the quality of your leisure time?	Yes (89), No (35)	124

Note: Number of valid responses varied across surveys because target population was given the option to participate in one or both surveys. Number of valid surveys varied within each survey because some questions were only given based on a respondent's answer to a previous question.

Laborlink

S U R V E Y R E P O R T

GoodWeave (India) | 2013-2014

GoodWeave partnered with Good World Solutions (GWS) and the Labor Link platform to survey workers at GoodWeave-inspected carpet factories and production sites in India. The project was made possible through the generous support of the U.S. Agency for International Development. **Over 800 workers answered questions on working conditions during the project's Phase I, and during Phase II 500+ workers participated in a survey focused on worker livelihoods**. This level of participation gives GoodWeave a robust dataset sourced anonymously and directly from workers. The data can help GoodWeave monitor conditions in inspected factories, assess the strengths and weaknesses of their compliance procedures and determine key areas where there is potential for positively impacting people within the communities they serve.

Survey Details

GoodWeave created a carpet certification and label to help eliminate the use of child labor in the handmade carpet industry. Rug exporters who use the GoodWeave label must be licensed under the GoodWeave certification program, export to GoodWeave-licensed importers and agree to meet GoodWeave's standards for working conditions.

All production sites within GoodWeave-licensed supply chains are subject to unannounced inspections to ensure compliance with the standards[1]. GoodWeave partnered with GWS and its Labor Link service as part of their efforts to monitor compliance and worker well-being. **Labor Link is an interactive voice response (IVR) platform that allows users to connect directly with target audiences through their mobile phones.** Surveys were conducted at 18 carpet factories in four towns– Gurgaon, Panipat, Sitapur and Bhadohi.

1. GoodWeave's existing standard is based on one principle: no child labor. GoodWeave is also pilot testing an expanded standard, which is planned to introduce additional criteria covering broader labor rights, working conditions and environmental impacts.

Survey questions were designed jointly by GoodWeave and GWS, and then recorded and hosted on the Labor Link mobile platform. Phase I implementation occurred during 1-2 day factory visits by a Labor Link and/or GoodWeave representative. Workers were grouped together, given an instruction card and asked to complete the survey on-the-spot or in a designated room (e.g. conference room) using their mobile phone. Phase II implementation was led by GoodWeave and factory staff; workers were given the option to take the survey upon receiving the instruction card or later, at a time and place of their choosing.

Target Audience	Workers at 18 GoodWeave-inspected (Tier 1) factories in four towns; no pre-requisites to participate, such as literacy or phone ownership.
Survey Content	Questions on working conditions, household assets and key demographics.
Recruitment Methodology	Instruction cards explaining how to participate were distributed to workers and instruction posters were hung in high-visibility areas at factories. Incentive prizes (mobile credit top-ups) were awarded to participants selected at random. Non-factory workers were not invited to participate.
Delivery	Anonymously via IVR technology to workers' mobile phones in Hindi. Workers were informed that their answers were confidential.

Survey Results & Analysis

At factories with fewer than 100 workers, all workers were invited to participate. At larger factories, 100 workers were recruited at random. **Overall, 48% of the target audience participated in Phase I and 31% participated in Phase II[2].**

These response rates are high in comparison to industry standards and exceed key statistical benchmarks for data reliability. That said, concerns about question comprehension (discussed in this report's final section) should be considered while reviewing survey results. Key results fall into three categories: **Child Labor & Young Workers, Wages & Working Hours and Worker Livelihoods.**

1. Child Labor & Young Workers

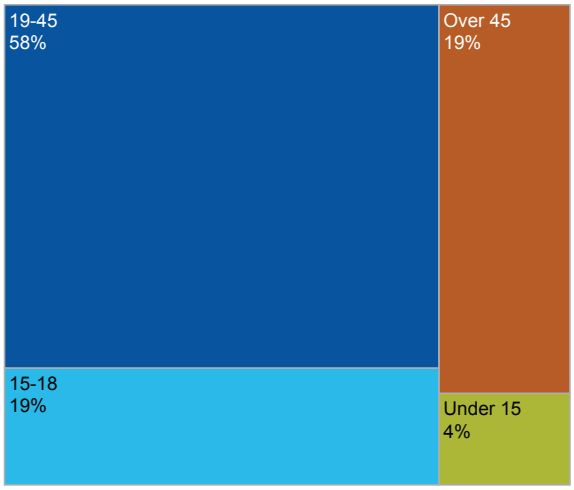
GoodWeave is dedicated to ending the use of child labor in carpet weaving. Producers in the supply chains of licensed exporters are required to adhere to GoodWeave's

2. Response rates are calculated as a percentage of workers present at the factories during visits made by the Labor Link trainer during Phase I. Workforce sizes were smaller during Phase II because of slower production at the end of the year.

current no-child-labor standard, which stipulates, in line with international norms, that the minimum age for entry to employment must be at least 14. In 2014, GoodWeave will begin implementing an expanded certification standard (currently in pilot testing phase). GoodWeave is assessing the feasibility of supporting efforts to strengthen the international norms by progressively raising the minimum age for employment to 15.

Survey questions aimed to assess whether GoodWeave's random surprise inspection system succeeds in deterring and rooting out child labor. Results revealed that in surveyed sites:

- **The presence of child labor and young workers in GoodWeave-inspected sites is negligible or nil, based on the survey's margin of error.** 96% of survey respondents identify themselves as over 15 years of age, meeting the legally allowed minimum age and the GoodWeave standard. The additional 4% falls within the survey's margin of error[3], and is therefore not considered statistically significant. **The low prevalence of young workers suggests that raising the minimum working age to 15 is feasible for GoodWeave-licensed exporters.**



◀ AGE DISTRUBTION

QUESTION:

How old are you?

Fig. 1: Age distribution of surveyed workers across surveyed factories

2. Wages & Working Hours

GoodWeave recognizes that child labor and poverty go hand-in-hand. Accordingly, Labor Link asked workers about their wages, working hours and the length of a typical work week. Interesting findings include:

- **Few survey participants say they work more than 8 hours a day, but nearly all work long weeks.** The typical work day is 8 hours or less for 70% of those surveyed. Only 1 in 10 work more than 10 hours daily. More tenured workers appear to work the longest hours, especially in Bhadohi. 42% of workers surveyed say they normally work seven days a week (see Figure 2).

3. The margin of error is a statistic expressing the amount of random sampling error in a survey's results. Given what we know about the target population and using a confidence interval of 99%, we calculate this survey's margin of error as approximately +/- 4%.

WORKING SCHEDULE ▶

QUESTIONS:

How many days per week do you usually work for this factory?

When you work for this factory, how many hours do you usually work in a day?

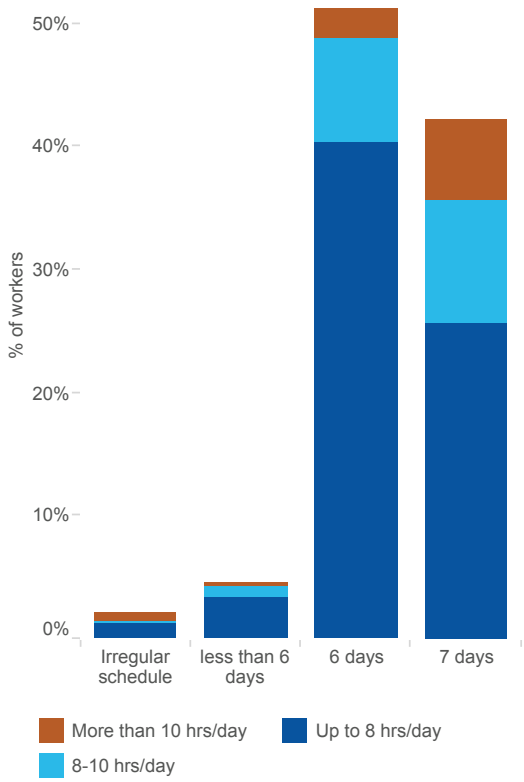
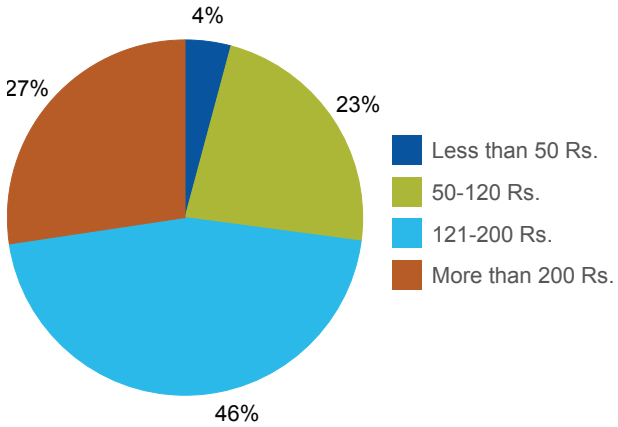


Fig. 2: Days worked in a typical week and hours worked in a typical day

- **Most workers report earning 121 rupees per day (about USD $2) or more.** 73% of workers across factories take home more than 120 rupees daily. It is unclear, though, how many earn the government-mandated minimum wage (205.44 rupees per day in Haryana and 191.38 rupees per day in Uttar Pradesh). For example, 56% of workers in Haryana who say they work more than 8 hours a day also say they make less than 200 rupees daily- below their state's minimum daily wage.



◀ DAILY WAGE

QUESTION:

When you work for this factory, how much money do you usually earn each day?

Fig. 3: Daily wage on a typical workday

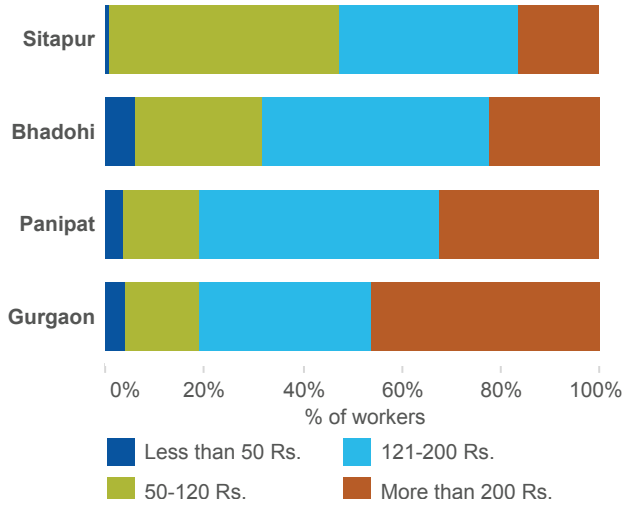
- **Wages vary by workers' location.** Nearly half of respondents (47%) working in Sitapur earn less than 121 rupees per day, compared to 32% in Bhadohi and 17% each in Panipat and Gurgaon. Sitapur also has the smallest share of respondents making over 200 rupees daily.

◀ WAGES BY LOCATION

QUESTION:

When you work for this factory, how much money do you usually earn each day?

Fig. 4: Daily wage on a typical workday, by region



- **Workers with more tenure do not report higher earning.** There is little difference in the wages reported by workers who have been at their factory for less than two years and those who have worked at their factory 5+ years.

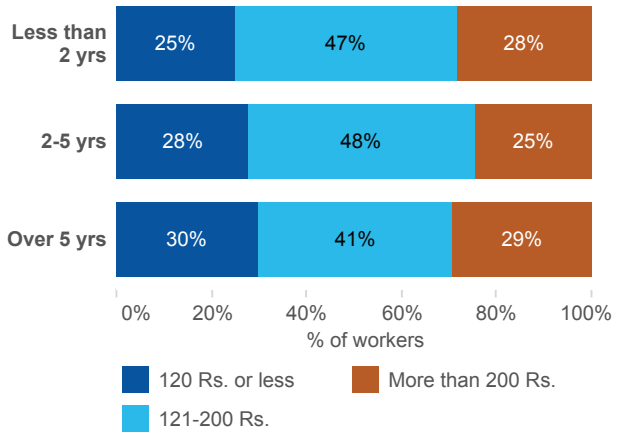
WAGES BY TENURE ▶

QUESTIONS:

When you work for this factory, how much money do you usually earn each day?

How long have you been working for this factory?

Fig. 5: Daily wage on a typical workday, by years at factory

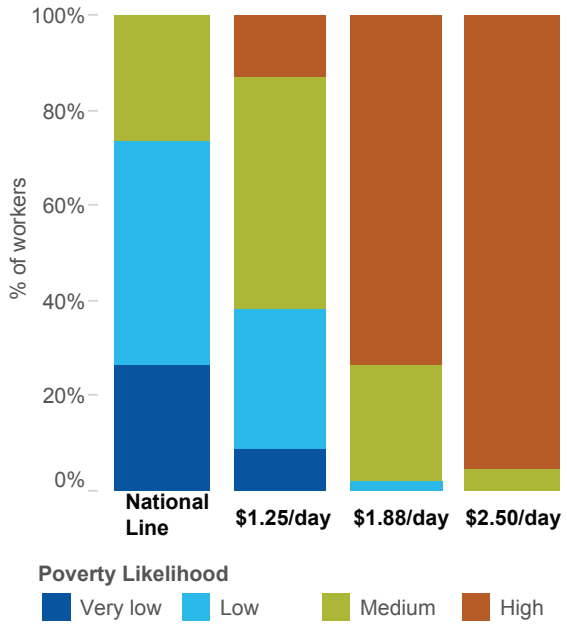


- **Some workers say their wages are lowered for mistakes made at work, as well as other types of deductions.** Overall, one in four workers say their wages are reduced when they make a mistake at work, a punishment more common among weavers than workers in other job positions. Another 22% of workers report that their wages are reduced for things like medicine and housing.

3. Worker Livelihoods

During Phase II of the project, workers were asked questions from the Progress out of Poverty Index (PPI) – a set of 10 questions that together, yield a "poverty score" predicting the likelihood that someone is or is not in poverty. Questions ask about household size, education levels and people's homes and possessions. Results of the PPI survey suggest that many workers in GoodWeave's supply chain live in poverty.

- **Most workers make less than $1.88 per day.** Though 73% of workers surveyed in Phase I say they make at least 120 rupees per day (~$2 USD), their household characteristics and assets indicate that they are not as well-off as their wages suggest. 74% of surveyed workers have PPI scores corresponding to a high likelihood of living below the $1.88 per day line (international 2005 PPP)[4]. This discrepancy may be driven by large household sizes and workers' spending preferences. For example, migrant workers likely send part of their wages to relatives in their native place rather than investing in household assets where they currently live.



◀ LIKELIHOOD OF POVERTY

QUESTIONS:

India Progress out of Poverty Index

Fig. 6: PPI Rating based on India's national poverty line and the $1.25, $1.88 and $2.50 (Intl 2005 PPP) per day poverty lines

- **Workers in GoodWeave's supply chain have large households.** Nearly all workers have children living in their household (95%), and one-third of respondents say they live with five or more children.
- **Education levels are low among GoodWeave's workers.** Half of surveyed workers live in a household in which the senior male household member did not advance past primary school (see Figure 7).

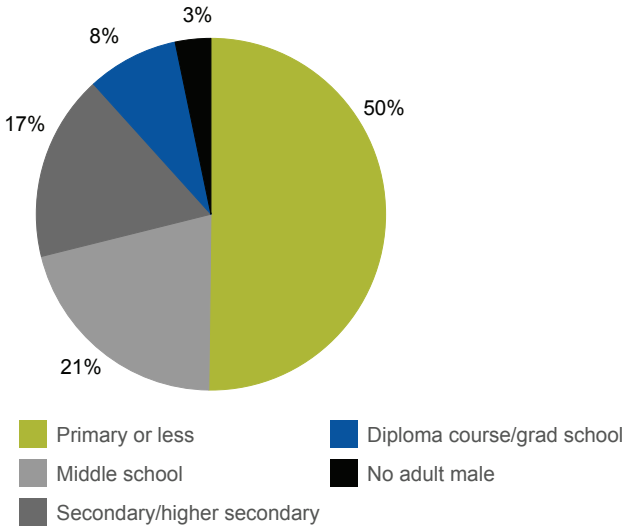
4."High" likelihood corresponds to a 75% of higher probability of poverty below the given poverty line, "medium" to 28%-74% probability, "low" to 11%-27% probability and "very low" to 10% or lower probability.

EDUCATION ▶

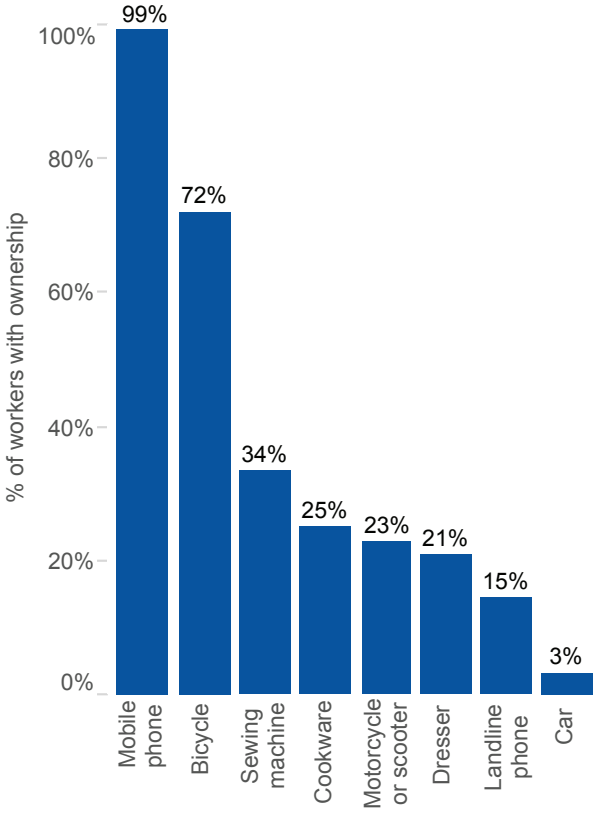
QUESTION:

What is the education level of the senior male member of your household?

Fig. 7: Education level of male head of household



- **Nearly all workers have access to a mobile phone.** 99% of surveyed workers have a mobile phone in their household and 72% own a bicycle. However landline phones are much less common, as is the ownership of other household goods, such as cookware and dressers.



HOUSEHOLD ASSETS ▶

QUESTIONS:

Ownership of household items

Fig. 8: Percentage of respondents who answered "Yes"

Project Conclusions and Lessons Moving Forward

GoodWeave is demonstrating leadership by using technology to connect directly with workers in a new and innovative way, and giving workers an anonymous channel to report sensitive issues. Survey findings can assist GoodWeave in identifying where factories have been successful at meeting GoodWeave's standards, as well as where inspection practices should be reviewed. The worker livelihoods data collected during Phase II also provides GoodWeave with a baseline for measuring livelihoods over time. Many important lessons were learned during the project, including how the approach should and should not be modified during future mobile-based engagement of workers in GoodWeave's supply-chain:

- **Worker Participation & Trust.** Workers were enthusiastic about engaging with Labor Link and receiving the chance to win a prize. During a post survey evaluation, one group of workers said "It was nice to participate. Nothing like this has happened in our factory before. It was good. It is for our benefit." Furthermore, survey results show that workers at GoodWeave-inspected supply chains are willing to share sensitive information via mobile. GoodWeave should think about how future mobile surveying can be used to focus audits and/or monitor remediation efforts between audits.

- **GoodWeave Self-sufficiency.** GoodWeave staff successfully led Labor Link implementation at six factories during Phase I after being trained by a Labor Link trainer and worked remotely with a trainer to launch the Phase II survey at all 18 factories. This illustrates that Labor Link surveying can be replicated and scaled for future projects within the GoodWeave supply-chain without the cost of Labor Link field staff participation.

- **Survey Design & Worker Comprehension.** Both Labor Link field and HQ staff identified flaws in survey design, which led to survey participant confusion. For example, some respondents were unsure how to answer the question on daily wage. Workers paid by piece or on a monthly/weekly basis had difficulty calculating their daily wage equivalent, which may explain the variation between workers' stated wage and PPI scores. Similar issues were raised about other questions, such as that about working hours. Key survey design takeaways include:

    1. Each question needs to be specific; we should not expect survey participants to follow a theme or line of logic across survey questions.

2. Response options, especially when they include ranges, should be designed based on research topics defined before survey design.
3. The topic of wage is best explored in a survey dedicated solely to the subject.
4. More collaboration between GWS and GoodWeave is required to ensure survey questions fit the targeted worker/factory context.

- **Mobile Phone Literacy & Availability.** A portion of the target population demonstrated low mobile phone literacy. These workers required assistance using their phones and pressing numbers on their keypad to answer questions. Additionally, many workers did not bring their mobile phones to the factory or did not have mobile credit on their phones — something needed to place a missed call to Labor Link. During future launches, it is important that there is sufficient time and space to provide Labor Link demos and allow workers to share phones.
- **Survey Implementation.** Close collaboration between GoodWeave, GWS and factory management is important for securing factory buy-in and scheduling Labor Link surveys. There were occasions on which conflicting events, such as other visitors or "pay-day," delayed the Labor Link launch or negatively impacted participation. Phase II's implementation during low production season resulted in fewer workers having the chance to participate, as some workers (especially migrants) leave their factories during this time. These situations can be avoided with careful pre-launch planning and communication.
- **Results Follow-Up.** Thinking should be given to if and how potential "red flag" information is shared with GoodWeave so remediation efforts can commence immediately after issue identification. For instance, in factories or productions sites where a significant code compliance issue is discovered, protocols should be in place to share that information with GoodWeave before the end of a survey period.

GWS and GoodWeave will discuss next steps in early 2014 to consider how to effectively apply these lessons learned and refine the model for wider roll-out within GoodWeave's supply-chains.

About Good World Solutions

Labor Link is operated by Good World Solutions, a U.S. non-profit that uses technology to engage farmers and workers around the world. By increasing transparency in global supply chains, GWS promotes business for socially responsible companies and empowers workers that produce our food and popular consumer products. Find out more about us at www.goodworldsolutions.org.

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