

# DECENT WORK FOR WOMEN

Case Study:  
W@W Campaign  
the Netherlands

End-Term Evaluation of the  
Citizen Agency Consortium  
Decent Work for Women Program





# **END-TERM EVALUATION CITIZEN AGENCY CONSORTIUM – DECENT WORK FOR WOMEN**

**EVALUATION SHEET – W@W CAMPAIGN THE NETHERLANDS**

**Team of consultants:**

Geert Phlix (ACE Europe, Belgium)

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## ACRONYMS

CAC	Citizen Agency Consortium
CBA	Collective Bargaining Agreement
CSOs	Civil Society Organisations
CSR	Corporate Social Responsibility
DW4W	The Decent Work for Women
EKN	Embassy of the Kingdom of the Netherlands
ETE	External End-Term Evaluation
FFP	Fair Flowers Fair Plants
FGD	Focus Group Discussion
FSI	Flower Sustainability Initiative
HR(M)	Human Resources (Manager)
IMVO	Internationaal Maatschappelijk Verantwoord Ondernemen (International Corporate Social Responsibility)
KFC	Kenya Flower Council
L&A	Lobby & Advocacy
MFA	Ministry of Foreign Affairs
MEP	Member of Parliament
MSP	Multi-Stakeholder Partnership
NGOs	Non-Governmental Organisations
NL	Netherlands
OECD/DAC	Organisation for Economic Cooperation and Development/Development Assistance Committee
SER	Sociaal-Economische Raad (Socio-Economic Council)
SOMO	Stichting Onderzoek en Multinationale Ondernemingen (Foundation for Research on Multinationals corporations)
ToC	Theory of Change
ToR	Terms of Reference

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## 1. INTRODUCTION

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### 1.1. Objectives of the evaluation

The objective of the evaluation is to assess the effectiveness, relevance, sustainability and efficiency of the DW4W programme. These evaluation criteria relate to the changes that the programme has contributed to:

- in capacities for Lobby and Advocacy of (Southern) partner organisations,
- in agendas, policies and practices of government and market actors (and possibly other actors, depending on the specific ToC of the programme).

### 1.2. Methodology of the evaluation

Three country-based case studies and one case study on international and Netherlands lobby and advocacy work constitute the backbone of the evaluation. The case studies are built around the evaluation matrix that was developed during inception. The matrix is structured along 5 topical questions covering the aspects of: effectiveness, relevance, efficiency, sustainability and relationships.

For the international and Netherlands-based policy case, the methodologies used for exploring key programme-related processes and outcomes and assessing the programme's contribution to stated outcomes included:

- Attendance as observer at the international W@W team meeting in December 2019 and at the international partner meeting in Victoria falls, February 2020
- Bilateral skype interviews with the W@W general programme manager
- Workshop to reconstruct the timeline of the L&A processes conducted in the Netherlands, with DW4W partners
- Semi-structured skype or zoom interviews with informants from retailers, producers, ministry of foreign affairs
- Semi-structured skype or zoom interviews with DW4W partners: Fair Food, True price/the Impact institute, WO=MEN
- Study of documents and outcome harvesting substantiation exercise

### Limitations

The lack of consolidated annual reports covering all type of L&A interventions in the Netherlands and lack of L&A plans with clear indicators complicated the assessment of the progress of implementation and its results. The evaluators used the general ToC to reconstruct the L&A interventions in the Netherlands and to identify the different domains of change for which results could be assessed (based on the inception report). This was complemented by interviews with L&A staff to gain insight in programme implementation, and by the reconstruction of the L&A timeline during the workshop with the W@W campaign partners. No concrete targets were set for the L&A interventions as an incremental approach was adopted, which is the most relevant for L&A interventions. However, it was not made clear what the minimum and maximum expected outcomes would be of the L&A interventions.

During inception phase, only cases were selected in the three southern countries to be subject of a comprehensive contribution analysis. Such a contribution analysis was not applied on the outcomes of the L&A interventions in the Netherlands. As such, contribution analysis done on the Netherlands L&A outcomes is more limited and based on the information provided by the documents and the substantiation of the outcome harvesting as organised by Hivos. This substantiation is relevant in providing evidence for contribution claims made but does not provide information on other factors that have contributed to the observed changes.

The assessment of the L&A interventions conducted in the Netherlands have started together with the Corona crisis. Not all stakeholders could be interviewed, i.e. the representative of Jumbo and the MFA contact person on living wage. Furthermore, only a limited number of interviews were planned. Focus was put on the stakeholders involved in the Living Wage Lab. No extensive analysis was done on the lobby work conducted by WO=MEN in influencing the ministry of Foreign Trade and Development and the parliament. No members of parliament and other actors lobbying the parliament have been interviewed.

### 1.3. **Brief description of the programme**

The Citizen Agency Consortium Strategic Partnership programme focuses on strengthening the lobby and advocacy (L&A) capacities of civil society partner organisations in countries in East & Southern Africa, Southeast Asia, and Latin America as well as at global level, and - together with these civil society partner organisations - on achieving lobby and advocacy goals (influencing policies and practices of market and government actors) in four specific thematic areas. The Decent Work for Women (DW4W) programme is implemented in Eastern and Southern Africa (Kenya, Uganda, Rwanda, Tanzania, Ethiopia, Zimbabwe, Malawi and Zambia) and in the Netherlands. The programme focuses on fair wages, safety and security at the workplace and good working conditions, in particular targeting women, in the horticulture sector.

The overall goal of the programme is the implementation of the right to Decent Work for women working under poor conditions in global horticulture value chains by making global horticulture value chains gender inclusive. Four main pathways of change have been identified. This report addresses the interventions conducted by the team in the Netherlands. It must be stated that interventions in the Netherlands are closely related to interventions in the southern countries, and vice versa.

#### **(1) Improved laws and policies at national, regional and international government level:** based on evidence-based L&A, round tables

- a. Dutch government adheres to human rights, has made gender equity goals integral part of its policies towards sustainable value chains and takes measure for implementation (incl. covenant processes, gender inclusive EU trade agreements, promoting the implementation of the living wage agenda)
- b. Regional government (African Union, EAC, SADC) incorporate requirements on gender equality and decent work in regional trade agreements

- c. International organisations enforce gender equality and decent work by adopting and monitoring the implementation of international mechanisms on business and human rights (UN, BHR, CSW, SDGs, ILO, ...)

L&A with regard to the Dutch government aimed at integrating gender aspects in policies and programmes for sustainable value chains (IMVO covenant for flowers and vegetables), through stimulates debate at multilateral fora on gender inclusiveness in economic development (EU guidelines for the horticulture sector and the European market), and through government to government dialogue on policies and legislation for decent work in the horticulture sector.

- (2) **Changes in market actors' systems:** policy and practice changes at the level of horticulture firms, auction, retailers and standard organisations; through research, training, round tables, CSR advice, dialogue and lobbying
  - a. Horticulture businesses implement gender inclusive CSR policies protecting decent work for women, are convinced that affirmative action is good for business
  - b. FloraHolland, the auction, carries out due diligence according to the UN Guiding Principles on Business and Human Rights
  - c. Standard organisations adopt gender policies, improve audit mechanisms and include workers monitoring
  - d. Retailers engage with Hivos in pilots on living wage and/or use the CSR Africa.com portal as a due diligence instrument

L&A strategy with regard to market actor systems aimed at strengthening the cooperation between private sector and civil society organisations representing women workers (women's rights organisations, human rights' organisations, labour rights organisations) through multi-stakeholder platforms such as FSI, Living Wage Lab, bilateral business advice, emerging innovative partnerships that lead to good business cases to support women's empowerment. Best practices and frontrunners are seen as exemplary to lift the image of the horticulture sector as a whole. Regarding the standard organisations, lot of work has been implemented in the southern countries to improve monitoring and audit systems by independent and unannounced auditing, and introducing a workers' monitoring programme. Hivos is member of FSI, Flower Sustainability initiative, that has developed a benchmark for certification standards to improve the quality of certification schemes.

- (3) **Changes in media actors and public debate:** Citizens/consumers and media actors exert public pressure on governments and businesses to change their policies and practices in favour of women workers; and Dutch consumers and retailers sustain a market in which 90% of flowers and 100% of vegetables meet IDH standards for sustainability;<sup>1</sup> through public campaigning, research, networking and promotion of good cases.

The L&A strategy is aimed at increased market share for sustainable produced horticulture products, through influencing at the same time consumer demand for fair products as well as supply of the same fair products. The strategy aimed at improving the level of awareness to create a positive attitude towards sustainable products and ultimately influence buying behaviour.

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<sup>1</sup> IDH, The Sustainable Trade Initiative (with headquarters in the Netherlands), that brings governments, companies, CSOs and financiers together in action driven coalitions to work together to create solutions for global sustainability issues at scale. IDH implements projects in Africa, Asia and Latin America with over 600 companies, CSOs, financial institutions, producer organisations and governments towards sustainable production and trade

- (4) **Changes in civil society organisations and networks; and women empowerment:** based on training, campaigning, networking, awareness raising and capacity building
- a. Strong civil society organisations
  - b. Women workers at farm level increasingly defend their rights by displaying increased leadership, more participation in decision making and by making gender committees more effective

The capacity development programme is twofold, there is direct capacity development of CSOs to influence policy makers and businesses, and there is an indirect capacity development programme to strengthen the capacities of women workers to influence business. This domain of change is more relevant for the southern county programmes and as such not within the scope of the analysis of the interventions taken place in the Netherlands. Capacity development support provided by the Netherlands W@W team is included in the country evaluation reports.

The DW4W programme is the second phase of the Women@Work campaign (W@W), that had started in 2011. The first phase (2011-2015) focused mainly on lobbying the different value chain actors in the Netherlands and on public campaigning in the Netherlands. Involvement of southern partners was limited. Partners were not granted to implement specific projects, but collaborated as a partner in some activities that were organised in Eastern-African countries, such as the CSR round tables, called “Blooming conversations on responsible business” that were organised during the horticulture fairs in Nairobi, and Addis Ababa. Further Hivos had commissioned a research on roses in Kenya (implemented by True Price, 2014), a living wage study (with Fairtrade and Ergon) and conducted regional efficacy audits of sexual harassment legislation and policies. The second phase build further on the processes initiated and results achieved during the first phase, now with an increased emphasis on interventions in Eastern and Southern Africa. The interventions that had started in the Netherlands during the first phase of the campaign continue during the second phase, with a focus on facilitating or participating in multi-stakeholder dialogues, bilateral business dialogues and public campaigning. Following provides an overview of the L&A interventions conducted by the W@W team in the Netherlands in the second phase:

- **The Living Wage Lab:** is a multi-stakeholder forum, launched in November 2015 by Hivos and Fairfood (funded by W@W campaign, complemented with additional funding from Hivos and Fairfood). The goal is to help companies and other stakeholders in the agri-food sector in finding solutions to achieve living wages in their supply chains. The Living Wage Lab convenes 4 times a year. In 2019, the “Only Way is Up” international conference on living wage was organised, by Hivos and Fairfood, with support from the Dutch Ministry of Foreign Affairs. On average 30 to 40 organisations participate in the lab sessions, among them NGOs, government institutions, standard organisations, retailers and producers. One of the spin-offs of the Living Wage Lab is the development of ALIGN, a web-based tool that provides an overview of available knowledge and tools on Living Wage that can be used by companies interested to move forward. ALIGN is being developed in collaboration with Fairfood, Rainforest Alliance and with support from GIZ.
- **Participation in the IMVO covenant on flowers:** Hivos has been actively participating in the negotiations on the covenant for the flower sector, which was signed in 2019, and is

currently active member of the working group on due diligence and living wage, that aims at supporting implementation of the covenant.

- **Promoting effective social certification - through collaboration with the Floriculture Sustainability Initiative (FSI).**<sup>2</sup> FSI was initiated in 2012 by 25 stakeholders in the floriculture sector, and established in 2013 as an independent international non-profit association under Belgian law. The members share the goal of finding more sustainable solutions for farmers, for the environment, and for the future of the sector, and set themselves the ambition to have 90% flowers and plants responsibly produced and traded by 2020. FSI has developed a FSI basket of standards that provides a benchmark for international certification schemes. Hivos was one of the founding actors and actively participates in the meetings of FSI.
- **Provision of advisory support:** Hivos provides advisory support to specific pilots that were set-up by private sector actors: like (i) RVO funded Avocado project in Kenya, in collaboration with EOSTA (2018), (ii) research on living wage for roses, resulted in pilots in collaboration with Albert Heijn & Jumbo (in response to the media campaign Small Change, Big Deal), (iii) Green bean study in Kenya, in collaboration with Trade Craft and Marks & Spencer. Hivos also provides support to retailers to develop improvement plans towards living wage.
- **Public campaigning:** annually public campaigns have been conducted in the Netherlands (social media campaigns were also conducted in the southern countries), usually around mothers' day or valentine's day. Since 2017 the focus of the campaign moved from Fairtrade and sexual harassment targeting the florist shops, towards targeting the bigger retailers (shorter value chain and bigger share in flower import<sup>3</sup>) and living wage.<sup>4</sup> Hivos ranks the supermarkets according to their efforts towards achieving a living wage. The largest media campaign was conducted in 2018, "*Small change, big deal campaign*", aimed at engaging the retailers into a dialogue with Hivos.
- **Formal and informal lobby:** Hivos has conducted a combination of formal and informal lobby activities targeting government and private sector actors. Lobbying the Dutch government (parliament, MFA) was mainly conducted through WO=MEN. Producers, retailers and certification standards were met in formal settings like the Living Wage Lab, meetings at FSI but also informally. Hivos is member of several networks and platforms of which the MVO platform (steered by SOMO) and WO=MEN (working group on gender and sustainable economy steered by Hivos) are the most relevant ones for the campaign. Through these platforms NGOs join efforts to lobby the Dutch government on human rights and due diligence themes.
- **Lobbying the international level:** Hivos organised and/or participated, in collaboration with partners in several side events at the annual CSW, international SDG high level forum regional conferences and lobbied formal and informally the UN Working Group on Business

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<sup>2</sup> FSI is supported by IDH.

<sup>3</sup> More 20% of flowers imported are distributed through the bigger retailers (Source: Hivos)

<sup>4</sup> This was a strategic choice: there was a lot of negative publicity on Fair Trade; and the room for manoeuvre was relatively small as florist shops buy their flowers in the auction, where there is not much margin for negotiations and traceability of the produce, including living wage, is more difficult

and Human Rights so to include a gender lens to the Guiding Principles on Business and Human Rights.

### **Partners in the Netherlands**

In the second phase of the W@W campaign, Hivos continued to collaborate in partnership with several Dutch organisations.

**Fairfood** is a Dutch NGO, promoting the transition to sustainable food systems. Fairfood looks for innovative solutions to support private sector actors to improve their practices. Specific attention is given to enhancing transparency of the food value chains, for example by applying Blockchain technology. This technology gives producers, consumers and retailers insights in the entire value chain, enables identification of efficiency gaps and other issues and the search for solutions. *Within the DW4W programme specific funding was mobilised to support the Living Wage Lab, that is co-implemented by Hivos and Fair Food.*

**True Price/The Impact Institute** is a social enterprise, founded in 2012, with the mission to realise sustainable products that are affordable to all, by enabling consumers to see and voluntarily pay the true price of products they buy. It has gained relevant expertise in methods and tools to measure and monetize societal impact. It calculated the true price of dozens of products around the world. As a spin-off from True Price, the Impact Institute was created, to empower organisations and individuals to realise the impact economy by creating a common language for impact and providing the tools to use it (broader focus than only the true price). True Price conducted a study on the true price of roses for Hivos in the first phase of the W@W campaign. This collaboration was continued during the second phase of the campaign. *True Price was contracted by Hivos to provide technological knowledge and expertise for the development CSR Africa portal (see Kenya evaluation report) and to provide training the southern partners that are rolling-out this tool. True Price also participates in the Living Wage Lab and conducted a needs assessment on Living Wage tools.*

**WO=MEN** is a Netherlands based network of organisations that works towards a just world in which gender equality and the rights of women and girls are respected. Around 50 civil society organisations, knowledge institutes, academics, entrepreneurs and 125 professionals are linked to WO=MEN. The network implements activities in four thematic domains: (1) Gender and sustainable economy, (2) Gender, peace and security, (3) Sustainable support for gender equality and women's rights and (4) Beijing +25. Hivos is long-time member of the network and chair of the working group Gender and Sustainable Economy. *Within the DW4W programme, the WO=MEN network is assigned with lobbying the Dutch government (on gender inclusive policies and gender inclusive trade investment agreements).*

## 2. ANALYSIS OF THE LEVEL OF EFFECTIVENESS

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In this chapter we analyse the results according to the different domains of change of the ToC, starting with the changes at the level of the market actors, followed by changes at government level.

An important tool for monitoring the changes of the programme was outcome harvesting. The evaluators analysed the whole set of reported outcomes so to gain insight in the types of changes brought about by the programme. Reported outcomes were ordered along the different outcome domains of the ToC. No comprehensive contribution analysis was done, contribution was assessed based on the documents available and a limited number of interviews. The findings are described in this chapter on effectiveness.

8 outcomes were harvested in 2017 and 2018,<sup>5</sup> 4 other outcomes in 2019.<sup>6</sup>

ToC domain of change	Harvested outcomes	Main intervention
Government	1. Febr. 16, 2017, The Dutch Minister of Foreign Trade stated in a letter to the parliament that women's rights would get specific attention in the new sector covenants and that gender analysis would play a role in this	Lobby done by WO=MEN
	2. May 8, 2017 the MFA organised for the first time a round table on living wage in the agro-food sector	Living Wage Lab
	3. In Oct. 2017, senior policy advisor CSR MFA informed the Dutch ambassador in Ethiopia on working conditions in QualiRosa flower farm and called for action (follow-up with the Dutch owner, promoting a statutory minimum wage)	Lobbying MFA by Hivos
	4. Nov. 27, 2018, MFA and Hivos co-organised a parallel session on living wage during the 2017 UN Forum on Business and Human Rights	Hivos inviting MFA to take part in the panel
	5. Gender equality and women empowerment are cross cutting themes in the new policy on foreign trade and development cooperation, launched by Minister Kaag in May 2018	Lobby done by WO=MEN

<sup>5</sup> Numbers 2-3-4 were not selected for substantiation, number 11 did not receive response from substantiators. Only 1, 5 and 6 could be substantiated, on 7-9-10-11 substantiators had no opinion

<sup>6</sup> One outcome is not included in the list because only referring to one of the Living Wage Lab participating companies allowing its logo on the Living Wage Lab website and demonstrating he is a partner in the Living Wage Lab.

Business	6. Sept. 2016, Fair Trade International deciding not to wait until a next revision of the Hired Labour Standard in 2019 to adapt its standard in relation to living wage, by including floor wages and a specific growth path towards attaining living wages	Result from the first phase of the W@W campaign + Interview in Zembla documentary (2016) on the situation in the largest flower farms in Ethiopia, which is fair trade certified
	7. Beginning 2017, Albert Heijn category manager for flowers and plants, for the first time, requested their wholesaler Bloom to report on the activities of their 5 flagship suppliers in Kenya and Ethiopia to promote women empowerment.	Formal and informal lobby by Hivos
	8. Flora Holland accepted the insertion of an article in the draft version 6.1 of the sector agreement for sustainable flowers and plants (febr. 2018) which imposes a due diligence obligation on the auction	Participation of Hivos in the IMVO covenant Formal lobby
	9. Febr 13, 2018 the Dutch Association for Large Retailers issues a press release stating publicly for the first time that its member supermarkets and food service companies consider the issue of living wage important,	Public Campaign “Small Change, Big deal” (2018) putting pressure on supermarkets, calling for a meeting Sending formal letters Living Wage Lab
	10. Nov 23, 2018, Albert Heijn confirmed to take part in a pilot for living wage for roses in Kenya	Public Campaign “Small Change, Big deal” (2018) putting pressure on supermarkets, calling for a meeting Sending formal letters Living Wage Lab
	11. On Febr. 12, 2019, Jumbo supermarket representatives discussed about the ideas to use the CSR Africa.com portal as due diligence instrument for Jumbo suppliers in the Kenyan rose sector	Public Campaign “Small Change, Big deal” (2018) putting pressure on supermarkets, Use of research True Price Living Wage Lab
Citizens	No outcomes harvested	

## 2.1. Changes in agendas, policies and practices of market actor systems

### Retailers engage with Hivos in pilots on living wage and/or use the CSR Africa.com portal as due diligence instrument – results

The awareness of Living Wage has increased among a wide range of stakeholders in the past few years. In 2011, Dr. Richard Anker and Dr. Martha Anker developed a methodology to calculate living wage, which was adopted by the ILO. The methodology is further promoted by the Global Living Wage Coalition. This coalition brings together Fairtrade International, GoodWeave International, the Rainforest Alliance, and Social Accountability International (SAI), in partnership with the ISEAL

Alliance<sup>7</sup> and international living wage experts Dr. Richard Anker and Ms. Martha Anke. Already during the first phase of the W@W campaign, attention was paid to living wage.

This coincides with the Aid and Trade agenda, launched by the MFA in 2012, a policy that aimed at promoting due diligence and human rights for responsible business conduct, in accordance with the UN Guiding principles of Human Rights and OECD guidelines for multinational enterprises. In 2013, the MFA, in collaboration with GIZ, organised a conference in Berlin on living wage, where an action plan for living wage was adopted (one of the actions taken by MFA following the collapse of the Rana Plaza building in Bangladesh in 2013). In 2014, MFA launched upon an advice of the SER, a multi-stakeholder process that brings together government, private sector, trade unions and NGOs to look for solutions for identified risks in international value chains in several sector, including floriculture (IMVO covenants). Living Wage was one of the topics being discussed in the covenant on Flowers. Hivos, together with Natuur en Milieu (nature and environment), are the two NGOs participating in the Flower covenant. In 2013, following the Rana Plaza disaster the MFA asked KPMG to perform a sector risk analysis. WO=MEN lobbied the MFA calling for the integration of gender in this report. KPMG publicised their report in 2014 – with input by WO=MEN – and found gender equality and women’s rights to be at risk in all sectors. WO=MEN subsequently lobbied KPMG calling for the integration of gender in these sectoral risk analyses. WO=MEN further lobbied the SER (holding the secretariat of the covenant negotiations) and the Minister of Foreign Trade and Development, for the integration of gender in the covenant processes, with success. Since then, WO=MEN and the MVO platform<sup>8</sup> are monitoring the process of gender inclusion in the covenants.

In 2015, Hivos commissioned a research on living wage for roses in Kenya, which was conducted by True Price. Consequently, a business case was developed for a living wage in the Kenyan Flower Sector. In November 2015, Hivos and Fairfood decided to bring together Netherlands-based stakeholders to develop and experiment with innovative ways to realise decent wages. A lab approach was chosen because of its action-orientation. The lab offers a safe environment, which creates space for action. Hivos had experience with this model, which appeared to be a good model for complicated problems where a clear solution is not obvious.<sup>9</sup>

During the second phase of the W@W campaign, L&A continued on the topic of living wage. A smart mix of L&A strategies was applied: through formal and informal lobbying (sending letters, visiting companies), Dutch retailers and flower companies were pushed to engage in a dialogue with the campaign. Private sector actors were invited to join the Living Wage Lab. In 2018 a large media campaign, Small Change - Big Deal, was launched to put pressure on retailers. Through the lab, knowledge and good practices on living wage were shared, and participants were invited to start implementing pilot projects. Advisory support was provided by Hivos or other lab participants, when needed. Hivos started to monitor the evolution of the seven biggest retailers towards achieving living wage for flower producers in their supply chains, which results were publicised. Following table

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<sup>7</sup> ISEAL alliance is a global membership organisation for credible sustainability standards and accreditation bodies

<sup>8</sup> MVO platform is a joint venture between social organisations and trade unions, steered by SOMO

<sup>9</sup> Hivos and Fairfood (2017) Towards a living wage in the agri-food sector. Two years Living Wage lab for joint action.

presents the milestones achieved in the period 2016-2019, as identified by the campaign partners during the evaluation workshop.

Year	Milestone	Contributing factors (not exhaustive)
2016	<ul style="list-style-type: none"> <li>- MoU between Wagagai and W@W to look for solutions for the cases documented by SOMO (July. 2016)</li> <li>- Fairtrade International adapting its standard, including growth path towards attaining living wages (sept. 2016)</li> </ul>	<ul style="list-style-type: none"> <li>- SOMO research (commissioned by Hivos) demonstrating cases of sexual harassment at Wagagai farm Uganda (2016)</li> <li>- Ergon research on living wage in floriculture Kenya (2015)</li> <li>- Zemblia interview with W@W, on the situation in the largest flower farm in Ethiopia, FT certified (2016)</li> </ul>
2017	<ul style="list-style-type: none"> <li>- More business attending the Living Wage Lab sessions</li> <li>- Albert Heijn requesting their wholesaler to report on activities of suppliers in Kenya and Ethiopia to promote women empowerment</li> </ul>	<ul style="list-style-type: none"> <li>- Living Wage Benchmark research (FSI)</li> <li>- Formal and informal lobby W@W</li> <li>- Living Wage Lab</li> </ul>
2018	<ul style="list-style-type: none"> <li>- Pilots with Albert Heijn (traceability of oranges and living wage roses)</li> <li>- FloraHolland accepting due diligence obligation in the auction to be included in the sector covenant flowers</li> </ul>	<ul style="list-style-type: none"> <li>- Hivos participation in the sector covenant Flowers</li> <li>- Small Change, Big Deal campaign of W@W</li> <li>- Behind the Barcodes campaign of Oxfam</li> </ul>
2019	<ul style="list-style-type: none"> <li>- Launch of ALIGN website to support business in living wage</li> <li>- “The Only Way is Up”- conference on living wage</li> <li>- Commitment Jumbo to apply the CSR Africa scan (February 2018)</li> <li>- Dutch Association for large retailers issues a press release that members consider the issue of living wage important</li> </ul>	<ul style="list-style-type: none"> <li>- Needs assessment study by True Price (on tools to advance living wage) and development of web-based toolkit for living wage</li> <li>- Continuous lobby, follow-up of the Small Change, Big Deal campaign</li> </ul>

All interviewees, participants of the Living Wage Lab, confirm that Hivos has managed to keep Living Wage on the agenda and to spur the implementation of specific pilot projects. Currently there are four pilots, known by the evaluators (there are more pilots (e.g. banana, tea) but not identified as milestones during the workshop as not linked to horticulture sector), that are experimenting with living wage in their supply chain:<sup>10</sup>

*Wagagai-Fairtrade Cents pilot:* Wagagai, the largest Dutch plant cuttings company in Uganda decided to start a pilot together with Fairtrade to improve the salaries of its employees. The experiment concerns increasing the wage related to the share of fairly traded flower cuttings. One cent bonus is being paid on all the cuttings, paid directly as an additional salary to the employees

<sup>10</sup> No info could be obtained from Jumbo with regard to their collaboration with Hivos in applying the CSR Africa scan on their producers in Kenya.

(which eventually evolved to 5 cent, through the engagement of chain partner Selecta One to pass the additional income from Fairtrade sales fully on to Wagagai), in addition to the Fairtrade premium that is put in the Fairtrade fund. This increase is equal to a full-month salary extra for 1000 workers. Wagagai, Selecta One and Fairtrade would like to inspire the industry to do the same. Talks are ongoing with their main competitor and dialogues with supermarkets have started.

Following a research done by SOMO in 2016, that had documented cases of sexual harassment at the farm, although there were gender committees and complaint mechanisms existing at the farm, Wagagai signed a MoU with Hivos for support in developing a sexual harassment workplace policy and train management and workers (part of the W@W campaign Uganda). Corporate social responsibility always has been a point of attention for Wagagai (based on interview and website). Wagagai can be seen as a frontrunner in promoting sustainable business and human rights. Willing to look for solutions for the complicated problem of living wage, Wagagai started to attend the Living Wage Lab sessions. Through the Living Wage Lab, collaboration was created with Fairtrade and the idea of a pilot was born.

*Albert Heijn research on living wage:* following pressure from public campaigns conducted by Oxfam (Behind the Barcodes-campaign) and of Hivos (Small Change, Big Deal), the retailer entered into a dialogue with staff from Oxfam and Hivos, and committed that their new policy would pay attention to the improvement on women rights, living wages and transparency about where products come from (2018). With regard to living wage, Albert Heijn took notice of the True Price research on living wage for roses in Kenya (2015) and committed to collaborate with Hivos in conducting a similar research among their rose suppliers in Kenya. The research has been delayed as the supplier in Kenya is refusing to collaborate with Hivos. Albert Heijn claims that they are currently looking for another partner to conduct the research. With regard to enhancing transparency, a pilot project has started on traceability of oranges. There is interest to apply the Blockchain technology that is being promoted by Fairfood.

Several campaigns, conducted in 2018 by Hivos and Oxfam, and several studies (Hivos and Oxfam) have contributed to convincing Albert Heijn, as the first retailer, to improve its policy on human rights and to take action. The sustainability team of Albert Heijn (in particular the due diligence manager) engaged into negotiations with several NGOs, among them Oxfam and Hivos, the latter putting the focus on the flower sector. Albert Heijn's due diligence managers have attended the Living Wage Lab. Albert Heijn – as the only retailer -signed the Flower Covenant (2019) and is currently participating in the covenant working group on due diligence and living wage. Collaboration in Kenya seems to be difficult due to the media-campaign that was implemented by Hivos Kenya in 2018, which was perceived as damaging the image of the flower sector.

*Verstegen Spices and Sauces, research on living wage in the value chain:* Verstegen is a family business that obtains its raw materials and products from thousands of smallholders, in many places around the world, with Indonesia being the major supplier. Verstegen invests already for years in sustainability initiatives (reducing environmental impacts, supporting smallholders, fighting child labour, living wage, etc.) and has collaborated with Hivos in the past, e.g. for the training of small holder producers in Indonesia on Good Agricultural Practices. The director sustainability participated

in the Living Wage Lab where collaboration with Fairfood has started. An experiment (research) has started to enhance transparency and traceability in the value chain. The participation in the Living Wage Lab and the support from Fairfood resulted in the inclusion of living wage in the analyses of the value chain. Research is ongoing.

Verstegen participates in the Living Wage Lab since the start and has hosted one of the sessions. The Living Wage Lab is seen as an important platform for enhancing networking and collaboration, inspiring and providing knowledge and tools to move forward in the search for solutions regarding living wage.

*Eosta – avocado project Kenya:* Eosta is an international distributor of fresh organic and fair fruits and vegetables, with a focus on overseas fruit and greenhouse crops. Eosta wants to contribute to healthy food, a sustainable environment and social responsibility. Eosta presents itself as a frontrunner in sustainable business and has collaborated with IDH (on improving social certification) and True Price (for true cost accounting of the Eosta products, including defining the true price gap and calculating how much EUR/kg produced fruit or vegetables needs to be added on the price when including social and environmental costs). As the W@W campaign aligns to its vision and mission, Eosta showed interest in a collaboration with Hivos and participated in the Living Wage Lab. In 2018, Eosta commissioned an assessment of the level of fair and sustainable produced avocados in Kenya, that was implemented with support from Hivos (a similar study, focusing on living wage gap, was repeated in 2020 among mango producers in Burkina Faso, with support from IDH – salary matrix and the Wage Indicator Foundation). More research is currently ongoing to map the avocado value chain, gain more insight in the social and economic conditions and to explore what strategies can be implemented to evolve towards living wages and to enhance transparency (applying Blockchain technology).

Eosta participates in the Living Wage Lab, is member of the IDH working group on living wage, collaborates with True Price, the Wage Indicator Foundations and with Hivos. Eosta brings in the Living Wage Lab its expertise. The lab was seen as a place to share experiences and look for solutions. The Kenya study was presented at the lab.

### **Living Wage - Contribution**

The contribution of the W@W campaign to putting and keeping Living Wage on the agenda of the private sector actors is assessed by the evaluators as *necessary and sufficient*. In several other fora, living wage is also being discussed (e.g. IDH, Flower IMVO covenant) or research conducted by other actors (e.g. SOMO, True price, Oxfam) is pointing at living wage gaps, but Hivos and Fairfood were able to bring a variety of stakeholders together to jointly look for solutions. The Living Wage Lab is regularly organised (four times a year for already 4 years) and is not losing interest among its participants. The Only Way is Up conference (2019) contributed to sharing ‘State of Art’ knowledge among a variety of stakeholders. Publications and websites (e.g. Align) keep on being an information source for government, private sector actors and social organisations. Through its participation in the Flower covenant working group on due diligence and living wage, Hivos continues to keep the topic on the agenda and to provide its expertise and knowledge to move forward, which is highly valued

by the participants of this working group. Hivos had an important role in creating awareness, enhancing knowledge and calling actors for action.

With regard to changing practice, like pilot projects implemented by so-called frontrunners, the contribution of Hivos is assessed as *necessary but not sufficient*. The Living Wage Lab appears to be the first forum where in a safe environment concrete actions can be discussed. Hivos and Fairfood played an important role in getting these pilots going: the W@W campaign *triggered* the retailers and *accelerated* the debate on living wage (e.g. Albert Heijn), the Living Wage Lab *facilitated* networking and collaboration (e.g. Wagagai), exchange of experiences (e.g. Verstegen) and *provided knowledge and tools* (e.g. Verstegen, Eosta). Hivos *provided (technical) support* in implementing studies and assessments, and linked companies to stakeholders in southern countries (e.g. Eosta). Fairfood *provides technical support* in conducting risk analyses and improving transparency in the value chains, applying the blockchain technology. Although the W@W campaign was not the only contributor to the observed changes – other campaigns like the Oxfam campaign also triggered retailers, IDH supported other pilot projects, W@W campaign’s contribution was seen as necessary, because of its specific focus on working condition for women and living wages. The contribution is not sufficient, as there remain various challenges in getting real pilots started. Three of the four pilots mentioned are still in the phase of research and value chain risk analyses, which are evidently important steps, but experimenting with strategies to increase workers’ wages is currently only being done by Wagagai. Other push-factors most probably will be needed to accelerate concrete action on the ground.

### **Quality of the Living Wage Lab**

The Living Wage Lab shows several characteristics of a multi-stakeholder process, though it serves mainly as a multi-stakeholder dialogue platform aimed at learning and innovation. The Living Wage lab was purposefully not conceived as a “multi-stakeholder process” as the topics was assessed as too complicated and too difficult at this stage to enable a process involving all value chain actors. Strengths are: (i) the fact that the goal is clear and that actors gather to achieve shared objectives; (ii) there is a win-win situation, some actors seek commercial gains while others may seek social wins; (iii) a safe and neutral space is created and an atmosphere of trust is built; (iv) multiple values: private sector actors adopt new thinking while public actors merge higher societal values with business concepts and models; (v) flexibility of the process: the lab evolved from creating level of support, over knowledge sharing to deep-dive into core themes, development of tools and concrete pilots; (vi) the sessions are inter-active, with active participation of all participants; (vii) facilitation role of Hivos and Fairfood is accepted; more-over, the knowledge and expertise of Hivos and Fairfood is highly appreciated. They demonstrate sufficient business and technical knowledge, understand the different cultures and characteristics of the different type of actors, have networking skills and provide support to develop solutions together with others, respond to new initiatives, ideas and developments; (viii) the lab provides an enabling and open setting where stakeholders can learn and innovate. It brings together practitioners and enhances learning curve for all actors.

The challenges of the Living Wage Lab, as perceived by the interviewees, are: (i) the fact that not many retailers and only six producers<sup>11</sup> are participating, there is a dominance of government institutions and social organisations; (ii) the focus is put on the Netherlands, less attention is being paid to international/European retailers; (iii) Living Wage is a complex problem that cannot be solved by individual companies alone. However, a real value chain approach is not adopted in the Living Wage. Not the entire value chain is represented, so to look jointly for best solutions and come to hard agreements. Also in the pilot projects, the entire value chain is not included as partners, so far (only as subject of the studies); (iv) retailers are represented by their sustainability directors or due diligence managers, CEOs and those in real power are difficult to reach, which complicates the development and implementation of pilots and its scaling-up; (iv) some interviewees would like to see more action and fear that the lab will be limited to knowledge sharing and talking. Concrete action might to be pushed by other initiatives (e.g. RVO or IDH funded projects, supporting implementation of the Flower covenant; or a mandatory law on due diligence obliging due diligence risk analyses and improvement plans).

The Living Wage Lab has clearly played its role in putting and keeping the Living Wage on the agenda, in creating awareness among the different stakeholders about the complexity, and the fact that living wage is a chain responsibility and not solely a producers' problem, in enhancing knowledge and in making information and tools available. It has a wider reach compared to other initiatives as the IMVO covenant and IDH. The question is what the next step is. Among practitioners there is a clear need to access concrete tools that provide information on living wage benchmarks, to help to calculate the living wage gap in a certain sector/country/region. Innovative technological applications might be helpful to that end.

### **CSR Africa portal**

The CSR Africa portal is primarily being piloted in Kenya, by Ufadhili Trust with support from True Price (see more information in Kenya report). Once the portal is operational, it can be promoted in the sector. Implementation of the pilot has suffered several delays. The portal has been presented by Hivos in several fora in the Netherlands, like in the living wage lab. Jumbo representatives participated in the Living Wage Lab session of November 2018 (after formal and informal lobby efforts of Hivos staff), where also the CSR-Africa portal was presented and interest was gained from Jumbo to look into opportunities to work together with Hivos. A follow-up meeting took place on February 12, 2019 where an engagement was made to use the CSR Africa portal as a due diligence instrument from Jumbo suppliers. At the moment of the evaluation, it was not clear to what extent the pilot has started already. It was said that the CSR Portal was tested with one of the Jumbo suppliers (being part of the 10 piloted farms where Ufadhili conducted the CSR scan). The evaluators did not manage to interview Jumbo (start of Corona crisis).

As the CSR portal has not come yet with tangible results, there is not yet much interest among the stakeholders interviewed in applying this instrument. Some interviewees also refer to the 'mistrust' private sector actors have in Hivos, because of the negative publicity of the flower sector that comes with their media campaigns. Interviewees refer to the already existing auditing tools (all costly) and

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<sup>11</sup> Afriflora, Fairphone, Royal Flora Holland, Wagagai, Royal van Zanten, vd Berg Rozen

are currently ‘waiting and seeing’ how this portal can fit in existing certification schemes. There is interest from FSI, however, to promote this tool.

### **Standard organisations adopt gender policies and improve audit mechanisms**

**FSI:** Engaging with certification standards takes place in southern countries and in the Netherlands. In the Netherlands, Hivos meets certification standards in the different multi-stakeholder fora, such as the living Wage lab and FSI. As described in the introduction, FSI was initiated in 2012 by 25 stakeholders in the floriculture sector (frontrunners), as a response to the W@W campaign. Interviewees confirmed that the horticulture sector was challenged by the first W@W campaign and decided that they had to give a response to the campaign demands. Currently FSI counts more than 60 members, including retailers, one producer (Afriflora) and the certification standards. Key pillars of FSI’s work are: (1) transparency and comparability of standards; (2) creating impact on social (working conditions, gender, living wage, quality of life, ...) and environmental topics; (3) increased global values of sustainable flowers (with the target of 90% sustainable produced flowers by 2020). The fact that certification standards are working together to look for improvements of the standards is already a big result, to which the first phase of the campaign has contributed. It can be assumed that the W@W campaign *accelerated* the existing efforts of sector actors to improve the standards and include social criteria. Hivos continues to contribute to the debates through formal participation in FSI meetings. FSI also participates in the Living Wage Lab.

Hivos also participated in the gender working group of FSI, that was operational in 2017-2018. With support from Hivos, the working group organised three learning sessions (2 in Kenya and 1 in Ethiopia) on effective social and gender inclusive certification. Hivos facilitated these learning sessions and played a brokering role in linking their partners to members of FSI and other local organisations. According to interviewees, the working group lost its dynamic, because of staff changes at several organisations participating in the working group, and needs to be restarted. The evaluation was not able to collect evidence on the extent the FSI basket and the learning sessions organised by the working group on gender have had already an actual influence on the improvement of the certification standards. Interviewees confirm that awareness has been created and several certification standards are in a process of revising their standards (or have revised). Most probably, a combination of initiatives (and individual committed staff) contribute to the debates and make things move. During the evaluation evidence was collected of several certification standards including gender criteria in their standards (see KFC and Fairtrade Africa in Kenya) or including a growth path towards living income (see further Fairtrade International, and MPS). FSI initiatives were not mentioned as milestones during the evaluation workshop. Living Wage is not directly covered by the FSI social benchmarking; hence it’s not included in the FSI Basket. FSI is in a process, together with SSCI (The Sustainable Supply Chain Initiative, part of the Consumer Goods Forum), of reviewing the social benchmarking scope and criteria. The aim is to include Living Wage and other key social aspects that are currently missing.

**Fairtrade international:** An outcome harvested relates to Fairtrade International that decided not to wait until a next revision of their Hired labour Standard (planned to take place in 2019) and adapted in 2016 its Flower and Plants Standard for Hired Labour and Traders in relation to living wage, by including floor wages and a specific growth path towards attaining living wages.

During the first phase of the W@W campaign, a pilot project had started (between September 2014 and December 2015, involving Hivos, Fairtrade International and Fair Flowers Fair Plants (FFP<sup>12</sup>) on living wage. The objective was to gain knowledge on the situation of Living Wage in Kenya and Ethiopia and to explore ways to move forward. The evaluators understand that several research studies have been conducted on living wage in Kenya and Ethiopia during this project; of which some of these studies had been commissioned and paid by Fairtrade (and/or FSI?) and some research studies had been facilitated and paid by Hivos (like the Ergon research on current wage levels and wage setting mechanisms at certified flower farms in Ziway, Ethiopia (October 2015) and the True Price report of 2015 to explore a business case for a living wage rose from the point of view of producers and retailers). Other research on the topic also has supported the knowledge building on the matter, like the Anker report on current wage levels and living wage estimations in Ethiopia (2015). Three round tables were organised to discuss the research results and build a living wage coalition in the region (Addis Ababa, March 2015; Nairobi June 2015; Nairobi February 2016). Fairtrade Netherlands argues that there is no correlation between this project and their initiative to revise the standard to include living wage. However, one can assume that the research and the roundtables contributed to enhanced knowledge and created a sense of urgency to move towards living wages.

In May 2016, a Zembla documentary was broadcasted at Dutch television, showing that current wage levels at certified Ethiopian flower farms needed to at least triple for flower farm workers to meet their family's basic needs and for workers to step out of poverty. Hivos was interviewed in the documentary and showcased the working conditions on a particular Fair-Trade certified farm. It is not clear to what extent this documentary accelerated the decision taking process of Fairtrade International to revise its standard. It can only be observed that in the same year, Fairtrade took the decision to revise its Flower and Plant standard.

**MPS:** MPS is member of FSI. MPS is in a process of revising its social certification scheme and invited Hivos to participate in a stakeholder meeting. Input of Hivos was highly appreciated because of the expertise and the network in Eastern Africa. MPS has not taken concrete initiatives yet with regard to living wage, which is perceived as difficult as long as there is no sector-based engagement (MPS fearing that suppliers might withdraw from MPS when living wage is imposed).

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<sup>12</sup> FFP is a label, supported by the Foundation Fair Flowers Fair Plants (FFP), which was established in 2006 after a period of preparations by international representatives of wholesale (Union Fleurs and affiliated national organisations), human rights and environmental organisations and trade unions and production (in particular through FloraHolland and Kenya Flower Council). The substantive basis of the label was formed by the International Code of Conduct, designed to improve, in particular: (1) the labour, social, health and safety standards, (2) minimizing the use of pesticides and chemicals and plant protection products in the flower sector. The Foundation FFP set the first steps for the establishment of the Floriculture Sustainability Initiative (FSI). Since 2017, the label has stopped existing.

## 2.2. Changes in agendas, policies and practices of government actors

Lobbying the national government was assigned to WO=MEN and its working group on gender and Sustainable Economy, chaired by Hivos, complemented with the L&A conducted by the MVO platform in which Hivos participates.

Since 2014 WO=MEN is lobbying for gender justice and women's rights within International Corporate Social Responsibility (coordinated by the working group Gender and Sustainable Economy, chaired by Hivos). In response to the study done by KPMG in 2014 on the Rana Plaza disaster and recommended that sector risk analyses needed to be conducted, lobbying was done to include gender in sector risk analyses, targeting KPMG, Minister Ploumen and SER, the latter having started the initiative to set up the sectoral covenant negotiation process for several global value chains. According to the reports and the evaluation workshop this was successful. In 2014-2015 gender was included as a criterion in the sector risk analyses and women rights received attention in the covenants. For the second phase of the W@W campaign following milestones were identified in the evaluation workshop.

Year	Milestone	Contributing factors (not exhaustive)
2017	Febr. 16, 2017, The Dutch Minister of Foreign Trade stated in a letter to the parliament that women's rights would get specific attention in the new sector covenants and that gender analysis would play a role in this	<ul style="list-style-type: none"> <li>- Lobby letters to MEP, lobby meetings, input in parliamentary consultations</li> <li>- Motion van Laar</li> <li>- Lobby done by WO=MEN and MVO platform</li> <li>- Lobby done by other actors</li> </ul>
	- May 8, 2017 the MFA organised for the first time a round table on living wage in the agro-food sector	<ul style="list-style-type: none"> <li>- Living Wage Lab</li> <li>- Lobby meeting of Hivos with MFA</li> </ul>
	- In Oct. 2017, senior policy advisor CSR MFA informed the Dutch ambassador in Ethiopia on working conditions in QualiRosa flower farm and called for action (follow-up with the Dutch owner, promoting a statutory minimum wage)	<ul style="list-style-type: none"> <li>- Briefing MFA by Hivos on the situation in the flower farm</li> </ul>
2018	Nov. 27, 2018, MFA and Hivos co-organised a parallel session on living wage during the 2017 UN Forum on Business and Human Rights	<ul style="list-style-type: none"> <li>- Hivos inviting MFA</li> </ul>
	Gender equality and women empowerment are cross cutting themes in the new policy on foreign trade and development cooperation, launched by Minister Kaag in May 2018	<ul style="list-style-type: none"> <li>- Conversations with MEP, lobby meetings, input in internet consultations</li> <li>- Giving input in motions of MEP</li> <li>- Lobby done by WO=MEN</li> <li>- Lobby done by other actors</li> </ul>

### National level lobby - Attention for women's rights in policy and sector covenants

During the second phase of the W@W campaign, further lobbying was done to monitor the process of gender inclusion in the covenant process, by WO=MEN and the MVO working group in which Hivos participates. L&A activities consisted in sending lobby letters to members of parliament, having meetings with members of parliament, giving input (letters, statements) in the parliamentary consultations on International Corporate Social Responsibility (AO IMVO). In March 2016 a motion of van Laar on was adopted by the parliament, requesting the government to conduct gender analyses prior to any policy and project development and to develop effective gender strategies. In February 16, 2017, the Dutch Minister of Foreign Trade and Aid, L. Ploumen stated in a letter to the Dutch Parliament that in the negotiations about the new Sector Covenants, women's rights will get specific attention and that gender analyses will play a role.

The substantiation exercise, done by Hivos on the outcomes harvested, confirmed the contribution of the lobby work in keeping a gender lens in the covenant process. The contribution of other actors and factors was not reconstructed as this outcome statement was not selected for contribution analysis. Hivos is able to continue securing integration of women's rights in the covenant, through its participation in the Flower covenant. Several other members of WO=MEN and the MVO platform participate in other sectoral covenants.

Another outcome refers to the inclusion of gender in the new policy on foreign trade and development cooperation, published in May 2018 by the new Dutch Minister for Foreign Trade and Development Cooperation Sigrid Kaag 'Investeren in perspectief'. This new policy, in contrast to previous policies on international trade and development cooperation, explicitly treats gender equality and the empowerment of women and girls as a crosscutting theme that will be mainstreamed through all other policy areas. Interviewees claim that this is a result of several L&A interventions, undertaken by WO=MEN in close collaboration with its members: conversations and emails with various members of parliament (VVD; SP; PvdA; D66; Groen Links and CDA), giving input in parliamentary motions (three motions, of which two were adopted, November 23, 2017) and a direct meeting with the minister herself (Jan 29, 2018). From February 22 to March 22, 2018 the Ministry of Foreign Trade and Development Aid asked for input for the policy document via internet consultations. WO=MEN provided written input via this round of internet consultation. In the substantiation exercise the contribution of the L&A work conducted by WO=MEN to the stated outcome was confirmed. No contribution analysis was done on this outcome. One can state that WO=MEN, being the Dutch women's platform, plays an important role in this lobby process as it brings together the different organisations and coordinates joint L&A actions towards the parliament and minister, which has more impact compared to individual lobby initiatives. But also, actors from the civil society, the taskforce gender and women equality of the MFA and several MEP will have contributed to this result.

### **National level lobby- support for living wage debate**

The W@W campaign aligns well with the current Dutch policy on Foreign Trade and Development, with its focus on 'aid and trade', in accordance with the OECD due diligence guidelines for responsible business and the UN Guiding Principle on Business and Human Rights. Already in 2014, the MFA had organised, in collaboration with GIZ, the international Living Wage Conference, showing its commitment to promote Living Wage. The W@W campaign managed to keep Living

Wage on the agenda of the MFA and to mobilise their support in promoting living wage, going beyond the financing of living wage benchmark research. Three specific outcomes were harvested to that regard (not subjected to the Hivos substantiation exercise and also not subject of a contribution analysis in this evaluation):

- (1) On May 8th 2017 the Dutch Ministry of Foreign Affairs organised a roundtable on living wage in the agro-food sector to stimulate and activate actors to implement living wage in agro-food supply chains. This was the first time the Ministry organised a meeting on living wage specifically for this sector. Previously the ministry limited itself to providing financial support to living wage benchmark research to determine the living wage gap. Hivos claims that the agro-food businesses, through the roundtable, felt increased pressure to work towards living wages in their supply chains. Hivos claims that this round table is a result of the participation of the MFA in the Living Wage Lab and a meeting between Hivos and MFA (July 13, 2016) asking for a push from government to influence the agro-food sector to also put living wage high on the agenda, as was taking place in the garment sector.
- (2) In oct 2017, a senior policy advisor on CSR of MFA informed the Dutch ambassador in Ethiopia on working conditions in QualiRosa flower farm and called for action, after having been briefed by Hivos on the working conditions in floriculture in Ethiopia. No information was obtained during the evaluation from action taken by the Dutch embassy in Ethiopia.
- (3) On November 27, 2018, MFA and Hivos co-organised a parallel session on living wage during the UN Forum on Business and Human Rights, upon invitation of Hivos.

### **National level lobby – Gender inclusive EU trade agreements**

WO=MEN also has been lobbying for the integration of women's rights in the Netherlands Model Investment Agreement. There was contact with members of parliament through the use of emails and telephone, and a parliamentary motion was passed.<sup>13</sup> This contributed to the integration of gender in the model text, particularly referring to sustainable development in relation to gender, economic empowerment and equal opportunities and participation (in Article 6.3 of the Model text).<sup>14</sup> No contribution analysis was done on this outcome.

### **International level**

Hivos participates in several international fora like the UN Forum on the Business and Human Rights, the Commission on the Status of Women, international and regional SDG conferences and often organises side events where cases are presented, as well as at international business events like international trade fairs in Ethiopia, Kenya, Germany and the Netherlands. Hivos, in collaboration with the Eastern and Southern Hivos teams and some of the partners contributed to getting a gender lens in the UN Guiding Principles on Business and Human Rights. This case is described in the Kenya report.

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<sup>13</sup> <https://www.tweedekamer.nl/kamerstukken/detail?id=2019Z04877&did=2019D10199>

<sup>14</sup> <https://www.rijksoverheid.nl/documenten/publicaties/2019/03/22/nieuwe-modeltekst-investeringsakkoorden>

### 2.3. Conclusions

Hivos and the W@W campaign were able to contribute to evolutions among the different targeted actors in each of the domains of change of the ToC. Evidently transformative change processes require a lot of time, and still a lot needs to be done. The evaluation concludes that, although several actors are working on promoting women rights and living wage in the global value chains and this process has started before the W@W campaign, the W@W campaign highly and meaningfully contributed to keeping women’ rights and living wage on the agenda of government and private sector actors and to accelerating the debate and concrete action, as summarised in following table.

Level of Impact (decent work for women workers)	<i>high</i>		<ul style="list-style-type: none"> <li>Living Wage pilot Wagagai</li> </ul>
	<i>moderate</i>	<ul style="list-style-type: none"> <li>Flora Holland agreeing with due diligence obligation in the auction</li> <li>Women’s rights in sector covenants</li> <li>Fair Trade International including living wage in revised Labour Standard</li> </ul>	<ul style="list-style-type: none"> <li>Living Wage pilots - research</li> <li>Living wage on the agenda of sector actors</li> <li>Jumbo committed to work with CSR Africa portal</li> <li>Albert Heijn demanding attention to women empowerment from its suppliers in Kenya and Ethiopia</li> </ul>
	<i>low</i>	<ul style="list-style-type: none"> <li>Gender equality and women empowerment in Dutch policy on foreign trade and development</li> </ul>	<ul style="list-style-type: none"> <li>Dutch Association for Large retailers considering living wage important</li> <li>MFA roundtable on living wage with agro-food sector</li> <li>MFA calling Dutch embassy in Ethiopia for action to address bad working conditions at flower farms</li> <li>MFA and Hivos putting living wage on the agenda of UN Forum on Business and Human Rights</li> </ul>
	<i>low</i>	<i>moderate</i>	<i>high</i>
<b>Level of Contribution</b>			

Advances with regard to the implementation of living wage in the horticulture value chain are slow, many pilot projects are still in the research and analytical phase, with one concrete example of a pilot project having direct impact on the situation of (women) workers. The Living Wage Lab contributed to enhanced awareness and knowledge among the value chain actors involved in the lab (and beyond through info dissemination via the websites) and increased insights in the challenges different value chain actors are facing in implementing living wage. A next step will be to explore how the campaign can support the sector to find responses to these challenges and keep on monitoring progress to that end (watchdog role). Attempts were made to also create a similar dynamic as the living wage lab in southern countries, but the campaign was not yet successful in realising coordinated efforts to increase wages in a specific geographic zone and to create a basis for national living wage consortia.

Advances with regard to increased attention for women rights in the value chain are visible among several private actors and has become institutionally included in policies, sectoral covenants and several certification standards have revised or are revising their certification schemes (e.g. Fairtrade Africa, Fairtrade International, MPS, KFC). Effective implementation of these policies and commitments is varying (as shown by the country case studies), which justifies the relevance of other W@W pathways of change, such as sexual harassment workplace policies and result based social certification (see country reports). The working group on gender within FSI could play an important role in accelerating this process, when revitalised; as is the working group on due diligence and living wage of the IMVO Flower covenant.

Public campaigns have contributed to enhanced awareness of the challenges of women workers in horticulture sector. The campaigns have been particularly important in drawing attention from retailers and realising a dialogue between retailers and the campaign partners. The objective of influencing the demand for fair products among consumer could not be evaluated. Retailers however state that the share of 'critical' consumers is rather limited and not a leverage for accelerating policy change at the level of the company. Retailers are more triggered because of the possible image damage that can be caused by the campaign, than the pressure felt by consumers.

### 3. ANALYSIS OF RELEVANCE

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#### Relevance of policy changes

The W@W campaign fully aligns to international and national evolutions with regard to international corporate social responsibility, the UN guidelines on business and human rights and the OECD due diligence guidelines for responsible business and the Dutch policy to that regard. It is assumed that ‘traction’ will arise among different value chain actors to spur implementation of concrete pilots and action plans, once a mandatory due diligence law on business and human rights will be adopted in the Netherlands. Lobbying is being done to that end by various social organisations. Examples of such laws are already existing in Germany, Switzerland and France and the European commission is preparing such a law. The campaign contributed to increased awareness and enhanced knowledge on women workers’ rights and living wage in the horticulture value chain and made ‘State of the Art’ knowledge and tools available for all interested stakeholders, which will be helpful for value chain actors when they start developing strategies to comply with the due diligence requirements. The W@W campaign will remain relevant as a driver for effective action and as a watchdog to secure attention for women rights and Living Wage remains on the agenda. The relevance of the CSR-Africa portal remains to be seen.

The shift from focusing on Fairtrade and florist shops towards a focus on larger retailers seems to have been a relevant choice, as the room for manoeuvre of florist shops to influence the price of flowers is much more limited and the 7 largest retailers distribute more than 20% of the flowers, which enables the campaign to concentrate L&A activities on a smaller number of companies. Two of the retailers have responded to the campaign. Continuous L&A is needed as retailers have an important role in enabling Living Wage in their supply chains. L&A targeting the auction remains important, since openness was created to discuss due diligence issues after the acceptance of the auction to impose a due diligence obligation.

Progress was achieved with a limited number of certification standards. Hivos took the relevant decision to target the certification standards via their own multi-stakeholder initiatives like FSI and IDH. 15 certification standards are participating in the FSI benchmarking basket. Together with SSCI (The Sustainable Supply Chain Initiative, part of the Consumer Goods Forum), FSI is reviewing the social benchmarking scope and criteria. The aim is to include Living Wage and other key social aspects that are currently missing. The next step will be the improvement of the auditing process, by applying unannounced and independent audits and involving workers monitoring. Not much progress to that end has been achieved so far, but this W@W project remains very relevant for the coming years.

#### Citizen agency in local-national-international L&A

The second phase of the W@W campaign expanded its interventions to 8 African countries, creating opportunities to enhance local-national and international L&A, with varying levels of success. One of the strengths of the campaign, as appreciated by the interviewees, is the access facilitated by Hivos to a large network of social organisations, government institutions and private sector actors in

Eastern and Southern Africa, which facilitated the implementation of research - collecting evidence within farms -, the organisation of learning sessions and the set-up of concrete pilot projects. Evidence was useful in enhancing awareness among value chain actors regarding the situation of women workers in the farms. Evidence and testimonies of women workers were used in the media campaigns to put pressure on retailers.

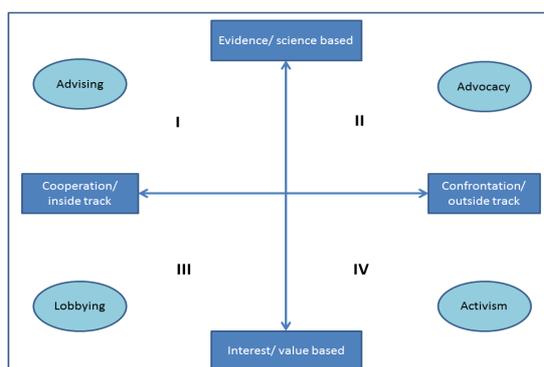
Attempts were made to create similar multi-stakeholder dynamics as were taken place in the Netherlands in some of the southern countries, like for example the set-up of a living wage lab in Uganda and Malawi, or the organisation of roundtables and learning sessions in Kenya, Ethiopia. This did not result yet in national living wage consortia that would look jointly for contextualised solutions in a specific geographic area (see country evaluation reports).

Interventions targeting the certification standards took place in the Netherlands, through the existing platforms, and in southern countries, through specific projects. There does not seem to be much alignment between the two levels of intervention. W@W partners in East and Southern Africa were not much aware of what was happening in the Netherlands, and interventions of partners lobbying for improved national certification and auditing systems seem not be known by the stakeholders in the Netherlands (e.g. result based social certification, or the need of southern producers for more harmonised certification standards and auditing processes, or Zimbabwe CFU's efforts to develop a national certification standard). Horticulture farms were not aware of the efforts being taken by FSI, regarding benchmarking of certification standards. Exception is the Kenya Flower Council, that is a member of FSI.

Citizen agency is mainly operationalised through the empowerment of women workers to be able to negotiate for better working conditions at farm level. A few women workers were also invited to participate in international lobby fora to testify about their working conditions. Women workers were not organised with the aim to provide input in national and international L&A interventions conducted by the W@W campaign. Their voices were represented by the W@W campaign partners, but the level of consultation of women workers regarding policy statements presented by these partners at these lobby fora is of varying quality. Evidently women workers are organised by the trade unions, but as described in the country evaluation reports, strengthening trade unions in becoming more gender sensitive and advancing women workers' rights only received attention by the end of the campaign programming period.

### **Relevance of L&A strategies applied**

W@W campaign applies a mix on insider-outsider strategies. When applying the Start and Hovland typology of policy influencing strategies, W@W campaign can be situated in all quadrants (see figure on following page).



Source: Start and Hovland (2004)

On the outside track, W@W has invested a lot in advocacy and activism. *Evidence based advocacy* has taken place to put pressure on private sector actors to change practice, mainly by enhancing knowledge and creating awareness of horticulture value chain actors and supporters on living wage and women’s rights, through participation in multi-stakeholder settings like round tables, learning sessions and the living wage lab. In many cases, advocacy was supported by research findings and/or concrete examples/pilots. A comprehensive website on the campaign gives access to information and research. Separate websites have been developed on the Living Wage conference of 2019, the Living Wage Lab, the Align tool. The media campaigns can be situated on the crossroad between *advocacy and activism*. The media campaigns intended to inform the consumers on the working conditions in the horticulture sector, to motivate consumers to buy fairly produced products and to put pressure on the retailers to take action. The media campaigns also ‘attacked’ in a certain way the retailers and some certification bodies, pointing to the situation of (women) workers in their supply chains; and ranking the supermarkets according to their efforts to develop a growth path towards living wage. This more ‘aggressive’ campaign approach appeared to have had positive impact in the Netherlands, while the media campaign conducted in Kenya has had a controversial impact, and negatively influenced the ability of W@W partners to gain access to horticulture farms.

On the inside track, W@W conducted a lot of *formal and informal lobbying*, targeting government, retailers and certification standards. This was mainly done through sending letters, calling for meetings but also through the participation in the Flower covenant process and in FSI, aimed at persuading lobby targets to adopt proposals done by W@W with regard to living wage and gender inclusion. In a limited number of cases, *advise* was given to companies (retailers, producers) on how to develop an action plan towards a living wage in the supply chain.

The evaluators can conclude that a smart mix of L&A strategies has been applied in the Netherlands. The combination of media campaigns, followed up by formal and informal lobby and the presence of a multi-stakeholder platform such as the Living Wage Lab proved to have been an effective combination to persuade private sector actors to engage into a dialogue with the campaign partners. Research proved to be important in raising awareness and gaining insights in the challenges women workers are facing.

The campaign is able to reach out to and collaborate with so-called frontrunners, which is a relevant choice as the topics are complicated and no ready-made solutions are available. It might be too soon

to expect a spill-over effect; because of the lack of good practices and/or the lack of a business case, substantiated with hard evidence. The business case applied is based on a human rights narrative, combined with reference to economic gains (reduced staff turn-over, lower training costs for new employees, increased productivity, enhanced reputation) but does not come with data.

The choice of setting up a living wage lab as a multi-stakeholder neutral and safe space appeared to have been a good choice. There are however critiques that important stakeholders are lacking. Low wages are a persistent problem in the value chain and can only be solved by a sector-wide approach. At a certain moment it will be needed to set-up a multi-stakeholder process involving the entire value chain. Such an initiative by preference would be driven by chain actors themselves, in which Hivos can have a supporting role.

## **4. ANALYSIS OF SUSTAINABILITY**

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### **Sustainability of public policy changes**

The W@W campaign fully aligns to the Aid and Trade agenda of the Ministry of Foreign Affairs, which in line with the UN Guiding principles of Business and Human Rights and the OECD due diligence guidelines for responsible business, develops policies and initiatives to support private sector actors to ... The sectoral covenants and the model contract for bilateral investment agreements are just one of the examples of policy initiatives taken. Attention to gender and women's rights and living wage is included in the policies of the MFA. The minister for Foreign Trade and Development pushed for conducting gender sensitive sectoral risk analyses.

Within the parliament, a commission is responsible for monitoring the policy on international corporate social responsibility. Members of parliament have been informed by the Dutch CSOs and have gained knowledge on the issues at stake, as proven by the multiple motions presented at the parliament. The parliament will hold the minister accountable. Civil society platforms like the MVO platform and the WO=MEN Dutch gender network will continue monitoring implementation of these policies. Within the MFA a specific department is responsible for developing and implementing the CSR policy of the MFA. Taking into account the international frameworks on business and human rights, the fact that the Netherlands had accepted the UN Guiding Principles of Business and Human Rights and is obliged to revise its National Action Plan on Business and Human Rights, the topic will remain for a long time on the agenda.

The attention to women's workers' rights and living wage gained importance at the MFA, through the W@W campaign, and the situation of the horticulture sector was put in the picture. The signed flower covenant (signed by all participants) can be seen as a commitment by the sector actors to work seriously on due diligence in their supply chains. The attention for women workers and living wage

are explicitly included in the covenant. A specific working group on due diligence and living wage has started to guide implementation of the covenant and start concrete pilots.

In May 2019, the senate adopted a child labour due diligence law, which is seen by many stakeholders as a first step towards a mandatory corporate human rights due diligence law, as is existing already in Germany, France and Switzerland. Several stakeholders are lobbying for such a mandatory law, which keeps the topics of business and human rights high on the agenda. WO=MEN, through its working group gender and sustainable economy, will continue lobbying this process, including topics such as women workers 'rights and living wage.

In summary, there are institutional guarantees that the topic of Living Wage and women workers' rights will remain on the agenda. However, to avoid that the topic of Living Wage starts receiving less attention or concrete actions are lacking, continuous lobbying is required. Within the MFA there are some allies that promote living wage and that want move forward by experimenting how Living Wage can be applied in practice. This commitment might change when staff changes.

### **Sustainability of changed policies and practices at level of private sector**

As described in the previous chapters, W@W campaign contributed to keeping Living Wage on the agenda and to persuade several private sector actors (retailers and producers) to start experimenting strategies to evolve towards a living wage. Knowledge, good practices and practical tools have been made available through several websites. First pilots are being implemented by so-called frontrunners, companies that are sensitive for human rights. The challenge is the up-scaling, in depth and length. There is a risk that pilot projects remain marginal or isolated projects, responsibility of due diligence or compliance managers. Upscaling within a company is yet to be seen. It is questioned to what extent due diligence or compliance manager have influence on top level management to adapt purchasing policies and practices (case retailers). In the case of producers, it is to be seen to what extent good practices can be upscaled beyond Fairtrade certified products. There are currently not many push-factors for private sector actors to take action. There is no mandatory due diligence law yet, and only Fairtrade International has included in its standard a growth path towards living wage. The needs assessment conducted by True Price in 2018 among producers, brands, wholesalers and retailers identified multiple challenges private sector actors are facing from implementing living wage.

In summary, progress was made on raising awareness and increasing knowledge on living wage among several value chain actors in the horticulture value chain. There are several platforms where value chain actors can meet and experiment with pilot projects (Covenant and RVO funded pilots, FSI – IDH funded projects, Fairtrade pilots, ...). These platforms will continue engaging with the private sector, also when the W@W campaign will come to an end. However, Hivos provides the unique combination of state-of-the-art knowledge and expertise and a large network of local organisations in Eastern and Southern Africa that can be engaged in implementation of pilot projects. Continuous L&A is still needed to evolve from 'lip service' to practice. Apart from several practical challenges (e.g. calculating living wage adapted to local circumstances and produce; monitoring implementation of living wage), the main challenges documented relate to lack of commitment from supply chain partners and/or lack of transparency in the supply chain. This demands for a real multi-

stakeholder process that involves all actors and supporters in the value chain, at least those having the biggest power (retailers).

## 5. CONCLUSIONS AND RECOMMENDATIONS

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### 5.1. Conclusions

Hivos has successfully continued and expanded its W@W campaign under this strategic partnership. The second phase built further on the results obtained through the first phase and was able to realise most of the envisaged outcomes at the level of the Dutch government, and the different market actors. Results were mainly obtained regarding agenda setting and policy change. It is evidenced that the W@W campaign contributed meaningfully to keeping women workers' rights in the horticulture sector and living wage on the agenda. Less progress was obtained regarding (policy) implementation, in particular at the level of horticulture business, the auction, retailers and standard organisations. Knowledge has been built and disseminated, and insights were gained on the challenges to implement living wage strategies. Frontrunners have shown commitment to implement pilot projects.

A relevant and smart mix of L&A strategies was applied. The combination of insider and outsider strategies has worked well. Hivos engaged also in relevant partnerships and operated through relevant existing multi-stakeholder platforms. Legitimacy, expertise and knowledge of Hivos regarding due diligence and human rights, women workers' rights and Living Wage are widely acknowledged and appreciated. The hands-on experience of Hivos in horticulture farms in producing countries is seen by stakeholders as an added value.

There are several institutional processes and multi-stakeholder platforms that will keep on pushing the business and human rights agenda the coming years. Though, the W@W campaign will remain important to monitor that attention for women workers' rights and living wage will receive sufficient attention. Moreover, there still is a need to continue L&A to spur value chain actors to evolve from 'lip service' to improved practices. Enhanced commitment from all value chain actors still needs to be developed. Several projects that were started under W@W, like the CSR-Africa portal and the Result Based Social Certification to name a few, and that can support policy implementation of private sector actors require upscaling strategies. The risk exists that momentum created in the horticulture sector will be lost and traction will fade away when the W@W campaign will come to an end.

### 5.2. Reflection on assumptions and learning questions

*Changes at the level of private companies:* the campaign proves the difficulty of convincing horticulture farms and retailers to adapt policies and practices so to improve working conditions of (women) workers and move towards a living wage. Progress is being noticed among the so-called frontrunners. These companies welcomed the (technical) support provided by W@W campaign to move forward. Horticulture firms (frontrunners) are sensitive to solid business advice on gender sensitive CSR policies and see the business case of improving women's working conditions. However, implementation of gender sensitive policies and living wage proves to be difficult. This can explain why there is not yet evidence of frontrunner firms that are playing a key role in driving change in the global horticulture chain.

The campaign shows that retailers and certification standards are sensitive to media exposure. Well-designed media campaigns (positive message, solution focused, rating commitment to action, evidence-based data) have triggered attention of these actors, but are not sufficiently to mobilise the retailers. Retailers are sensitive to consumer pressure but at the same time point out that this group of critical consumers is relatively small. Media campaigns need to be complemented by formal and informal lobbying so to convince private sector actors to engage in a dialogue with the campaign. The media campaigns were a leverage for the L&A work. More aggressive media interventions or research, showcasing specific human rights violations at specific farms, seem to trigger faster attention (e.g. Fairtrade International, Wagagai).

*CSO dialogue with private sector:* the assumption ‘convincing business and creating a positive attitude contribute to constructive collaboration on CSR policies and practices’ is confirmed in this campaign. Hivos staff has demonstrated good knowledge of the sector and how businesses operate and adopted a constructive attitude by facilitating joint efforts to look for solutions and providing technical advice for concrete projects. A successful dialogue could be established with frontrunners. The question that arises is how to convince other companies. Some interviewees refer to the need of a business case, substantiated with hard financial data and adapted to a specific geographic context, and to the need of concrete and hands-on tools to calculate living wage in a specific geographic area and develop concrete action plans. The Align-tool website is not seen as sufficiently practical by some interviewees (note: no comprehensive evaluation was done of this website). Other interviewees refer to the need of a mandatory due diligence law on business and human rights. Another alternative to engage in a dialogue with private sector might consists in looking for collaboration with other private initiatives that collaborate closely with the business sector, such as for example Business of Social Responsibility.<sup>15</sup>

*Living Wage Lab:* the Living Wage Lab proved to be a relevant and effective model to facilitate multi-stakeholder discussions on the topic, as described in this report. The question is what the next step will be. Interviewees referred to the need to expand the Living Wage Lab with powerful value chain actors, such as larger wholesalers, more and also European retailers, larger producers, which requires a specific strategy to engage these value chain actors.

The establishment of national living wage labs in southern countries proved to be difficult, though enthusiasm was created among participants. A more comprehensive strategy to establish and facilitate these kinds of living wage labs might be needed to make them more successful. Far less staff time and budget were invested in these national level living wage labs, as compared to the living wage labs being organised in the Netherlands.

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<sup>15</sup> Business Social Responsibility is a global non-profit organisation that works with its network of more than 250 member companies and other partners to build a just and sustainable world. From its offices in Asia, Europe, and North America, BSR develops sustainable business strategies and solutions through consulting, research, and cross-sector collaboration.

### 5.3. Recommendations

It is known that the W@W campaign will come to an end, but that continuation is looked for of specific elements from the campaign and possible donor funding is being explored. Following recommendation can be inspiring for further developing parts of the campaign.

#### **Reflection on the use of media campaign in reaching the objectives**

In future programming reflection needs to be done on the added value of continuing the implementation of large-scale media campaigns. The effect on opening doors is rather limited, though helpful to a certain extent in accessing some of the retailers. Other strategies might be explored or enhanced to enter into dialogue with retailers and other businesses that have not responded yet to the campaign, like investing further in collaboration with sector branches or other private initiatives that are collaborating with larger businesses (like BSR, ETI, etc.) or proposing joint action through a specific project. Documenting and showcasing concrete violations of human rights proved to be a strong instrument to open doors and can be continued.

Reflection is needed on the objectives of media campaigns on consumer behaviour. The assumption that consumers will adopt their purchasing behaviour based on increased knowledge and awareness is not substantiated by evidence. Multiple factors have an influence on consumer behaviour, of which only one factor is addressed by the campaign, namely knowledge. More-over, the media campaigns are limited in outreach and scope. And retailers state that critical consumers are a relatively small group of consumers and as such their influencing power is relatively limited.

#### **Valorising CSR advice**

Frontrunners appreciate CSR advice provided by W@W campaign partners and tools made available. Due diligence on business and human rights might become an obligation in the future. Reflection is needed on the extent this kind of CSR advice will remain available for private actors, and what technological and business models can be supportive to that end. In future, this type of advice will be transferred to the private sector, provided by organisations like True Price, BSR, and alike. Expertise and experience gained through the W@W campaign need to be valorised and made available for the sector. Partnerships can be looked for to develop appropriate technological applications and tools to support this CSR business advice.

#### **Exploring the possibility of setting-up a more binding multi-stakeholder process in the horticulture value chains**

Low wages are a persistent problem in the global horticulture value chains, and cannot be solved by individual companies. In the current living wage labs and pilot projects, many important and powerful value chain actors are lacking. Reflection can be done on the possibility to set-up a more binding multi-stakeholder process in some specific horticulture value chains, and on the strategy that is needed to support such a multi-stakeholder process.

#### **Expanding Living Wage Lab**

One of the outcomes of the W@W campaign, i.e. establishing national living wage coalitions, has not been successful yet, but the outcome remains relevant. Looking at the success of the Living Wage Lab in the Netherlands and the positive experience with the first labs organised in Uganda

and Malawi, it can be considered to invest more in establishing this kind of multi-stakeholder dialogues. Among the W@W campaign partners there exists relevant expertise in setting-up and facilitating multi-stakeholder dialogues. This should receive more attention in campaign countries, by mobilising sufficient staff time and resources to facilitate these processes and look for local partnerships to that end.

## 6. Annexes

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### 6.1. List of people met

#### W@W campaign staff and partners

Caroline Wildeman	Global W@W programme manager
Nada van Schouwenburg	W@W lobby officer
Evelien Vleeshouwers	W@W communication officer
Awni Farhat	W@W project officer
Sander Hehanussa	WO=MEN Program Manager Gender and Sustainable Economy
Annabel Wildschut	WO=MEN staff officer Gender and Sustainable Economy
Sander de Jong	Director Fairfood
Marthe van Andel	Fairfood officer
Isa Miralles	Fairfood officer
Michel Scholte	CEO True Price/the Impact Institute
Andrea Rusman	True Price/the Impact Institute

#### External stakeholders

Anna Linders	MFA contact person strategic partnership DW4W
Jeroen Oudheusden	FSI and president Flower Covenant
Caroline Le Grand	FSI programme manager
Gert Jan Lieffering	Eosta avocado project
Marloes Bruin	Albert Heijn, due diligence manager
Simone Heemskerk	MPS, department certification schemes
Olav Boenders	Wagagai
Marianne van Keep	Verstegen spices and sauces, director sustainability and purchasing
Frans Kuipers	Afriflora, supervisor in board

## 6.2. List of literature consulted

### Programme related documents

- HIVOS-IIED-Article 19 (2015) Civic Agency Consortium Programme document
- HIVOS-IIED-Article 19 (2016) Civic Agency Consortium Inception Report
- HIVOS-IIED-Article 19 Civic Agency Consortium Annual plans 2017, 2018 and 2019
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- HIVOS. Outcome statements W@W en e-mail exchange eind 2017 rondom substantiation van outcome statement over Fair Trade International
- Hivos & Fairfood (December 2017) Towards a living wage in the agri-food sector. Towards a living wage.
- True Price (2018) Living Wage tool needs assessment.
- WO=MEN lobby brief ter voorbereiding van gesprek BuZa over integreren van vrouwen rechten en gendergelijkheid in het brede buitenlandsbeleid
- WO=MEN lobby brief over Krimpemde politieke en financiële ruimte, handel en klimaat, gender, vrede en veiligheid
- WO=MEN Aanbevelingen voor Minister Kaag ten behoeve van de beleidsnota
- WO=MEN email correspondentie tussen WO=MEN en SER of stakeholdersrol WO=MEN bij IMVO sectorconvenanten.

### External documents

- Lieferring, GJ. (May 2020) Living wage in Burkina Faso. A Living Wage Gap assessment for fresh mango exporter Fruiteq SARL. Netherlands: EOSTA.
- IMVO Convenanten (Juli 2019) IMVO Covenant Sierteeltsector
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- Wilshaw, R. & Willoughby, R. (October 2019) Workers' Rights in Supermarkets Supply Chains. New Evidence on the need for Action. Briefing note. UK: Oxfam GB
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- Documents Tweede Kamer der Staten General
  - Motie van het lid Van Laar, 31 maart 2016
  - Motie van de leden Diks en Van Den Hul, 22 februari 2018
  - Motie van de leden Voordewind and Servaes, over leefbaar loon als onderdeel van IMVO convenanten
  - Brief van de minister voor buitenlandse handel en ontwikkelingssamenwerking, E. Ploumen, over maatschappelijk verantwoord ondernemen (16 februari 2017)

- Brief van de minister voor buitenlandse handel en ontwikkelingssamenwerking, Sigrid Kaag, over Modeltekst investeringsakkoorden (26 oktober 2018)

### **Websites**

[www.align-tool.com](http://www.align-tool.com)

www.bsr.org

[www.csrafrica.com](http://www.csrafrica.com)

[www.isealalliance.org](http://www.isealalliance.org)

IMVOconvenanten.nl

Fairtrade.net

Fairflowersfairplants.com

FSI2020.com

livingwagelab.org

oecd.org/investment/due\_diligence\_guidance\_for\_responsible\_business\_conduct

somo.nl

[www.theonlywayisupconference.com](http://www.theonlywayisupconference.com)

verstegen.eu

smallchangebigdeal.nl

wagagai.com

womenatworkcampaign.org