
February 2020

amfori Capacity Building Impact Assessment

A China Study

The Study at a Glance



4 key measurements

assessing the impact of amfori BSCI Training in China

From 2016 - 2018, amfori BSCI delivered 161 workshops in 14 Chinese cities, covering 11 social topics and reaching 3,484 learners from 1,194 factories.

Below are some key findings from a 2019 impact assessment study on these workshops

1

Perception - what do you think about the training

99% would recommend the training to colleagues or peers
85% agrees the content is relevant to the job responsibilities and need of company



2

Learning - have you learned from the training

There was an average of 47% increase in perceived knowledge gain after attending a workshop



3

Change - what changes have you made

60% incorporated policy changes after completing training
57% improved business processes and practices
92% have applied changes to policies, business / production processes and-or equipment / facility upgrade which in turn induced changes to behaviour and business



4

Impact - what has improved because of the changes made

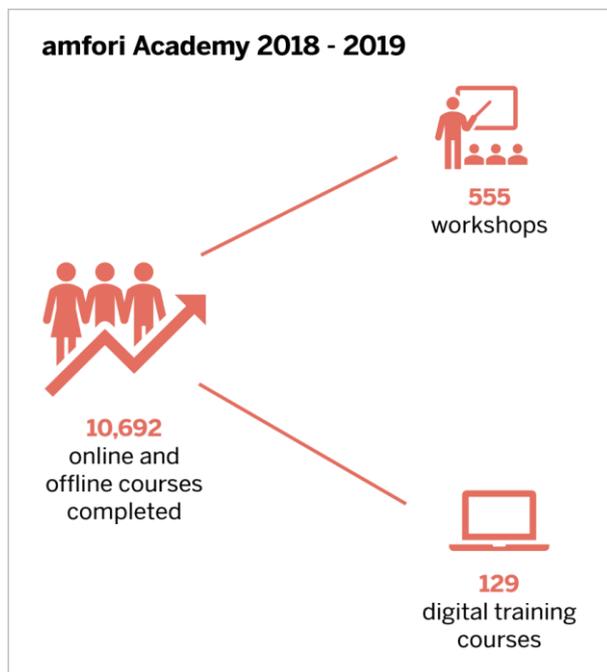
42% of factories showed improvement in their audit score
85% of factories reported to have improved on specific performance areas



Introducing the Study

Context

amfori's mission is to enable each of our members to enhance human prosperity, use natural resources responsibly and drive open trade globally. A key channel for achieving this is through our capacity building and training courses. These activities empower our members and their business partners. The heart of our capacity building activities is the amfori Academy: an innovative digital platform with a unique combination of online and offline learning tools. This platform combines interactive and practical programmes for users to develop their skills in sustainable supply chain management.



Source: [amfori Annual Report 2019](#)

Courses are provided for amfori members as close as possible to where they are based, as well as in factories and as close as possible to members' local staff in sourcing countries. The number of courses taken and variety of sessions offered continue to grow each year.

These courses are provided based on need and are aligned with our association's initiatives such as amfori BSCI and amfori BEPI. The course content is designed to equip learners with the knowledge and skills required to better manage human rights issues and other socio-environmental compliance issues at the companies where they work.

Understanding the impact of training activities, for individuals and companies is important for drive continuous focus on the most impactful courses while allowing amfori to continuously improve its capacity building activities.

Assessing impact

In 2018, amfori brought together a range of amfori members to a Project Group to discuss the value and process of assessing the impact of these training activities, as well as participating in and supporting the pilot study and activities. This pilot study is a result of their collaborative work. The Project Group members can be consulted [here](#).

In early 2019, this group contracted an external party, Deloitte Advisory (Hong Kong) Limited, to perform an extensive impact assessment study in China on amfori BSCI related training activities during 2016 – 2018. The project started in April 2019, with a final report ready in November of that same year.

The impact assessment focused on answering the following questions -

- **Perception**
How do attendees perceive the training, do they consider the content relevant and useful
- **Learning**
Have attendees learned from the training, increasing their knowledge and expertise
- **Change**
Are attendees applying what they learned and whether they have made changes in how they do or approach their job

▪ **Impact**

Have the changes made by the individual and/or company led to company level improvements, such as improved amfori BSCI scores in the perspective performance areas

The external party was also tasked to report on

- any limitations encountered during the work, and
- improvements for amfori to make in their capacity building offering.

Scope

Capacity Building Impact Assessment Scope (2016 – 2018)



The study focused on amfori BSCI training for factory management in China, the biggest sourcing market for amfori members with a majority of factory management training taking place there.

Project Group participants were central to identifying factories for the study, and in particular for the advanced activities such as phone interviews and site visits.

Data Sources and Activities

The following activities were performed and/or analysed as part of the Capacity Building Impact Assessment study –

1. Correlation analysis of **1000 factories'** amfori BSCI 2.0 Audit and Training data
2. Post-training survey data analysis from **2,535 surveys** completed in the amfori Academy
3. Online follow-up survey and analysis with **171 respondents**
4. 20-minute phone interviews with **86 individuals**
5. Half-day site visits at **7 factories**

The results

Overall, the results of the study indicate a positive impact of amfori BSCI Capacity Building activities on attendees and their companies. The workshops were effective in increasing attendees' knowledge and expertise, empowering them to make changes in their work environment, resulting in better management and performance in one or more amfori BSCI performance area(s) at company level.

Below are highlights from the study, followed by a description of recommendations from the external partner.



Perception – what do you think of the training courses

This part of the assessment focused on understanding how attendees perceive the training and whether they consider the content relevant and useful.

Both the quality of the trainer and the content relevance of the course were rated high, both just after the training and in the follow up survey conducted as part of this study.

As a result, we see that 99% of respondents say they would recommend the BSCI workshop they attended to their colleagues or peers.

“...The way the trainer conducted the workshop and the content covered impressed me a lot. He offered professional insights into specific topics and allowed us to brainstorm from a wider perspective. **This allowed us to apply newly learned knowledge into the daily job routine and operation which I have never considered before.** Thus, we have made **significant improvements in these areas.** Compared to the past, the **workers are now more satisfied with their work environment.** They also have a deeper understanding of BSCI and **have made great improvement on work efficiency.**”

Factory representative from a Guangzhou factory



Learning – have you learned from the training

Have attendees actually learned from the training and increased their knowledge and expertise?

The post-training survey used by amfori for each workshop showed that an average of 47% perceived knowledge increase is reported.

During the follow up survey, 85% respondents still agreed that the content of the course they attended was practical and applicable to their daily work responsibilities.

“...We should be allowed to attend this workshop more than once as it always provides us with new insights every time.”

Quality Control Supervisor of a Ningbo factory



Change – what changes have you made

Here the study assessed whether attendees are applying what they learned and whether they have made changes in how they do or approach their job.

The follow up survey showed around 57% have made policy changes and/or have improved business practices.

The phone interviews additionally identified 92% of the interviewees who say that the changes which were made have led to changes in worker behaviour and business impacts.

“...This workshop changed our policies and the current practice of the company. For instance, we now provide a direct and a more open channel for workers to communicate with the senior staff and supervisors to reflect their views. It has created a positive impact on our workers' morale which lowers the turnover rate and increases their work efficiency.”

General Manager of a Shaoxing factory

“...Our factory is not used to following regulation regarding fire safety. But now, we have a much better understanding on BSCI and local standards. We have also invested in certified equipment and developed a more systematic way of management.”

Assistant to General Manager of a Dongguan factory

Overall, the more practical the training and topic, the easier it is to apply what is learned. Still, improved communication with workers is also often reported, on one side because of the training topic (e.g. Worker involvement and protection) or on another side following a process of transferring knowledge from the training to the workforce.

In addition, increased communication between factories is proving helpful in tackling common issues.

“...Workshop attendees have formed a chat group that regularly discuss about BSCI standards and challenges, as well as current events such as the trade war. This allows us to brainstorm and problem-solve in different perspectives.”

Factory Manager



Impact – what has improved because of the changes made

Where policy changes and/or business practices were implemented, has this led to company level improvements?

In the phone interviews, 85% of interviewees said they believed improvements were made in the 13 BSCI performance areas, and 77% said the changes implemented had resulted in improved BSCI audit results.

The correlation analysis conducted as part of this study looked at comparing BSCI 2.0 audit results with training records. For this, factories with at least one valid BSCI 2.0 audit before and after attending a BSCI workshop were selected and analysed.

The results showed that 42% of these factories showed an improvement in their audit score. From this perspective, the following courses showed most impact:

- Getting started with BSCI
- Intro to Social Management System
- Worker Involvement & Protection (Grievance Mechanisms)
- Drafting a Remediation Plan

However, it should also be noted that 36% of factories showed no change in audit results, and 21% declined.

“...the content of each workshop does not cover all 13 performance areas audited. Producers with comparable training results and also with a decline in audit results do not represent any specific ineffectiveness of the workshops they attended as the decline might be related to other performance areas which were not included in the workshop(s) they attended.”

Deloitte HKG, project partner
From impact assessment report (2019)

Recommendations for amfori

Impact Assessment

- Conduct pre-intervention assessment to measure baseline
This would be useful to understand attendees knowledge prior to the workshop, in order to
 - Tailor workshop delivery where needed
 - Measure knowledge increase prior vs post-training
 - Regularly assess post-intervention impact
- Doing this will enable amfori to continuously measure the effectiveness and possible impact of its training activities, and act on this knowledge.

Capacity Building

- Deploy case study approach in training material
Attendees very much appreciated having practical examples during workshops and wish to see more of this.
- Organise sessions according to industries
Attendees would like to be able to learn and discuss with learners from the same industry, particularly on common challenges.
- Enhance online registration process

Limitations and challenges

- Verification of data (provided by amfori) was not part of the project scope.
- More information and context could reduce any bias in causality.
- Cultural bias – due to Chinese cultural preference for expressing positive emotion, and thus avoiding extreme negative responses, a likelihood of positive responses in the surveys and interviews are noted.
- Most of the interviewed factories have been audited according to different international standards and client-specific standards. Local laws would sometimes involve stricter requirements, which often causes confusion on how to adhere to multiple standards.
- Many factories claimed that even though they organised internal sharing and training after representatives attended the workshops, it was unclear if the learnings and information were understood and applied to their job duties. Factories reported to believe the issue relates to a lack of education and cultural differences.

The Methodology

The methodology used for the impact assessment was the Logic Model Approach, combined with the [Kirkpatrick’s Four-Level Training Evaluation Model](#).

Logic Model for the China amfori BSCI Capacity Building Impact Assessment Study



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