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**FINAL REPORT OF THE
EXTERNAL EVALUATION OF THE
PROJECT "WOMEN DIGNIFIED WORK"
Equal Value, Equal Rights Program (EVER), CARE
Latin America and the Caribbean.**

BRAZIL – COLOMBIA – ECUADOR

EXECUTIVE SUMMARY

JANUARY 2022

1. EXECUTIVE SUMMARY

1.1. GENERAL PROJECT INFORMATION

Title:	“Women Dignified Work” Project, Equal Value, Equal Rights Program (EVER), CARE Latin America and the Caribbean.	
Donors:	CARE France, CARE USA, CARE LAC, AFD and CHANEL Foundation	
Partner Institutions:	“Bien Humano” Foundation in Colombia, THEMIS in Brazil and CARE Ecuador.	
Allied Institutions:	UNTHA, FENATRAD, UTRASD	
Start Date:	January 1, 2019	
End Date:	December 31, 2021	
Budget:	USD. 1.437.722.00	
Population Reach:	<ul style="list-style-type: none"> • Direct: 1325 Remunerated Household Workers (RHWs) (500 in Colombia, 600 in Brazil y 225 in Ecuador). • Indirect: 66450 persons (1450 in Colombia, 60000 in Brazil y 5000 in Ecuador). 	
General Objective:	To contribute towards improving the situation of remunerated domestic workers in Latin America through training, advocacy, communication and economic development strategies.	
Specific Objective:	To contribute to the autonomy and empowerment of remunerated household women workers and their organizations, so that they can influence public policies in favor of the fulfillment of their human and labor rights in Ecuador, Colombia and Brazil	
Results:	<p>R1: Life and Care Skills Training Schools are currently operating in Ecuador, Colombia and Brazil.</p> <p>R2: A care services company has been created from organizational spaces in Ecuador and Colombia.</p> <p>R3: Non-organized civil society and employers have been sensitized to the importance of care work.</p> <p>R4: Generation of spaces for research, exchange, knowledge and learning, allowing the capitalization of experience and construction of a business management model led by organizations of remunerated household women workers.</p>	

1.2. SCOPE, IMPACTS, LESSONS LEARNED AND RECOMMENDATIONS

1.2.1. OUTCOME 1

SCOPE	IMPACTS
1.1. 1.117 RHWs in Brazil, 534 in Colombia and 581 in Ecuador have been trained and certified: coverage greater than 100%.	<p>The “Life and Care Skills Training Schools” were created in the three countries through a collaborative process with partners, allies, academia and RHW organizations.</p> <p>100% of the goal was exceeded, 2,232 RHWs were trained in human and labor rights, administrative management and professional certification. This was achieved due to successful partnerships in the 3 countries and the adaptation of the pandemic training model, through the incorporation of virtual tools, provision of equipment and access to social networks, which further motivated the RHWs.</p>



	For the definition of the contents of the human rights training curricula, information from the KAP (Knowledge, Attitudes and Practices) studies was used as input and for the RHWs management and professionalization training programs, market studies were applied.
	The contents of the RHWs training models including popular education, gender and rights approaches.
1.2. 2 organizations in Colombia and Ecuador are strengthened in administrative management skills, for the creation of a social business: 100% coverage.	For the professionalization of the RHWs, training was provided in business management and administration. Certificates of Professionalization were awarded as a requirement for joining the social enterprise in Ecuador and Colombia.
	The management module shows how to manage a business and includes market studies, business models and plans, and business promotion in Ecuador and Colombia.
1.3. 3 replicable training models and 3 curricula, designed and validated in Brazil, Colombia and Ecuador: 100% coverage.	The 3 training models, 3 curricula and 1 training plan, were designed and validated with allied and academic institutions and the RHWs themselves, so that they can be replicated with other groups of RHWs.
	The health emergency required an adaptation of the methodological and pedagogical designs, incorporating virtual methods and access to social networks of the RHWs. A mixed model, face-to-face and virtual, was designed.
	The incorporation of women leaders as 'promoters' (in Ecuador and Colombia) or as 'overseers' (in Brazil) is a mechanism for cascading the training and expanding the events coverage.

LESSONS LEARNED	RECOMMENDATIONS
The implementation of the "Training School" shows that it is necessary to know the human group to which the project is oriented, with its problems and potentialities.	It is recommended that the initial and final KAP studies be strengthened and deepened to update information on the situation of the RHWs.
The School has a double mission, the training of the RHWs and the consolidation of their organizations. This definition makes it possible to define the training model appropriate to the reality of the RHWs.	The RHW Training School should aim to contribute to the autonomy and empowerment of the RHWs and their organizations, in order to influence public policies in favor of their sector,
The articulation of the School's managers with those responsible for market research or KAP studies is very important to define the contents of the modules.	Teamwork should be encouraged in order to achieve greater relevance and effectiveness in the actions. It is recommended that all project components work together.
It is important to value the positive results already achieved with the training plan with its respective modules and curricula.	It is recommended that the training processes of the RHWs be strengthened, based on the training model validated in this phase.
The pandemic has shown that it is necessary to maintain a certain flexibility in the face of unexpected changes or unforeseen risks, while maintaining a safe and well-supported proposal.	Training in the use of information technologies (ITs) and management of social networks is recommended to overcome the high level of digital illiteracy among the RHWs, as well as the design of mixed face-to-face and virtual courses.



<p>The incorporation of cross-cutting approaches to rights and gender must continue in a sustained manner, given that they imply socio-cultural changes that are modified in the medium run.</p>	<p>Given that <i>machismo</i> is a social phenomenon that is reinforced on a daily basis, it is recommended that modules on Feminism and Gender, Gender-Based Violence, Black Feminism and one on organization strengthening, which are topics of interest to the RHWs, are incorporated.</p>
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1.2.2. OUTCOME 2

SCOPE	IMPACTS
<p>2.1. 2 care services companies established in Colombia and Ecuador: scope of the indicator is equivalent to 100%.</p>	<p>The two social businesses constitute <i>productive units</i> whose management contributes to the Care Services sector and the local economy, through the generation of employment, in addition to contributing to the improvement of the family economies of the RHWs, through the income generation under the parameters of a decent wage.</p>
<p>2.2. 2 social enterprise models designed to contribute to political advocacy: scope of the indicator is equivalent to 100%.</p>	<p>Empowerment and leadership of the RHWs to build the business model according to their socioeconomic realities, while the business model either via association or corporation makes them owners of the business which constitutes a transformation within the logic of care service delivery from an individual level to a collective, participatory, income generation and ownership of a productive unit.</p>
<p>2.3. 2 social enterprises established and started up in Colombia and Ecuador: scope of the indicator is equivalent to 100%.</p>	<p>The leadership of the RHWs implied not only an involvement in project activities but evolved to an "entrepreneurial" scope.</p>
<p>2.4. 10% of the RHWs with a final contract: achievement of 98% of the indicator in Colombia and 40.91% in Ecuador.</p>	<p>In the scenario of the health emergency, social businesses developed internal processes through innovation and use of technological tools, improving service delivery, expanding their client portfolio and strengthening their brand.</p>
<p>2.5. Increase in income: the indicator reached more than 100% in Colombia and 81.82% in Ecuador.</p>	<p>The implementation of social businesses tends to improve the income of RHWs, being a replicable model for other RHW groups and other countries.</p>

LESSONS LEARNED	RECOMMENDATIONS
<p>The construction of the social business model required the active participation of the RHWs, generating spaces for "consultation, consensus and decisions" that shaped each social business according to its socioeconomic reality.</p>	<p>Generate internal legal bases as well as administrative planning tools.</p>
<p>The process of creating the social businesses required technical studies such as a market study, business plan, and marketing plan, which allowed each business to be sized according to its economic environment.</p>	<p>Strengthen the operation of each social business from the administrative, financial, logistical, commercial and service aspects in order to position the business in the market.</p>



Training in administrative and financial issues was a lesson learned that must be maintained, reinforced and evolved according to the requirements of social business management.	Given the financial results of each business, it is essential to work in parallel to minimize costs, increase sales and obtain an injection of working capital and invest in strategic activities to provide liquidity to the business until sales can sustain it financially.
The marketing strategy applied has allowed the expansion of the client portfolio, especially those strategies promoted through social networks.	In order for the RHWs to move towards a process in which they are the ones who fully manage each business, it is suggested to continue with the business management training and complement it with some key activity that allows them to generate more practical management and business management skills.
Flexibility of the RHWs to offer their services within the structure of the 2 businesses even in the pandemic scenario, which implied: an administrative organization, a logistical organization, service delivery with biosecurity components, implementation of marketing strategies via virtual and also face-to-face through the handing of flyers.	Consider the constant socialization of the progress made by each social business so that all the members are aware of these particularities and base their participation and perception on the real results of the business and the project.

1.2.3. OUTCOME 3

SCOPE	IMPACTS
3.1. 3 communication and awareness campaigns on the results of KAP studies and the importance of care work, 1 per country: scope of the indicator is equivalent to 100%.	In Brazil, Colombia and Ecuador, some of the non-organized civil society and employers involved in the project are aware of and have been sensitized to the value of the RHWs, their rights and the contribution of their work to the economy of each country.
	The RHWs trade union organizations in Brazil, Colombia and Ecuador have strengthened their bases through the awareness-raising campaigns, opening spaces for dialogue on their rights, both with state entities and with private enterprise.
3.2. 50% of the campaign's target population is aware of the value of the RHWs and its importance for the economy: scope of the indicator in Brazil and Ecuador greater than 100% and in Colombia is equivalent to 100%.	The change in the campaign implementation strategy from face-to-face to virtual (as a result of the pandemic) meant that the RHWs were trained and improved in the use of technological tools, so that they could become actors in their own campaigns, which made it possible to reach an audience of more than one million people in the three countries.

LESSONS LEARNED	RECOMMENDATIONS
The communication campaigns implemented in Brazil, Colombia and Ecuador show that there are still people who do not accept the importance of the RHWs, especially among the group of employers linked to the project.	If there is a second phase of the project, it is recommended that the three countries continue with communication campaigns to raise awareness about the importance of household work and the defense of its rights, based on the scope and aspirations of the RHW organizations and aimed at civil society as a whole, especially employers.
Another aspect is the importance of the organized work of the RHW women in the three countries, which allowed curbing labor exploitation and made it	It is also recommended that the awareness campaigns incorporate the marketing strategy for the supply of social business services, with the aim



possible to negotiate with employers on issues such as wages, working hours and working conditions.	of reaching an audience that would constitute a broader demand market, which can reach specific niches for the segment of the RHW services.
With some of the employers involved in the project, relations improved as a result of the communication campaigns to raise awareness, to the point of maintaining RHW salaries during the most critical months of the pandemic, even though the RHWs were not working, as in the case of Colombia.	Through awareness campaigns in the three countries, it is recommended to continue strengthening the advocacy agenda at the state level, to ensure compliance with national and international regulations; and with the private sector (employers), committing them to comply with local legislation, thus helping to increase access to goods and services offered by the RHWs.

1.2.4. OUTCOME 4

SCOPE	IMPACTS
4.12 2 replicable models with a social business approach, which strengthens the sustainability of the political processes of the RHWs in Colombia and Ecuador: scope of the indicator is equivalent to 100%.	The execution of the MDT project introduced another important change which was the leap from classic trade unionism to social enterprise, which constitutes an element for the financial sustainability of the political advocacy actions expected by the RHWs.
4.2. Alliances that favor the positioning of RHW organizations at the regional level: scope of the indicator is equivalent to 100%.	The spaces for dialogue on the problems faced by the RHWs allowed them to actively participate as spokespersons with proposals for improving their quality of life, based on their socioeconomic reality. The consolidation of the inter-institutional roundtables made it possible to set agendas with key guidelines for political advocacy on behalf of the RHWs.

LESSONS LEARNED	RECOMMENDATIONS
Systematizations based on studies such as the KAP have made it possible to diagnose the situation of the RHWs and to propose lines of action and support for this social segment.	Maintain the forums for the socialization of the results of the actions carried out within the unions in each country and, through socialization at the regional level, explore the reactions of the strategic stakeholders on the issue. A high level of communication and dialogue is required to encourage consensus with the strategic stakeholders, especially those who have the power to make decisions regarding the approval of regulations in favor of the RHWs.
The project contributed effectively in the articulation of the 39 alliances between the unions in each country and the strategic stakeholders. The project provided experience in coordinating these alliances and building consensus in order to position the agendas of the unions in favor of the HRWs, which were positioned through awareness campaigns.	Consolidate alliances that favor the positioning of social businesses, whether these are alliances for training, as well as with suppliers and credit institutions.
The holding of 45 national forums, which had to be transformed into virtual forums, was a good tool for positioning the actions of trade unions in the public and private sectors and of the HRWs conglomerate in each country. The forums where the problems of the sector were made known also contributed, through	



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the exchange of experiences, to the empowerment of the RHWs in terms of both the requirements for political advocacy and the mentalization for the construction and implementation of social businesses.	
The inter-institutional roundtables formed in each country as spaces for the active participation of stakeholders, the empowerment of the RHWs, and the agendas established for analysis and dialogue are the basis for their consolidation.	
The systematization of the two social business models provides the basis for strengthening their business management.	