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## Call for Expression of Interest

Research partner for design and implementation of Better Work impact assessment in Haiti

### BETTER WORK OVERVIEW

#### **Mobilization**

We mobilize global brands, governments, factory owners and workers to improve working conditions, drive competitiveness and create a more equitable, more prosperous world.

#### **The Power of Convening**

As a partnership between the UN's International Labor Organization and the World Bank Group's International Finance Corporation, we know how to bring diverse groups together to create positive action that improves working conditions while stimulating productivity and competitiveness.

#### **A Proven Approach**

We create lasting, measurable change by empowering factories to improve the working conditions in their facilities. Our assessments are the global gold standard for rigor and integrity. Our training programs and advisory services change attitudes as well as behaviors.

#### **National Action/ Global Influence**

Through our comprehensive, university-led research, and by sharing best practices from our on-the-ground experience, we are able to shape the agenda well beyond the countries in which we work, influencing governments, brands and policy makers to make improving working conditions a top priority

#### **Purpose**

Our work and our research have demonstrated – to employers, unions, global brands and governments – that improving working conditions and defending the rights of workers benefits all of us. We've improved the lives of more than 2 million workers, and millions more family members, while enhancing the profitability of their employers. There is no trade-off between better work and better business.



## BACKGROUND

Better Work – a collaboration between the International Labor Organization (ILO) and the International Finance Corporation (IFC) – is a comprehensive programme bringing together all levels of the garment industry to improve working conditions and respect for labor rights for workers, and boost the competitiveness of apparel businesses. Better Work uses its convening power to facilitate development and implementation of strategic framework for learning, with the ultimate objective to transform behavior in global supply chains. Having worked in 8 countries and established active learning relations with over 1,500 factories (covering more than 2 Mio. Workers) throughout a decade of work, Better Work is uniquely positioned as a broker of a global private-public partnership that supports learning and accelerates processes leading towards behavioral change. Better Work has developed robust partnership with leading global buyers, national governments and social partners. As a result of their participation with Better Work, factories have steadily improved compliance with ILO core labor standards and national legislation covering compensation, contracts, occupational safety and health and working time. This has significantly improved working conditions and, at the same time enhanced factories' productivity and profitability. More information on the results from the multi-year impact evaluation of the overall Better Work programme can be found under [betterwork.org/blog/portfolio/impact-assessment](http://betterwork.org/blog/portfolio/impact-assessment).

For more information about Better Work please see [www.betterwork.org](http://www.betterwork.org).

### Country Context Haiti

The Better Work country programme in Haiti was launched in June 2009 in the framework of a trade agreement between the United States and Haiti (HOPE II law) which makes the programme mandatory for all apparel producers exporting their products to the US market under this HOPE II legislation. Total export revenues from the textile and garment industry in Haiti account for approximately 90% of national export earnings and 10% of national GDP. The apparel industry is also among the largest employers within Haiti, creating jobs for approximately 45,000 people, a 15% increase since the beginning of 2017. Owing to the low entry requirements for factory jobs, the industry is a major magnet for unskilled and semi-skilled workers from the informal sectors. Most workers (about 65-70%) are women who support on average 3-5 family members.

Since the expansion of tariff benefits under the HOPE/HELP trade preference programmes, apparel exports from Haiti to the US have more than doubled, growing from US\$ 412 million in 2008 to a high of US\$ 895 million in 2015. In 2016, Haitian apparel exports to the US showed a slight decrease to US\$ 850 million, yet several new international investors have recently started to set up operations in the garment industry in Haiti. Estimated growth rates expect Haitian apparel exports to soon pass the 1 billion US mark and increase direct employment figures in this sector by 50% over the next 5 years. In Haiti as elsewhere, garment factories operate in an extremely competitive market in which buyer requirements on quality, price, and delivery time are intensifying. Similarly, compliance with environmental and social standards, including labor, are a growing concern for reputation-conscious brands – a product in part of rising public consciousness about the social and environmental footprint of the garment industry in its manufacturing hubs around the world.

In the World Bank's Worldwide Governance Indicators, Haiti has persistently scored under 25% over the past twenty years. Among the six categories that are measured under this indicator, the three



weakest ones for Haiti have consistently been government effectiveness, rule of law and control of corruption. This negatively impacts the garment industry in several ways. First, the investment climate is not conducive to attract investment and labor governance is weak as a result of the overall unstable political environment. Second, industrial relations in Haiti in general and in the garment sector in particular face multiple challenges. Third, although most of the institutions within the Government are showing good intentions and efforts to fully play their role in governing the labor market, the system overall remains weak.

## Better Work Haiti 2018 - 2022

Due to the fact that Better Work is mandatory in Haiti under the HOPE II legislation, all exporting factories participate in the programme. This provides a unique opportunity to impact an entire sector which significantly impacts the socio-economic development of the country. Today, BWH operates in almost 30 factories. The total combined workforce of these companies - 50,000 workers - is directly impacted by the programme in Haiti, with indirect impacts extending to approximately 250,000 people. The recently launched new 5-year strategy of BWH focuses on three main outcomes.

1. Compliance with national labor law and international labor standards in the Haitian garment industry is monitored and compliance levels increased.
  - ◆ Continue to cover entire garment exporting factories in accordance with US HOPE legislation (framework of a trade agreement between the US and Haiti) to improve working conditions and business competitiveness through core services.
  - ◆ Encourage factories to strengthen management systems, so that factories are able to maintain higher levels of compliance independently.
  - ◆ Strengthen capacity of PICCs (bipartite management-worker committee in factories) to ensure they become more independent entities.
  - ◆ Broaden training modules to meet new training needs, including on labor law, sexual harassment prevention, and human resource management.
2. The garment industry in Haiti is strengthened and capable to improve labor related issues and industrial relations on a sectorial level.
  - ◆ Design a new research and impact measurement agenda to use collected data in a more strategic way to inform partners, influence policies, and thus contribute to change.
  - ◆ Support the re-launch of the social dialogue table
  - ◆ Facilitate networking events of industry stakeholders including international buyers.
3. The long-term institutional and financial viability of BWH activities is strengthened through increased capacity of its constituents and increased revenues.



- ◆ Intensify capacity building of national constituents, especially labor inspectors in Ministry of Social Affairs and Labor, employers, and union organizations.
- ◆ Increase engagement with government institutions on social security, as well as tripartite national bodies on social security.
- ◆ Explore the opportunities to offer selected services to companies from other sectors.
- ◆ Seek synergies with Better Work Nicaragua including potential elaboration to Central America regional approach as a large number of brands are sourcing in several countries in the region.

## Scope of the assignment

Better Work seeks to contract an analytical research partner to design and implement a multi-year research and impact assessment approach in Haiti for the current program strategy.

The impact assessment will be designed with the aim to isolate and attribute changes in working conditions and business outcomes as well as capacities of national partners in the Haitian garment sector to BWH's activities. It will primarily focus on measuring effects in areas that extend beyond the regular monitoring and reporting of project activities, including the development impact for workers and business impact for firms, and the capacity of national partner organizations of BWH, particularly their capacity to promote and sustain mature industrial relations at the sector and enterprise level.

The selected partner will lead on conceptualizing and proposing an overall research design, as well as lead in analysis to assess impact. It is expected that the analytical research partner will implement data collection and carry out the analysis. Better Work seeks a mixed methods approach to address the key research questions agreed on. The research proposed may include experimental and quasi-experimental approaches, the design of which will depend on the pending plans for the scope and implementation of project activities. It can include but not be limited to analysis of existing BWH compliance data, stakeholder surveys, focus group discussions, SMS campaigns, comparison to non-garment factories for alternative benchmark etc. The research plan has to be approved by BWH prior to implementation. This work will be carried out with the technical assistance and guidance of Better Work.

*Some potential key research questions and sub questions to be answered through the research and impact assessment plan:*

- 1) How and to what extent has BWH created positive impact on the lives of garment workers and their families?
  - a. How do specific Better Work training modules affect working life and factory outcomes?
  - b. How does increased representation of women in management structure affect workplace conditions and incidence of disputes?





- c. Building upon existing initial evidence, what is the impact of quality PICC (Performance Improvement Consultative Committees) bipartite committees in BWH factories?
- 2) How has BWH strengthened the competitiveness of the Haitian garment sector?
  - a. How does the garment sector in Haiti compare to other sectors in the country in terms of working conditions and impact on development outcomes? (possible use of data comparison from MAST)
  - b. What are the effects of the rise of large intermediary firms sourcing apparel from Haiti?
- 3) How have the activities of BWH strengthened the capabilities of the sector's national tripartite constituents to sustain mature industrial relations at the sectorial and enterprise level?
- 4) Are there unintended impacts of the program?
- 5) What mechanisms delivered the impact? Key contextual features for these mechanisms?

## EDUCATION

- ♦ Master's Degree in relevant field (Evaluation and Impact Studies, economic and social development programmes, applied economics, statistics, econometrics);
- ♦ Technical expertise in social impact evaluation and economic analysis (including proficiency in Data Analysis and Statistical Software).

## EXPERIENCE

- ♦ Minimum 5 years' experience in monitoring, evaluation and impact assessment and in project management and partnership roles
- ♦ Experience with conducting and administering surveys;
- ♦ Experience conducting project impact analysis as part of rigorous impact evaluation of policies, programs and interventions
- ♦ Superior knowledge of best practices and current trends in large project portfolio management, monitoring and evaluation
- ♦ Experience working with bilateral and international development assistance funded projects
- ♦ Experience conducting behavioral and institutional studies or knowledge of behavioral statistics preferable



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## RESPONSABILITIES

- ◆ Primary anticipated responsibilities include:
- ◆ Data collection and management;
- ◆ Statistical analyses;
- ◆ Literature review;
- ◆ Contributing to computer simulation modeling efforts (developing and running computer models)
- ◆ The opportunity exists to participate in scientific manuscript preparation and writing. Support of manuscript preparation (e.g. communications with co-authors, Table/Figure development) is expected.

## LANGUAGES

- ◆ Superior English-language skills
- ◆ Outstanding writing skills in the English language
- ◆ Excellent command of French
- ◆ A working knowledge Creole would be an advantage
- ◆ Spanish would be a plus

## TIMELINE

An overall plan for the entire duration of the current program phase should be submitted by interested parties. Contracts will be made on a year to year basis.

## REPORTING

The team will report to Claudine Francois, Better Work Haiti Program Manager (francoisc@ilo.org).

## CONFIDENTIALITY AND NON-DISCLOSURE

All data and information received and collected for the purpose of this assignment are to be treated confidentially and are only to be used in connection with the execution of these Terms of Reference. All intellectual property rights arising from the execution of these Terms of Reference are assigned to





IFC and ILO. The contents of written materials obtained and used in this assignment may not be disclosed to any third parties without the expressed advance written authorization of the IFC and ILO.

The consultant should meet the following minimum requirements:

- ♦ Master's Degree in relevant field (Evaluation and Impact Studies, economic and social development programmes, applied economics, statistics, econometrics);
- ♦ Technical expertise in social impact evaluation and economic analysis (including proficiency in Data Analysis and Statistical Software).

## CALL FOR PROPOSALS

*Interested research teams are asked to express interest by submitting a research proposal by June 22nd, 2018 to [haiti@betterwork.org](mailto:haiti@betterwork.org).*

The research proposal should provide details on potential approaches to designing an impact assessment of the BWH program that can respond to the key research questions identified above and other ideas suggested by the research partner.

The document should provide proposed research framework and methods, including scope of proposed data collection (up to 10 pages max), and a description of the research team and CVs of principal investigators. As the BWH intervention will further develop and refine its implementation plan throughout 2018, the proposed impact assessment design should be considered preliminary and allow for flexibility for adjustments in consultation with Better Work.

## ADDITIONAL INFORMATION

Applicants who do not attach the statement addressing their claims against the required competencies will not be considered for interview.

Applicants will be contacted directly if selected for written test.  
Applicants will be contacted directly if selected for an interview.

For any questions related to this post, please call us at: (509) 28 16 26 46 or email us at: [haiti@betterwork.org](mailto:haiti@betterwork.org)