



BUREAU OF INTERNATIONAL LABOR AFFAIRS
UNITED STATES DEPARTMENT OF LABOR



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INTERIM EVALUATION

BETTER WORK HAITI

July 2023

Grantee: International Labour Organization (ILO)

Project Duration: January 2009 – December 2025

Evaluation Period Coverage: FY2020 – FY2023

Fiscal Year and Funding Level: Total - \$21,233,555

FY 2010: USD 3,400,000 | FY 2011: USD 687,715

FY 2012: USD 1,100,000 | FY 2014: USD 2,325,840

FY 2015: USD 1,650,000 | FY 2016: USD 1,200,000

FY 2017: USD 2,820,000 | FY 2019: USD 1,200,000

FY2020: USD 1,550,000 | FY2021: USD 2,600,000

FY2023: USD 2,600,000

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Evaluation Fieldwork Dates: April 13, 2023 - July 3, 2023

ACKNOWLEDGEMENTS

This report describes the interim performance evaluation of the Better Work Haiti (BWH) project. Fieldwork for this evaluation was conducted mid-April through early July 2023. Integra Governmental Services LLC (Integra) and Dexis Consulting Group conducted this independent evaluation in collaboration with the project team and stakeholders and prepared the evaluation report according to the terms specified in Integra's contract with the United States Department of Labor (USDOL). The evaluation team would like to express sincere thanks to all the parties involved for their support and valuable contributions.

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LIST OF ACRONYMS

ADIH	Association des Industries d'Haïti (ADIH) / Association of Haitian Industries
ASSOCO	Association Syndicale des Ouvriers de la CODEVI Ouanaminthe / CODEVI Ouanaminthe Workers' Union
BMST	Bureau de la Médiatrice Spéciale du Travail / Office of the Special Labor Ombudsman
BSEIPH	Bureau du Secrétaire d'État à l'Intégration des Personnes Handicapées / Office of the State Secretary for the Integration of People with Disabilities
BWG	Better Work Global
BWH	Better Work Haiti
CATH	Centrale Autonome des Travailleurs Haïtiens/Autonomous Federation of Haitian Workers
CISFH	Coordination Syndicale des Femmes Haïtiennes/Inter-Union Committee of Haitian Women
CTH	Confédération des Travailleurs Haïtien/ Haitian Workers Confederation
CTSP	Confederation of Public and Private Sector Workers
EQ	Evaluation Question
ET	Evaluation Team
FGD	Focus Group Discussion
FY	Fiscal Year
GBV	Gender-based Violence
GOH	Government of Haiti
HELP	Haiti Economic Lift Program
HOPE II	Haitian Hemispheric Opportunity through Partnership Encouragement Act of 2008
IFC	International Finance Corporation
ILAB	Bureau of International Labor Affairs
ILO	International Labour Organization
IP	Implementing Partner
KII	Key Informant Interview
LC	Local Coordinator
LE	Lead Evaluator
LEE	Local Evaluation Expert
LGBTQI	Lesbian, Gay, Bisexual, Transgender, Queer, Intersex
MAST	Ministère des Affaires Sociales et du Travail / Ministry of Social Affairs and Labor

OECD DAC	Organization for Economic Co-operation and Development's Development Assistance Committee
OFATMA	Office d'Assurance Accidents du Travail, Maladie et Maternité/Office of Occupational Accident Insurance, Sickness, and Maternity Insurance
ONA	Office National d'Assurance-Vieillesse/National Old-Age Insurance Office.
OTLA	Office of Trade and Labor Affairs
PAC	Project Advisory Committee
PMP	Performance Monitoring Plan
PICC	Performance Improvement Consultative Committee
SDA	Senior Data Analyst
SLA	Senior Labor Advisor
TAICNAR	Technical Assistance Improvement and Compliance Needs Assessment and Remediation Program
TOR	Terms of Reference
TPR	Technical Progress Report
USDOL	United States Department of Labor
USG	United States Government
UTL	Union des Travailleurs Libres / Union of Free Workers

EXECUTIVE SUMMARY

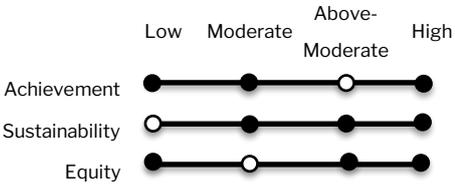
BACKGROUND AND CONTEXT

The United States Department of Labor (USDOL)'s Bureau of International Labor Affairs (ILAB) contracted Integra Government Services International, LLC to conduct an interim performance evaluation of the Better Work Haiti (BWH) project. DOL/ILAB's Office of Trade and Labor Affairs (OTLA) manages the award, and the International Labour Organization (ILO) implements the project as part of a partnership with the International Finance Corporation (IFC). Implementation for BWH began in 2009, and USDOL has funded multiple iterations of the project throughout the last fourteen years totaling \$21.2 million. The project received \$2.82 million in Fiscal Year (FY) 2017 and \$2.6 million in FY2023, with a period of performance through December 2025. BWH last received interim evaluation results in October 2019 from data collected in August 2019; the focus of the current interim evaluation covers implementation activities from FY 2020 - 2023, with data collected April - June 2023.

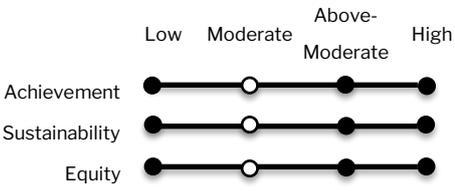
BWH brings together and builds the capacity of local partners and stakeholders relevant to the garment sector. The project aims to enable factories to comply with labor laws, retain more satisfied workers, improve working conditions, and increase factory productivity and quality for more profitability and competitiveness in the sector. The project activities are designed to improve the capacity of workers' organizations to advocate for safe working conditions, labor law compliance, knowledge, and respect of workers' rights. Other activities provide training and resources for government officials to conduct labor inspections.

KEY EVALUATION RESULTS

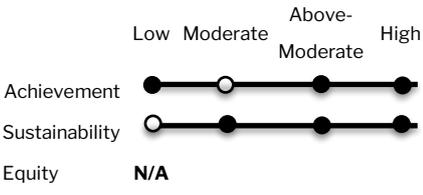
Table 1. Performance Summary

Performance Summary	Rating
LTO 1: Compliance with national labor law and international labor standards sustained in the Haitian garment sector.	
<p>BWH supports activities to the Government of Haiti (GOH)'s Ministry of Social Affairs and Labor (MAST) by facilitating training and providing logistical support that has improved the knowledge and capacity of GOH. BWH also supports key labor-related agencies (ONA, OFATMA¹) to better collect taxes from enterprises in the garment sector. s Inspectors from MAST carried out work site inspections and generated reports with findings. Factory managers, the representatives of the Association of Haitian Industries (ADIH), and workers' organizations reviewed these assessment reports and implemented recommendations that resulted in increased taxpayer revenue to OFATMA. It should also be noted the <i>Haitian Hemispheric Opportunity through Partnership</i></p>	

¹MAST: Ministère des Affaires Sociales et du Travail/Ministry of Social Affairs and Labor; ONA: Office National d'Assurance-Vieillesse/National Old-Age Insurance Office; OFATMA: Office d'Assurance Accidents du Travail, Maladie et Maternité/Office of Occupational Accidents, Sickness, and Maternity Insurance.

Performance Summary	Rating
<p><i>Encouragement</i> (HOPE Act)² removes duties from Haitian apparel exports to the U.S.</p> <p>GOH labor inspectors are heavily reliant upon BWH technical expertise, capacity building activities and operational support, such as travel costs for labor inspectors. In response to consistently high personnel turnover of public sector employees, labor agencies need to develop internal training processes for new public sector employees. Financial commitments are also required so the GOH can sustain its current level of labor enforcement and compliance activities, which is reflected in the low sustainability rating for this outcome.</p> <p>Promoting equity in Haiti's garment sector in alignment with international labor standards involves a comprehensive approach to fairness and equal treatment. Key steps to ensure equity include enforcing anti-discrimination policies, guaranteeing equal pay, promoting gender equality, fostering inclusive hiring practices, providing training on diversity and bias, establishing employee resource groups, ensuring fair promotions and transparent processes, supporting worker representation, creating accessible workplaces, implementing family-friendly policies, monitoring and reporting on equity, diversifying suppliers, engaging with civil society, facilitating government oversight, and collaborating internationally. Achieving equity in Haiti's garment sector requires collective efforts from government, industry, labor organizations, and civil society to uphold international labor standards related to equity. With a view to promoting and respecting equity, a wide range of Haitian government ministries, worker's associations, and the private sector, as well as the employer group, ADIH, were engaged with BWH, which contributes to local ownership and validation of the goals.</p> <p>In terms of sustainability of BWH activities after the project ends, it is unclear which local partners and workers will continue to benefit from improved working conditions and workers' rights.</p>	
<p>LTO 2: The Haitian garment sector addresses labor-related issues in line with national labor law and international labor standards.</p>	
<p>The strengthening mechanisms to increase dialogue between factory managers and workers has been positive. These resolution mechanisms may potentially improve relations between managers and workers through increased frequency of engagement and mutually beneficial problem-solving approaches.</p> <p>The sustainability of the conflict resolution mechanisms is more dependent upon good will rather than significant financial and administrative resources, according to representatives of two employers' organizations; these local partners expressed a willingness to continue the work of BWH. Representatives from workers' organizations,</p>	 <p>The rating scale shows three categories: Achievement, Sustainability, and Equity. Each category has a horizontal line with four markers: a solid black dot at 'Low', an open white circle at 'Moderate', a solid black dot at 'Above-Moderate', and a solid black dot at 'High'. For all three categories, the markers are positioned at the 'Moderate' level.</p>

²The HOPE II Act passed in 2008 regulates trade preferences designed to support manufacturing jobs in the apparel sector.

Performance Summary	Rating
<p>however, were less certain that private sector partners such as employers' organization and factory managers will continue to engage in dialogue with workers when the BWH project ends. Workers and representatives from workers' organizations indicated that without BWH support, they did not believe wide-spread workplace harassment and discrimination would be reported and addressed by employers.</p> <p>With respect to equity, survey data indicated wide gaps between men and women in perception of changes with respect to labor protections, discrimination, dialogue, and other BWH-related areas, suggesting that benefits are not experienced or perceived equally across men and women. Further, while many report reduced instances of harassment and discrimination, others feel there is underreporting and fear of retribution, and admit that discrimination and harassment remain a larger cultural issue. Additionally, some of the BWH training materials were not adequately or accurately translated into Creole, limiting the reach and benefits of BWH to populations that only speak Creole or are less literate.</p>	
<p>LTO 3: Government policies and institutions support the promotion of decent work.</p>	
<p>GOH public sector employees have increased their capacity to enforce labor standards and raise awareness of workers' rights. The GOH has high incentives to continue the MAST program because increased enforcement of labor compliance standards leads to better production outputs and potentially generates higher national tax revenue. GOH labor inspectors can aid Haitian factories in improving working conditions to become more closely aligned with global standards. reputational standards.</p> <p>The sustainability of GOH policies and institutions that promote decent work is unpredictable due to uncertain allocation of government resources and contextual issues related to political instability, deteriorating security and mobility of workers, and shortage of public sector workers. Workers' organizations can support advocacy efforts but not without government partners.</p> <p>There is no evidence to suggest a particular focus of equity or gender aspects in promoting workers' rights at the national policy level, therefore there is no equity rating for this outcome.</p>	 <p>A horizontal rating scale with four points: Low, Moderate, Above-Moderate, and High. Three rows of data are shown: Achievement has a solid black dot at High; Sustainability has a solid black dot at Moderate; Equity is marked as N/A.</p>

LESSONS LEARNED

- Sharing the BWH activity work plan, monitoring system, and sustainability plan is important.** Not all participants or stakeholders were knowledgeable or aware of the project's activities. Workers' organizations seek a better understanding of the full range of BWH activities, expected results, and the key stakeholders and local partners.

- **Use of strategic communications could increase visibility of BWH activities.** Many workers were unaware of how the BWH components were being implemented throughout Haiti. If workers and managers were familiar with the broader objectives and results, they could share learning and best practices that have been piloted in different factories.
- **Training could potentially be more effective with increased participation of middle management.** Multiple stakeholders from both private and public sectors suggested middle management employees performing human resources and accounting functions are important stakeholders that should be included in training because they are often the links between workers and senior management at the factories.
- **Stakeholders could benefit from training materials and resources translated into Creole.** Stakeholders noted inadequate, inaccurate, and delayed translations of English language documents into French and Creole made the materials less accessible to all stakeholders, which reduced the effectiveness of capacity building training.

PROMISING PRACTICES

- **Adaptive management is vital in the fast-changing work context in Haiti.** BWH proactively and successfully adapted the program for effective and efficient implementation that was responsive to environmental factors such as insecurity and political unrest.
- **Building good working relationships leads to adopting common goals.** Stakeholders generally noted positive relationship dynamics between the implementing partners and local partners that foster a collaborative environment.
- **Addressing discrimination and sexual harassment through targeted training is a necessary component of programming.** BWH program training increases awareness and understanding of appropriate workplace behavior.
- **Close collaboration with GOH increases the likelihood of project activity sustainability.** Participants noted the close relationship between BWH, MAST, and other GOH agencies was pivotal in facilitating BWH's efforts, but long-term sustainability is still unknown.

CONCLUSIONS

RELEVANCE AND COHERENCE

The BWH project played an important role in addressing workplace discrimination, building capacity of GOH to support the apparel sector, and promoting equity in the Haitian factories producing apparel exports. The BWH project supported capacity development and collaborated closely with GOH agencies like MAST, ONA, and OFATMA. The training of MAST inspectors is demonstrating positive results. The BWH project acts as a critical bridge between GOH and the apparel industry to address worker needs, find avenues for advocacy, reinforce standard procedures in companies and factories, and address concerns related to sexual harassment and workplace safety. BWH's frequent compliance assessments and consulting services also benefited the private sector, bringing adherence to domestic labor law and international labor standards to the forefront. Interviewed workers perceived that the

project contributed to a decrease in sexual harassment in factories, and both men and women are more aware of workplace discrimination.

EFFECTIVENESS AND EFFICIENCY

The BWH project established resolution mechanisms between workers and employers. These mechanisms increased dialogue and improved stakeholder communication. Improved access to advisory services allowed factory managers to obtain assistance in addressing noncompliance findings. Some stakeholders observed fewer incidents of sexual harassment in BWH-participating factories, although others reported it still occurs. The efficiency of the BWH project in Haiti is hard to measure due to many external factors that affect project implementation. The BWH received praise from stakeholders regarding its outreach and cooperation with GOH agencies (MAST, OFATMA, ONA) and partners.

SUSTAINABILITY AND EQUITY

BWH activities have generated results for GOH, employers, and workers, but the sustainability of the three outcomes are more difficult to anticipate due to limited resources and political will exacerbated by external factors. As noted earlier, there are many external risks that influence institutional capacity building and private sector commitment to respecting and adhering to labor standards and advancing workers' rights. Equity issues were addressed in terms of all workers' access to services and making all stakeholders aware of discriminatory practices in the work environment

RECOMMENDATIONS

RECOMMENDATIONS FOR BWH

- Develop an action plan with government agencies to understand the level of resources required after the BWH project ends.
- Provide capacity building support for factory middle management (human resources, accounting, and compliance staff) who serve as links between factory managers and workers.
- Ensure that written materials and in-person training curricula are adequately and accurately translated into Creole and French.
- Develop accessible archive of local-language training materials for factories and government agencies to ensure retention of institutional knowledge.
- Establish feedback mechanisms that monitor the effectiveness and efficiency of new labor resolution mechanisms.

RECOMMENDATIONS FOR GOH

- Emphasize the need to address high public sector employee turnover and logistical challenges related to physical insecurity. Help identify potential revenue streams to fund labor inspections.
- Identify a champion within each relevant public sector agency to lead and manage continued communication and inspection processes. Establish an annual line item in agency budgets to support inspections and other activities related to oversight of factories.
- Enable workers' organizations tasked with conflict resolution to help workers access social assistance programs such as unemployment benefits, healthcare, childcare, and emergency financial aid.

- Develop internal knowledge-sharing mechanisms, given the high frequency of public sector employee turnover.
- Mainstream gender and equity in national policies governing workers' rights and monitor progress.

RECOMMENDATIONS FOR ILO GENEVA/HEADQUARTERS

- Develop interactive training modules to assist workers' organizations in adopting more effective approaches to negotiations with the private sector while strengthening their structures and advocacy skills.

RECOMMENDATIONS TO ILAB

- Share USDOL best practices with ILO and local partners in the development of pragmatic sustainability plans to ensure they are not overly complex for implementation.
- Encourage b-directional communication between ILO and local partners to seek and integrate input from local partners through pause and reflect sessions and other learning events on a regular basis, as well as sharing work plans, milestones and results, and sustainability activities.
- Consider developing a guide for conducting baseline assessments that assess the prevalence of gender-based violence (GBV) and toolkits that illustrate learning and best practices in preventing and mitigating GBV and share these resources with grantees.

EVALUATION PURPOSE, PROJECT CONTEXT, AND DESCRIPTION

The United States Department of Labor (USDOL)'s Bureau of International Labor Affairs (ILAB) funds the Better Work Haiti (BWH) project as part of the Better Work Global (BWG) partnership program between the International Labour Organization (ILO) and the International Finance Corporation (IFC). In all countries of operation, the BWG program aims to enhance compliance with labor standards and laws, improve working conditions, and increase the productivity, quality, and competitiveness of enterprises within global apparel supply chains. USDOL/ILAB contracted Integra Governmental Services, LLC to conduct an interim performance evaluation of the BWH project.

1.1 EVALUATION PURPOSE

The purpose of this BWH interim performance evaluation includes the following:

- Assessing the relevance of the BWH project in the cultural, economic, and political context in Haiti, and the extent to which it is suited to the priorities and policies of the host government and other stakeholders and actors;
- Determining whether the project is on track to achieve its overall BWH project objective and expected outcomes, identifying the challenges and opportunities, and analyzing the driving factors for these challenges and opportunities;
- Assessing the effectiveness of the BWH project approaches and identifying areas in need of improvement, including underserved groups that include women, workers with disabilities, LGBTQI+³ community, women, , and other traditionally marginalized groups;
- Providing conclusions, promising practices, lessons learned, and recommendations; and
- Assessing BWH sustainability planning for long term outcomes.

1.1.1 INTENDED USERS

The BWH interim evaluation provides an assessment of the project's performance, effects on project participants, and an understanding of the factors driving the project results to ILAB, ILO, BWH project participants, the Government of Haiti (GOH), and other project stakeholders or actors who have a concern, interest, and/or influence on labor rights in the Haitian garment industry. The evaluation results, conclusions, and recommendations serve to guide project adjustments and to inform stakeholders in the design and implementation of subsequent phases or future labor rights projects, as appropriate. This report is a standalone document, providing the necessary background information for readers who are unfamiliar with the details of the project. This report will also be disseminated to targeted stakeholders as described in the *Communications and Dissemination Plan* prepared for ILAB by Integra.

1.1.2 EVALUATION METHODOLOGY

This section provides the abbreviated methodology and limitations for the interim evaluation of the project. See Annex D for the full methodology details, with sampling approach, sample description, methods used, challenges encountered during data

³ Lesbian, Gay, Bisexual, Transgender, Queer, Intersex.

collection, and limitations.

An independent Evaluation Team (ET) conducted the evaluation, guided by the U.S.-based Integra team and a Senior Labor Advisor (SLA) providing technical support and quality assurance. The ET, based in Haiti, consisted of a Lead Evaluator (LE), Local Evaluation Expert (LEE), and Local Coordinator (LC). The team maintained regular communication with the BWH/ILO team to obtain relevant background materials and secondary data sources. They conducted both remote and in-person primary data collection in Cap-Haitian and Port-au-Prince.

The ET used a mixed-methods approach to triangulate information obtained by primary/secondary quantitative and qualitative data sources. Methods included:

Desk Review and Performance Monitoring Data: The ET conducted a comprehensive desk review of BWH-related documents, including project and expenditure reports, evaluation reports, and USDOL and project frameworks. The ET also analyzed secondary performance monitoring data provided by ILO through March of 2023. See Annex A for a full list of documents and Technical Progress Reports (TPRs) included in the desk review and analysis.

Qualitative Interviews: The ET conducted 37 remote key informant interviews (KIIs) and two in-person Focus Group Discussions (FGDs) with 16 factory workers and eight (8) factory managers for a total of 61 respondents. Stakeholders were selected across targeted categories identified by the ET, with input from ILAB and ILO. Table 2 provides the summary of interview participants by stakeholder category. See Annex B for the full interview data collection itinerary. Qualitative data were analyzed using a thematic qualitative analysis approach.

Table 2: KII/FGD Data Collection Results

Stakeholder Type	Method	No. Respondents	Respondent Description
USDOL representative	KII	4	ILAB/Office of Trade and Labor Affairs (OTLA) staff that provide project oversight and technical support
Grantee and Implementing Partners (IPs)	KII	6	ILO regional office, BWH personnel, BWG personnel
Representatives of GOH ministries or agencies	KII	9	Government stakeholders from relevant ministries and offices, like the Ministry of Social Affairs and Labor (MAST), Office of the Special Labor Ombudsman (BMST), Office of the State Secretary for the Integration of People with Disabilities (BSEIPH), Office of Occupational Accident Insurance, Sickness, and Maternity Insurance (OFATMA), National Old-Age Insurance Office (ONA)

Stakeholder Type	Method	No. Respondents	Respondent Description
Factory workers	FGD	16	Garment factory workers from two factories that are part of BWH project
Factory Managers	FGD	8	Garment factory managers from two factories that are part of the BWH project
Employers' Associations	KII	4	Representatives from employer industry groups (or organizations of factory owners, relevant enterprises)
Workers' Organizations	KII	10	Associations that operate both internally and externally of factories, such as representatives from trade unions (Including MAST-registered workers' organizations)
Private Sector, International Brand Representatives, Supply Chain	KII	4	Buyers and key global garment industry actors

Quantitative Surveys: The ET administered a survey with a sample of stakeholders listed below in Table 3. The ET uploaded quantitative data to the SurveyCTO cloud platform at the end of each day. The ET sampling came from contacts from BWH project staff and worker/manager FGD participants. The sample included 15 managers and 100 workers, which included both males and females. The survey consisted of eight questions that were designed to capture perceptions regarding worker representation, workplace safety, awareness of rights, recruitment/hiring of underrepresented workers, equity, and workers' empowerment. Survey data were analyzed using descriptive statistics. Workers completed the survey via the phone. The ET ensured survey respondents were informed of their voluntary participation. A total of 59 women and 41 men completed the survey for workers, while 10 women and five men completed the survey for managers.

Table 3: Survey Data Collection Results

Stakeholder Type	Method	No. Respondents	Respondent Description
Managers; Supervisors	Survey	15	Staff with management and oversight responsibilities
Workers	Survey	100	Workers employed in BW-participating factories

Stakeholder Validation Workshops: Following the data collection period, the ET coordinated with the BWH ILO team to schedule stakeholder validation workshops to bring together a wide range of stakeholders, including the IP (ILO) and other interested and relevant parties, to discuss and validate the evaluation results. The ET facilitated two stakeholder validation sessions: one was held on June 28, 2023, with the ILO team, and on July 20, 2023 with other stakeholder groups. See Annex C for the Stakeholder Workshop Agenda and Participants.

1.1.3 LIMITATIONS

1. **Security considerations affecting in-person data collection:** The security situation in Haiti precluded the ability to conduct in-person data collection. The ET minimized risk by conducting some KIIs remotely and conducting FGDs with workers and managers offsite from factories. The ET remained vigilant and adjusted its itinerary to mitigate risks stemming from political instability and fuel shortages.
2. **Internet outages and unreliable connectivity:** The ET also navigated frequent power outages and lack of internet accessibility that affected its ability to collect data and adhere to a fixed schedule for meetings. Many KIIs were rescheduled, and presentations were interrupted.
3. **Accessing factory workers and managers:** Another limitation centered around the availability of workers and managers, as their work is production-based, and many did not have enough time to participate fully in the evaluation. The ET encountered some challenges in data collection because of miscommunications between local partners.
4. **Selection bias and stakeholder representation:** The contact information provided by ILO was helpful in contacting potential participants, but many individuals were unavailable for discussions or unresponsive. As noted in the TOR and in this report, the ET identified specific stakeholders for interviews using a non-probability sampling technique. The number of respondents who agreed to participate in the quantitative survey was too low to be statistically significant. As a result, some stakeholder groups were overrepresented in the sampling. The ET worked to address this bias by triangulating data sources and weighing their findings against other sources, such as project records.
5. **Reliance on qualitative data:** All performance monitoring data analyzed in this interim evaluation was self-reported and the data analysis relies extensively on qualitative data. The ET worked to ensure all survey questions were understood uniformly by respondents, tested the data collection tools, and made adjustments.

1.1.4 EVALUATION QUESTIONS

Both ILAB and ILO guided the ET as it refined the evaluation questions to fit the evaluation scope and reflect OECD-DAC⁴ criteria. The ET's approach embedded workers' rights perspectives and an equity lens to the evaluation questions. The ET worked with ILAB to integrate its learning agenda in response to Executive Order

⁴The Organization for Economic Co-operation and Development's Development Assistance Committee (OECD DAC) Network on Development Evaluation defines six evaluation criteria - relevance, coherence, effectiveness, efficiency, impact, and sustainability - to provide a normative framework to measure an intervention [.https://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm](https://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm)

13985.⁵ Table 4 below presents the six main evaluation questions (see Annex D for full list of main and sub-evaluation questions).

Table 4: BWH Evaluation Questions

Evaluation Criteria	Question No.	Evaluation Question/Sub Question
Relevance	EQ1	Considering the ILO TAICNAR ⁶ mandate established in the HOPE/HELP ⁷ legislation, to what extent have BWH project activities responded to the needs and priorities of diverse stakeholders (especially workers)?
Coherence	EQ2	To what extent did BWH strengthen collaboration and networks or linkages with other actors and where are opportunities for future collaboration? To what extent, and how, did BWH collaborate with other related projects and initiatives in Haiti, and with labor stakeholders, to support the development of independent, representative trade unions, or new or improved structures for social dialogue within the sector, in industrial zones, or in participating factories?
	EQ3	To what extent is BWH contributing to the United States Government (USG) policy objective of advancing equity ⁸ for all, including groups who have been historically underserved, marginalized, and adversely affected by persistent poverty and inequality?
Effectiveness	EQ4	To what extent are project interventions progressing towards meeting desired project outcomes?
Efficiency	EQ5	To what extent was BWH efficient (able to achieve its goals in a timely manner) in reaching target populations and institutions in intervention approaches within the given project timeframe, resources, and operating context?
Sustainability	EQ6	Where is the BWH intervention showing the most promise for continued and sustainable results beyond the current programming?

⁵ <https://www.whitehouse.gov/equity/>

⁶ Technical Assistance Improvement and Compliance Needs Assessment and Remediation Program

⁷ Hait Economic Lift Program

⁸ <https://www.whitehouse.gov/briefing-room/presidential-actions/2023/02/16/executive-order-on-further-advancing-racial-equity-and-support-for-underserved-communities-through-the-federal-government/>

1.2 PROJECT CONTEXT AND DESCRIPTION

1.2.1 BWH PROJECT DESCRIPTION

BWH is a project that has been operating for fourteen years, implemented by the ILO as part of the BWG partnership program with the IFC. BWH began in Haiti in June 2009 after USG enacted the *Haitian Hemispheric Opportunity through Partnership Encouragement Act of 2008 (HOPE II)*, which expanded on previous legislation to establish new standards for monitoring working conditions, provided preferential tariffs for Haitian textile imports, and mandated the creation of an independent government entity (Labor Ombudsman's Office) and technical compliance program. The USDOL/ILAB-funded BWH project has continued to operate since the HOPE II Act passed in 2009, striving to create an apparel industry that provides decent working conditions. To date, the project operates in about 33 factories across the country benefiting approximately 58,000 workers, 65 percent of whom are women.

USDOL has funded multiple iterations of the project throughout the last fourteen years for over \$13 million (\$13,383,555). The project received \$2.82 million in funding in 2017, and an additional \$2.6 million in FY 2023. The project is currently expected to run through December 2025.⁹

BWH last received interim evaluation results in October 2019 from data collected in August 2019; the focus of the current interim evaluation covers implementation activities from FY 2020 - 2023, with data collected April - June 2023.

Key objectives of the project include:

- Increasing labor law compliance through the provision of advisory services to GOH and existing and new garment factories;
- Strengthening worker-management committees through specialized training;
- Improving worker empowerment across the sector through promoting the representation of women, attracting business investment, and facilitating active coordination of national stakeholders; and
- Promoting more inclusive working conditions and workforce by extending dialogue with key Haitian government institutions, such as the BSEIPH.

The BWH project collaborates with multiple stakeholders across various institutions associated with the garment/textile sector to promote social compliance, better working conditions, and awareness of rights in the Haitian garment sector supply chain. The project aims to strengthen GOH institutional capacity and advise key partners like government agencies. Key stakeholders include factory workers and managers, government agencies and offices, employers' associations, workers' associations, and Performance Improvement Consultative Committees (PICCs), private sector brands and retailers, ILO/BWH, BWG, and USDOL/ILAB.

1.2.2 BWH PROJECT OUTCOMES

The BWH project's overall objective is to improve workers' lives and to increase competitiveness of entities in garment manufacturing supply chains by enhancing respect of workers' rights and responsibilities, safety, equality, voice, and representation. Table 5 presents the BWH results framework, highlighting the overall

⁹ <https://www.dol.gov/agencies/ilab/betterwork-haiti>

development impact objective, long-term outcomes, outputs, and linkages.

Table 5: BWH Logical Framework

<p>Project Objective: Improved working conditions to strengthen the competitiveness of the Haitian garment sector.</p>
<p>Outcome 1: Compliance with national labor law and international labor standards sustained in the Haitian garment sector.</p>
<p>Output 1.1: BWH assessment services are maintained and adjusted to changing circumstances in the industry in Haiti and based on BW’s experience across countries.</p> <p>Output 1.2: BWH advisory services contribute to increased compliance and improved social dialogue at the factory level.</p> <p>Output 1.3: BWH training services are diversified and strengthened and knowledge levels of factories and knowledge levels of factories on specific compliance issues are on specific compliance issues are increased.</p>
<p>Outcome 2: The Haitian garment sector addresses labor-related issues in line with national labor law and international labor standards.</p>
<p>Output 2.1: Factories have obtained technical support to increase their productivity.</p> <p>Output 2.2: The Haitian garment industry is promoted to attract new buyers.</p> <p>Output 2.3: Lessons learned, and knowledge of governance gaps are brought into public and private sector policy debates.</p> <p>Output 2.4: Social dialogue and social industrial relations are promoted at the sectoral level.</p> <p>Output 2.5: Support is provided to industry stakeholders to elaborate strategies to improve worker wellbeing in the sector, in particular for women.</p>
<p>Outcome 3: Government policies and institutions support the promotion of decent work.</p>
<p>Output 3.1: BWH’s efforts to increase cost recovery are intensified.</p> <p>Output 3.2: The capacity of different institutions of GOH to provide services to their respective constituents is increased.</p> <p>Output 3.3: The capacity of the unions of Haiti’s garment sector to contribute to compliant working conditions at the factory and sectoral level and hence promoting mature industrial relations is increased.</p> <p>Output 3.4: The capacity of the employers of Haiti’s garment sector to ensure compliant working conditions at the factory and sectoral level and hence promoting mature industrial relations is increased.</p>

EVALUATION RESULTS

This section presents the results of the evaluation based on analysis of data gathered from interviews with different stakeholders, worker and manager surveys, secondary monitoring data, and review of project documents. The main conclusions are presented for each evaluation criterion: *relevance, coherence, effectiveness efficiency, and sustainability.*

2.1 RELEVANCE

EQ1. Considering the ILO TAICNAR mandate established in the HOPE/HELP legislation, to what extent have BWH project activities responded to the needs and priorities of diverse stakeholders (especially workers)?

EQ1.1. What factors limited or facilitated these results?

EQ1.2. To what extent did the BWH design and implementation address equity issues for the most marginalized groups-including working mothers, female factory workers, workers with disabilities, or workers not covered by collective bargaining agreements), in the apparel factories? How did BWH support collective bargaining and resolutions to allegations of labor rights violations and worker grievances?

BWH has largely met the needs of various stakeholders in the garment industry, including the government, private sector, and to a more limited extent, workers. A discussion of how BWH was relevant to each of these follows.

BWH Result 1. The BWH project responded to the needs of Haitian public labor sector stakeholders.

Multiple types of stakeholders observed that BWH was designed and implemented to meet GOH needs. Before the arrival of BWH, labor laws existed in Haiti, yet MAST did not have the capacity or resources to enforce such laws in the textile industry mostly due to a lack of structure or process in place to enforce the laws. Representatives of the GOH testified that the support of the BWH project greatly helped them, particularly in advancing the HOPE Act. Prior to BWH, the apparel sector lacked oversight by the Haitian state. GOH stakeholders appreciated BWH's support in strengthening their laws and policies to improve oversight, suggesting that the programming of BWH aligned with and further strengthened their own goals and needs. For example, stakeholders noted that because of the structure put in place by the BWH project and the relationship that the project facilitated between the factories and the National Old-Age Insurance Office (ONA), ONA agents are now more motivated to carry out checks and follow-up with companies.



CREDIT: Photo provided by BWH Project Team

“But as for the other BWH advisories related to compliance, I think they're very good and leave a good impression on everyone. I don't think there are any underserved people. We have a very comprehensive program and we go beyond what is expected of us.”

- Private Sector Representative

BWH Result 2. BWH worked directly with private sector garment companies to strengthen their ability to meet international standards.

The main problems facing the private sector, according to private sector representatives, are meeting international labor standards. According to representatives of employers' associations, the BWH project's approach was useful and proactive, especially with respect to the technical advice provided to factories on compliance with international standards. BWH helped the private sector to meet certain industry requirements by conducting regular compliance assessments in factories and translating the results to companies. The advice received by the private sector from the project as part of these assessments helped factories to prepare for assessments or documentation required by clients. According to workers, the BWH activities increased awareness of respecting workers' rights in the workplace by giving them specific training on the rights and duties of employers.

Private sector representatives indicated the importance and relevance of BWH-supported regular compliance assessments. BWH assessment reports are being used by potential clients or customers to make decisions on whether or not to place orders with factories. BWH staff visited factories after assessments to verify compliance with laws, and/or if there was any potential discrimination or threats to employees. The assessments enabled them to stay one step ahead, particularly while applying the advice provided by the BWH project's advisory services.

As customers often request assessments, the BWH-supported compliance assessment process ensures alignment with a single assessment standard and compliance with national labor law and international labor standards in the Haitian apparel sector. The compliance assessments were of relevance to many different brands and retailers in the textile sector who have recently begun to use the BWH project's assessments to evaluate with which factories they want to do business. As a result of BWH's assessment activities, private sector respondents indicated they are now able to identify factory problems at an early stage, avoid future reputational damage, and ensure that good practices are identified and consistently implemented within factories.

Private sector stakeholders report that trade workers' organizations should get more extensive training in their roles and responsibilities. According to private sector stakeholders, training courses for workers' organizations should place more emphasis on the duties, roles, and responsibilities of trade workers' organizations. Such training courses would help workers' organizations to do their job more effectively, which would in turn reduce conflicts between employers and workers. Private sector respondents indicated that workers' organizations occasionally lack flexibility on certain points and oftentimes interpret legislation or the labor code without consideration for the “gray areas” or ambiguities in the law. According to these stakeholders, workers' organizations can sometimes interpret pieces of the law

to their advantage. At the same time, transcripts from employers indicated that they also tend to interpret the laws as it best fits their interests.

“I’m very interested in assessments conducted by the BWH program. With the BWH, we’re always one step ahead, so we apply their advice. This approach has worked very well so far.”

- Private Sector Representative

BWH Result 3. BWH worked closely with workers’ and employers’ associations to match needs and expectations, particularly of women.

According to employers’ association interviews, the BWH project was able to touch on key issues affecting employers, such as sexual harassment and workplace safety. Employers’ association respondents indicate that this work should be done on an ongoing basis and extended across the country outside of factories given a general culture in which sexual harassment exists both inside and outside of the workplace. These same respondents said that some men only apply the notions they learned in the workplace but do not necessarily follow the same rules outside of work. Results from the workers’ survey show women’s satisfaction with changes in labor rights and equitable treatment in the workplace over the past two to three years is consistently higher than those of men; however, qualitative data from focus groups seems to indicate some bias as a few female respondents indicated that workers, particularly women, face threat of retribution for lodging complaints in factories. GOH representatives indicated that, according to what they had heard from managers and workers, BWH’s activities improved working conditions. They noted, importantly, that workers now have a place they can go to (workers’ organizations) in case of problems in the workplace.



CREDIT: Photo provided by BWH Project Team

“The BWH program is seen as a kind of police to ensure fairness within the textile industries. Therefore, the BWH program addresses in a very concrete way the problems relating to equity and discrimination by providing training to employees and also the establishment of a committee / union.”

- GOH Representative

BWH Result 4. BWH’s programmatic responses to gender-based violence (GBV), sexual harassment, and improving equity in the workplace were perceived as important contributions.

According to a range of stakeholders, GBV is an area requiring increased focus. These respondents indicated that efforts must be focused on trying to help women be less afraid to speak out. The goal of such efforts is to enable women to have a greater voice and greater representation on bipartite committees, such as PICCs, and other structures that ensure respect for rights in the workplace. According to the Employers’ Association representatives, the largest problem faced in factories prior to BWH had been sexual harassment. Interviewees reported that since BWH began activities, there have been fewer cases of sexual harassment in factories than before, in part due to the various gender training courses that the project provided. Employers’ association respondents added that workers (both men and women) now have a better understanding of what constitutes sexual harassment and discrimination. They noted that the workers are now able to identify certain actions that they used to consider commonplace, but which are now considered harassment. Survey results highlighting more positive responses on the part of women as compared to men may demonstrate encouraging progress in this area. The worker survey revealed that overall 89 percent of workers (including 94 percent of women) indicated they did not experience any form of discrimination in the past twelve months. At the same time, FGDs with women elucidated some evidence that women still face threat of retribution in the workplace if they lodge complaints.

“One of the things we’re seeing in Haiti and elsewhere is that sexual harassment or gender-based violence doesn’t just happen in the workplace.”

- ILAB Representative

BWH’s approach to improving equity in the workplace is well received by many stakeholders, although there is area for improvement. Private sector representatives corroborated the workers’ feedback, indicating that the issue of discrimination has been well tackled and managed by the BWH project. Private sector respondents said that workers frequently receive training on equity and discrimination and know how to deal with threats, such as turning to trade workers’ organizations if necessary. According to the survey, greater than 90 percent of workers agreed or strongly agreed that they were more aware of their rights now compared to two to three years ago.

According to representatives of the Haitian government, the BWH project is perceived as a force tasked with ensuring fairness within the garment industry. Government respondents shared that the BWH project takes a very concrete approach to equity and discrimination issues, such as offering training to employees and strengthening the capacities of workers' committees. GOH respondents mentioned BWH's strong emphasis on equity; each time an activity/project is launched, BWH provides specific training on equity in the workplace to all project stakeholders.

"I don't have a great idea along these lines, discrimination in factories, but when I attended some meetings, I saw that this is something BWH is also working on, they seem very open to the idea of helping companies solve certain problems."

- GOH Representative

BWH Result 5. A variety of respondents indicate that various forms of discrimination remain to be addressed.

According to worker organizations' representatives, racial discrimination is one of the main problems employees face in factories, especially women. Women with lighter skin tones typically tend to be paid more than women with darker skin, who generally occupy lower positions. There is also a wage disparity between women and men, and hiring favors related to unmarried women as workers. In interviews with workers, male workers said they also face racial and age discrimination more than women, with 29 percent and 19 percent of male workers indicating having experienced racial and age discrimination, respectively, in the past twelve months compared to 12 percent and three percent of women, respectively.

Some respondents also indicated that discrimination exists at the highest levels of management, particularly on the part of Haitian men. Management hierarchies continue to largely exclude women. To increase equity and create a sustainable context for changes, members of workers' organizations are fighting for positions of power to be held by more women.

"The BWH program doesn't really affect workers, so we don't feel involved in efforts to eradicate discrimination in the workplace."

- Factory Worker

Some representatives of workers' organizations indicated that the struggle to reduce problems and resolve issues at the factory level has just begun. These respondents noted that before BWH, women in general did not know how to defend themselves and had no recourse as victims. With BWH, victims of workplace discrimination now have access to support services. At the same time, victims need to be aware of the policies and how to access them, and perpetrators need to know it is not acceptable and there will be recourse.

BWH's training facilitated progress in this area, meeting the immediate needs of factory workers, especially women. The implementation of the BWH project helped

companies to improve their knowledge of labor laws and enabled them to better organize themselves to maintain a positive employer-employee relationship. As a result of training courses, stakeholders better understand the rights and duties of workers in the workplace and workers' organizations are better able to tackle problems with management in a methodical manner. The quantitative survey of 100 workers and 15 managers corroborates these findings: 90 percent of all survey respondents confirmed the existence of worker advocacy groups and stated there is a generally positive relationship between factory management and workers' organizations. Although about one-quarter (25 percent) of workers stated that management did not approve of workers' organizations. Further, these same respondents suggested that new worker's organizations are likely to need significant support.

“There were a lot of problems with supervisors and workers - they sexually abused women, some of whom couldn't even talk about it because they were automatically fired and the supervisor went unpunished.”

- Workers' Organization Representative

2.2 COHERENCE

EQ2. To what extent did BWH strengthen collaboration and networks or linkages with other actors and where are opportunities for future collaboration? To what extent, and how, did BWH collaborate with other related projects and initiatives in Haiti, and with labor stakeholders, to support the development of independent, representative trade unions, or new or improved structures for social dialogue within the sector, in industrial zones, or in participating factories?

BWH facilitated the establishment of formal connections between networks of garment factories and government institutions responsible for their oversight. The project also promoted activities that would strengthen new or existing PICCs within individual factories that acted as advocates on behalf of workers and promoted regular and productive dialogue between employers and employees.

BWH Result 6. BWH created links between Haitian government agencies and garment factories where none existed prior.

The participation of certain government agencies in the BWH project was motivated by their expectations that BWH would help respond to the various types of discrimination (against women, people living with disabilities, etc.) and sexual harassment in the different factories across the country. In addition, there was an expectation of creating communication linkages between the garment factories in Haiti and GOH. According to interviews, BWH successfully brought the two entities together, acting as a facilitator, or “bridge” to discuss relevant labor-related issues.

BWH Result 7. Joint training systems and a worker-employer dialogue structure set up by BWH facilitated communication between employees and employers.

According to workers' organizations, the BWH project's interventions facilitated communication between employees and employers through the various training

courses provided by the project. These training sessions not only improved employees' and employers' knowledge of their rights and duties, but also served as a new channel of communication between employers and workers. The representatives of the workers' organizations observed improvement in behavior between the two parties.

Some international respondents observed that prior to BWH activities, there was not a practice of getting together and sitting around a table to solve labor problems in the apparel sector and bring solutions to those problems. The project has played a very valuable role in many ways, including enabling parties to come together to discuss problems--such as arbitrary dismissals and sexual harassment-- and agree on solutions. To implement a culture of dialogue, BWH surmounted many challenges including the acceptance of the project itself.

According to stakeholders interviewed, the introduction of dialogue tables between workers and employers has been effective and improved communication among stakeholders. After an initial trial period, these dialogue avenues through PICCs have been adapted by local partners and are effective because workers now use this channel of communication to discuss issues with employers.

In addition, representatives of workers' organizations testify that the various training sessions attended by employees and employers have so far helped to facilitate dialogue between the two parties. Among other changes noted by representatives of the workers' organization, there have been fewer complaints lodged in the workplace. They adopted procedures to engage in labor dispute dialogue as the first step in the complaint process. Workers are aware of their obligation to discuss their complaints with workers' organizations, including PICCs, whose representatives will liaise with employers.

“I'm talking about immediate needs because there are still other mechanisms to be put in place to strengthen these union structures and improve the working environment for employees.”

- Workers' Organization Representative

2.3 EFFECTIVENESS

EQ4. To what extent are project interventions progressing towards meeting desired project outcomes?

According to interviews, BHW compliance assessments helped factories to become more compliant with labor laws, though TPR reporting does not necessarily support this conclusion overall as compliance rates remain variable. Stakeholders interviewed believed the project helped to strengthen the inspection capabilities of MAST. BWH programming addressed sexual harassment and discrimination in the workplace by raising awareness of workers' rights and creating and supporting reporting mechanisms.

“Discrimination policies as managers are required to sign and workers are more aware of their rights in the workplace.”

- GOH Representative

BWH Result 8. Factory management cites BWH assessments as enabling them to correct areas of non-compliance and problem solve more effectively.

Private sector representatives stated that the assessments conducted by BWH are a positive intervention because they highlight the areas where factories have problems that need to be corrected. Factory managers are then able to identify and correct issues and be in good standing. Overall, the evaluation (assessment) process highlights where factories are doing generally well or not.

A majority of the four employer respondents indicated having benefited from BWH technical advice on sensitive labor-related issues. Private sector representatives indicated that the advice and opinions given by BWH regarding application of the Haitian labor code was helpful. When a factory is faced with specific events, such as layoffs, or when factories deal with sensitive and critical issues, they know they can turn to experts for advice on how to approach the situation and solve problems. This technical support provided by BWH is especially important because of the sensitive nature of many cases, which must be handled appropriately and transparently. According to respondents, the support provided by the BWH advisory service has been efficient in that it helps contribute to decision making around labor dispute issues.

BWH Result 9. The worker and management quantitative surveys indicate mostly positive results in terms of change over time in knowledge, attitudes, and practices at factories.

Overall, workers and managers overwhelmingly concurred (typically greater than 80 percent agreeing or strongly agreeing) that both parties were more aware of the rights of workers, security and safety improved in factories, and the existence of workers’ organizations to represent workers, compared to three years ago,

Workers and managers agree that workers’ benefits in the workplace have not improved. Notably, the provision of workers’ benefits in the workplace saw negative results, with more than six in ten workers disagreeing or strongly disagreeing that they had improved in the past two to three years. Two-thirds of managers responding to the manager survey concurred with workers that workers’ benefits and services had not improved.

Managers and workers were generally in support of workers’ organizations and found them effective. Most managers responding to the survey (73 percent) said that workers’ organizations were “somewhat effective” with an even larger share (91 percent) of workers indicating the workers’ organizations at their factories are either somewhat or very effective. Further, two-thirds of workers indicated that management was in favor of workers’ organizations, while 93 percent of managers responded the same way.

On average, women reported higher agreement than men on survey questions asking about positive changes in the workplace. According to the survey, more female workers than male workers reported positive improvements in workplace safety,

awareness of rights, fair treatment, workers' organizations effectiveness, acceptance of manager-worker groups, and ease of advocacy. Women, however, rated access to workers' benefits much lower than their male workers and were less likely to report employer discrimination, perhaps due to fear of retaliation. t

“Before the program, things weren't going well at all. With BWH, there's been a big improvement. BWH brings a lot of positive changes.”

- Factory Worker

BWH Result 10. The BWH project worked in close collaboration with MAST to strengthen inspection capabilities.

BWH provided training to MAST inspectors to improve their understanding of labor standards and enhance enforcement capacity. BWH supported the development of organizational structures within GOH labor agencies to bolster their enforcement duties. The BWH approaches were inclusive because the project staff ensured that all stakeholders were present in meetings and utilized a collaborative approach in presenting the direction and goals of BWH. Although, public sector employees were less involved in work planning and development of sustainability activities.

The work between the BWH project and MAST consisted of capacity building for inspectors, which included providing them with best practice fieldwork techniques, training in social and labor laws, and review of the Haitian Labor Code. According to interviews with MAST representatives, they benefited most from BWH training courses that offered techniques and examples of problem solving at work sites.

For ONA and OFATMA, two agencies that oversee large numbers of garment factories, GOH respondents indicated that the management of insurance requirements among factories was difficult prior to the BWH project. The BWH project ensured that factories complied with Haitian government obligations and informed ONA when factories were not correctly in accordance with the regulations contained in the HOPE Act. In the past, when a company closed operations, ONA was often unaware of the reasons why. According to ONA respondents, with the arrival of BWH, ONA is now aware of the legal situation at factories in real time and can take necessary action. In addition to the support that the BWH project provides to ONA, the project has created new, important links between the GOH and factory owners while facilitating the application of the HOPE Act in Haiti. BWH activities increased the number of factories complying with Haitian labor laws and OFATMA tax collection efforts.

"And we can ... testify that the subcontracting sector represents the most profitable sector for OFATMA... this is largely thanks to the support of the BWH program."

- GOH Representative

BWH Result 11. Employees cite BWH training as playing an important role in catalyzing changes in the workplace.

The BWH social and labor law trainings provided to the employees were well received. Employees observed improvements in the workplace after the training, such as increased knowledge of their rights and duties in the workplace, increased use of workers' organizations, and reduced number of complaints lodged. Employees also attested to the fact that such training needs to be carried out on an ongoing basis, as staff turnover is very high within the factories and progress made can be undone quickly if trainings are only offered to certain people at discrete moments in time.

2.4 EFFICIENCY

EQ5. To what extent was BWH efficient (able to achieve its goals in a timely manner) in reaching target populations and institutions in intervention approaches within the given project timeframe, resources, and operating context?

External, contextual factors of operating in Haiti make it difficult to measure the efficiency of BWH because project delays and unmet key performance indicators are greatly influenced by the COVID-19 pandemic, political instability, and mobility issues. The following results are based primarily on qualitative data and performance monitoring data found in annual reporting.

BWH Result 12. The complicated operating and contextual environment in Haiti make an analysis of efficiency difficult.

Numerous factors (COVID-19 and Haiti's current and historical political situation and insecurity) made an analysis of efficiency more difficult. Because of these factors, GOH representatives were unable to say whether BWH's interventions were efficient or not. Considering the reality of these factors, certain activities were delayed or did not achieve the expected results. On the other hand, representatives of workers' organizations believe that the BWH project adapted to the situation and did what it could to meet the needs of factories in the field despite the deteriorating security situation and the political crisis in the country. Additionally, according to various groups interviewed, the BWH project has built strong and stable relationships with the private sector in Haiti over the years. Private sector representatives confirmed that the BWH project is in direct contact with factories citing very little red tape or bureaucracy and that "everything runs smoothly." Representatives of GOH perceived that the BWH project was very efficient, citing large improvements in a relatively short period of time.

"Many factors (COVID-19, the country's political situation and insecurity) are involved in the process. These factors make it impossible to say whether BWH's interventions are effective or not."

- Private Sector Representative

BWH Result 13. Respondents were generally unfamiliar with BWH funding level and workplan.

GOH and workers' organization respondents expressed difficulty in assessing BWH project efficiency given the many factors affecting implementation. Some respondents suggested they should have had access to and/or knowledge of the resources used and the BWH work plan of activities, which shows whether milestones and results have been achieved. The same respondents were unaware of the level of

BWH funding and thus could not assess the efficiency of the BWH project. On the other hand, employers' association respondents said they believed that resources were well managed and that the BWH project was well organized.

“We have no control over the timing of BWH's activities. It will be somewhat difficult to determine whether the objectives of the BWH program have been achieved effectively. “

- Workers' Organization Representative

Result 14. Poorly translated documents hindered BWH work.

Workers and managers in focus groups indicated that in many cases, documents for BWH were not properly or timely translated. The most cited issue was incorrect or incomprehensible translations from English to Creole or French. In these cases, trainers opted for the English versions, which limited the accessibility of the stakeholders and likely reduced the learning opportunities for workers, in particular.

2.5 SUSTAINABILITY

EQ6. Where is the BWH intervention showing the most promise for continued and sustainable results beyond the current programming?

Result 15. While short-term outcomes of BWH have been achieved, insufficient political will to promote and institutionalize change may impact sustainability of outcomes.

According to the worker and manager surveys, most short-term outcomes of the BWH project have been achieved. For example, 92 percent of the 100 workers surveyed agreed or strongly agreed that they were more aware of their rights now than they were two to three years ago. Attitudes have changed in a positive sense too, with about three-quarters of workers stating it was now easier to advance workers' rights than it was two to three years ago. Over 99 percent of survey respondents (managers and workers) reported that a workers' organizations has been established to represent the rights of workers. Nearly eight (8) in 10 workers agreed or strongly agreed that they were treated more fairly compared to two to three years ago, and 87 percent agreed or strongly agreed that safety had improved and been prioritized in the workplace over the same time span. The manager's survey corroborated much of the positive results of the worker's survey. When responding to the survey, the managers (n=15) overwhelmingly agreed that, in the past two to three years, worker representation in the workplace improved over time (87 percent), factory management was in favor of manager-worker groups (93 percent), safety had improved and was prioritized (87 percent), and awareness of workers' rights had improved (87 percent). Of all interventions, the strengthening of PICCs' capacities arguably shows the most promise in terms of continued and sustainable results beyond the current programming. Evidence includes the fact that these dialogue platforms were regarded generally positively by all stakeholder groups, were cited as being used heavily to help resolve disputes, and do not require substantial resources to continue.

Respondents from the manager's survey were generally pessimistic about the possibility of future support from the private sector and the government: two-thirds of managers responded that the government never supports change to improve working conditions in the country and 80 percent responded that the private sector sometimes or inconsistently does so. Further, a lack of improvement in the provision of workers' benefits over the past two to three years (as evidenced by results from both surveys) may demonstrate an unwillingness on the part of the private sector to take practical action for workers.

Result 16. External factors threaten the sustainability of BWH gains and limit the capacity of the government to fill the role played by BWH.

The ongoing political, economic, and healthcare crisis in Haiti are factors that could result in staff turnover of local partners in MAST or other GOH agencies. Stakeholders were less optimistic about long-term sustainability given these external factors.

“The socio-political situation is not working in our favor.”

- GOH Representative

Stakeholders also note a lack of government capacity to maintain newly established linkages with private sector employers. According to GOH respondents, the BWH project has performed satisfactorily, but these representatives are not confident that adherence to labor laws and workers' rights will continue without BWH's presence. In addition, representatives of workers' organizations believe that the GOH is too under capacitated to ensure an effective handover of BWH project interventions, which would undermine or reverse gains in the apparel sector's compliance under the HOPE Act.

“The factors that could compromise this sustainability is the ability of the MAST to transmit this knowledge to others who will come, and also whether the MAST will have the ability to take over.”

- GOH Representative

Result 17. Limited human and financial resources hinder long-term sustainability of project efforts.

High turnover of workers in factories threatens the sustainability of BWH gains. The employers' associations and employers will need to develop training approaches to educate new workers who replace previous workers who participated in BWH activities. Employers do not have systems in place to provide training for new workers, which creates challenges and risks to achieving sustainability

“A system needs to be put in place to ensure this sustainability, because staff change from time to time. Clear and precise documentation is therefore needed to ensure that the information remains durable and useful.”

- Private Sector Representative

LESSONS LEARNED

3.1 LESSONS LEARNED

The various lessons learned in implementing the BWH project are as follows:

- **Sharing the BWH activity work plan, monitoring system, and sustainability plan is important.** Not all participants or stakeholders were knowledgeable or aware of the project's activities. Workers' organizations seek a better understanding of the full range of activities, expected results, and who are key stakeholders for the project.
- **Use of strategic communications could increase visibility of BWH activities.** Many workers were unaware of how the BWH components were being implemented to support multiple stakeholders throughout Haiti. Perhaps, if the stakeholders such as workers and managers were more informed, they could share learning and best practices that have been piloted or tested in different factories.
- **Training could potentially be more effective and outcomes more holistic with the increased participation of middle management.** Multiple stakeholders from both private and public sectors suggested middle management employees performing human resources and accounting functions are important stakeholders that should be included in training because they are often the links between workers and senior management at the factories.
- **Stakeholders could benefit from improved access to more accurately and adequately translated training materials and resources (especially into Creole).** Stakeholders noted that there were inadequate, inaccurate, or late translations of English language documents into French and Creole, which reduced the effectiveness of the training.

3.2 PROMISING PRACTICES

Promising practices based on the evaluation findings include:

- **Adaptive management is vital in the fast-changing work context in Haiti.** BWH proactively and successfully adapted the project for effective and efficient implementation that was responsive to environmental factors such as insecurity and political unrest.
- **Building good working relationships leads to adopting common goals.** Stakeholders generally noted positive relationship dynamics between the implementing partners and local partners that foster a collaborative environment.
- **Addressing discrimination and sexual harassment through targeted training is a necessary component of programming.** BWH project training increases awareness and understanding of appropriate workplace behavior.
- **Close collaboration with GOH increases the likelihood of project activity sustainability.** Participants noted the close relationship between BWH, MAST, and other GOH agencies was pivotal in facilitating BWH implementation.

CONCLUSIONS

This section summarizes the evaluation team's conclusions regarding the project against the evaluation criteria.

4.1 RELEVANCE

The BWH project played a crucial role in addressing workplace discrimination and promoting equity in the Haitian garment industry. BWH's frequent assessments and consulting services met the needs of the private sector, helping them to adhere to domestic labor law and international labor standards. The project also met the needs of and provided direct support to the Haitian State Administration agencies MAST, ONA, and OFATMA, including a training of MAST inspectors that proved especially useful. According to interviews, the BWH project also helped factories meet government regulations (however official project reports showing variable compliance rates do not necessarily always support this conclusion), alerted ONA of non-compliance issues, and increased the number of taxpayers for OFATMA.

The BWH project met worker and employer needs by providing an avenue for worker advocacy and encouraging employees to follow company or factory procedures. The BWH project also addressed private sector and worker concerns, such as sexual harassment and workplace safety. USDOL acknowledged the project's relevance, in part, as evidenced by facilitating the work of GOH civil servants to carry out their mandate of inspection and law enforcement.

4.2 COHERENCE

BWH acted as a critical bridge between the GOH and the apparel sector where none had existed before. This bridge helped to establish and solidify relationships between the two entities and facilitated their work. The integrated training mechanisms offered by BWH improved communication between employers and employees and helped to advance equitable treatment of workers. The BWH project is seen by stakeholders as a key entity that furthers justice in the apparel sector, training employees on their rights and building capacity of stakeholders. According to interviewees, many perceive that the project's implementation has led to a decrease in sexual harassment in factories, however this claim could not be independently verified by the ET. Stakeholders mentioned also that both men and women are now more aware of workplace discrimination.

4.3 EFFECTIVENESS

The BWH project created a structure and promoted a practice of structured dialogue between workers and employers. These mechanisms improved stakeholder communication through dialogue avenues and training sessions. Efficiency also increased for accessing advisory services so that factory management could better handle sensitive issues such as discrimination complaints. Stakeholders perceive a reduction in incidents of sexual harassment as a result of the project; however, others, particularly women, report that harassment still occurs and is unreported given fears of retribution. BWH advisory services provided efficient support to factory management in addressing noncompliance. The project made progress toward ending discrimination in the workplace, with workers indicating increased awareness of workers' rights and what constitutes workplace harassment. The project also helped to build the capacity of MAST inspectors and facilitated inspections at

factories, leading to assessment reports and rectification of non-compliance taken by factory management. Potential clients, such as prospective buyers and brands, also utilized these assessment reports when making business decisions.

Workers are now more aware of workplace discrimination. BWH activities could be more effective in raising female workers' awareness of reporting mechanisms and in ensuring willingness and comfort in utilizing such mechanisms to report incidents without fear of retribution.

4.4 EFFICIENCY

The efficiency of the BWH project in Haiti is uncertain due to several factors hindering its implementation, such as the COVID-19 pandemic, political uncertainty, and insecurity. Workers' organizations believe the BWH project achieved results for workers despite deteriorating security and political crises. BWH established visible and good working relationships with other partners, including the private sector and GOH, which contributed to efficiency by avoiding overlapping and duplicative activities. Many stakeholders said they could not assess efficiency because they were unfamiliar with the BWH funding level, workplan, sustainability plan, as well as other metrics to measure efficiency. BWH should engage in regular pause and reflect sessions and other learning events internally to learn from, iterate, and adapt programming more efficiently.

4.5 SUSTAINABILITY

The BWH project interventions are considered sustainable in the short-term, as evidenced by increased GOH enforcement capacity and technical skills development for labor inspectors, employer, and workers' increased knowledge of labor standards and workers' rights. However, external factors pose challenges and risks to the long-term sustainability of BWH associated gains. These factors include high staff turnover, funding uncertainty, political instability, and a lack of capacity to ensure knowledge sharing among supervisors and government personnel. GOH maintenance of newly established linkages with garment factories is of major concern due to institutional under capacity. BWH should work with local partners to consolidate learning, prioritize knowledge management products (such as standardized training materials), and highlight best practices. Doing so will help local partners to continue the work of BWH and increase the likelihood of long-term sustainability of the positive gains to date.

RECOMMENDATIONS

In this section, the ET shared recommendations based on the findings of this evaluation. These recommendations are addressed to BWH, ILO, GOH, and ILAB.

5.1 RECOMMENDATIONS FOR BWH

- Develop an action plan with government agencies to understand the level of resources required after the BWH project ends.
- Provide capacity building support for factory middle management (human resources, accounting, and compliance staff) who serve as links between factory managers and workers.
- Develop an accessible archive of local-language training materials for factories and Haitian government agencies to ensure retention of institutional knowledge.
- Ensure that written materials and in-person training curricula are adequately and accurately translated into Creole and French.
- Establish feedback mechanisms that monitor the effectiveness and efficiency of new labor resolution mechanisms.

5.2 RECOMMENDATIONS FOR GOH

- Emphasize the need to address high public sector employee turnover and logistical challenges related to physical insecurity. Help identify potential revenue streams to fund labor inspections.
- Identify a champion within each relevant public sector agency to lead and manage continued communication and inspection processes. Establish an annual line item in agency budgets to support inspections and other activities related to oversight of factories.
- Enable workers' organizations tasked with conflict resolution to help workers access social assistance programs such as unemployment benefits, healthcare, childcare, and emergency financial aid.
- Develop internal knowledge-sharing mechanisms, given the high frequency of public sector employee turnover.
- Mainstream gender and equity in national policies governing workers' rights and monitor progress.

5.3 RECOMMENDATIONS TO ILO GENEVA/HEADQUARTERS

- Develop interactive training modules to assist workers' organizations in adopting more effective approaches to negotiations with the private sector while strengthening their structures and advocacy skills.

5.4 RECOMMENDATIONS TO ILAB

- Share USDOL best practices with ILO and local partners in the development of pragmatic sustainability plans to ensure they are not overly complex for implementation.

- Encourage bi-directional communication between ILO and local partners to seek and integrate input from local partners through pause and reflect sessions and other learning events on a regular basis to share work plans, milestones and results, and sustainability activities with local partners.
- Consider developing a guide for conducting baseline assessments that assess the prevalence of gender-based violence (GBV) and toolkits that illustrate learning and best practices in preventing and mitigating GBV and share these resources with grantees.

Table 6. Recommendations and Supporting Evidence

Recommendation	Evidence	Page #
Recommendations for BWH		
Develop an action plan with government agencies to ensure succession after the end of the BWH project.	Government turnover is a real possibility. Budget uncertainty and lack of capacity threaten sustainability gains. Political and physical insecurity could threaten gains from BWH. GOH respondents noted substantial help from BWH in logistics support (travel-related expenses) for inspections.	23, 25, 28
Provide capacity building support for middle management (human resources, accounting, and compliance staff).	This segment of workers was left out of direct training.	26
Develop training materials for factories and Haitian government agencies to ensure retention of institutional knowledge.	Turnover is high among factories and due to the political situation, at the government level as well. There is a real threat to sustainability of losing institutional knowledge from the BWH project.	23, 28
Prioritize communications and document translation in Creole and French in Haiti.	Some documents were not adequately or correctly translated into Creole and French and therefore did not meet the needs of many participants and/or were not as effective in reaching the full audience.	26, 43
Establish feedback mechanisms that monitor the effectiveness and efficiency of new labor resolution mechanisms.	The survey bore interesting, useful, and relevant data for workers and managers on key outcomes of BWH's work. The team was able to reach a relatively large sample size. The data also helped to understand the different perspectives of men versus women. Conducting a longitudinal survey could better clarify the sustainability of BWH-related gains.	11, 17-19, 23, 35
Recommendations for GOH		

Recommendation	Evidence	Page #
<p>Establish a formal process and define roles and responsibilities of staff for continued communication between relevant GOH agencies and garment factories. Identify a champion within each relevant public sector ministry to lead and manage these processes. Establish an annual line item in the budget to support inspections and other activities related to oversight of factories. Emphasize mitigation of potential risk from external threats. Encourage a set budget for travel-related expenses of inspections.</p>	<p>GOH has relied on BWH to provide technical oversight and financial and logistical support for government functions, such as inspections. Government turnover is a real possibility. Budget uncertainty and lack of capacity threaten sustainability gains. Political and physical insecurity could threaten gains from BWH. Assigning a champion at ministries clarifies who is responsible to keep the process going while promoting buy-in, ownership, and sustainability of the gains. Setting aside a line item in the annual budgeting, even if modest, could enable agencies to carry out some practical activities to keep training fresh and demonstrate their support of the law and commitment to increasing compliance of factories.</p>	<p>11, 27, 29</p>
<p>Recommendations for ILO Geneva/Headquarters</p>		
<p>Target training materials and technical support to workers' organizations to advance their understanding of essential functions and improve advocacy skills. Develop interactive training to aid workers' organizations in adapting more effective approaches (and less confrontational) approaches to negotiations with private sector.</p>	<p>Private sector stakeholders suggest trade workers' organizations may have been unaware of their duties and the consequences of not carrying out their duties, sometimes abusing power in their position. Managers and workers were somewhat divided on their perceptions of the effectiveness of and support for workers' organizations.</p>	<p>12, 35</p>
<p>Recommendations for ILAB</p>		
<p>Share USDOL best practices with ILO and local partners in the development of sustainability plans so they are understandable and not overly complex for implementation.</p>	<p>The sustainability of the project and its results is at high risk. Survey and interview data indicate impressive short-term results and outcomes. Formalizing short, medium, and long-term outcomes and a strategy to systematically measure them can help BWH and BWG in general to understand which impacts are most and least sustainable and where to focus future efforts.</p>	<p>11, 32-35</p>
<p>Encourage ILO and other local partners to engage in pause and reflect sessions and other learning events on a regular basis to share</p>	<p>Response bias appears to have been relatively high, as evidenced by inconsistencies between survey and qualitative data. Some qualitative data suggested that workers</p>	<p>12, 34, 36</p>

Recommendation	Evidence	Page #
<p>work plan milestones and results and sustainability activities.</p>	<p>feared retribution from managers if lodging complaints, which may have biased their responses. If there are some factories that received BWH-style interventions and some that did not, it provides an interesting opportunity to compare intervention and comparison groups to understand the full project effect. More in-depth, rigorous qualitative events with stakeholders could better elucidate successes and challenges.</p>	

ANNEX A. LIST OF DOCUMENTS REVIEWED

#	Type of Document	Document Title	Author	Date / Date Range
1	Theoretical & Conceptual Frameworks; Data Reporting	BETTER WORK HAITI STAGE III LOGFRAME AND PERFORMANCE PLAN (2018-2022)	ILO/ILAB	2018-2022
2	Project Document	Better work Haiti at a glance	BWH	2022
3	Technical Progress Report	TPR_BWH (APRIL, 2022)	BWH	2022
4	Technical Progress Report	TPR _BWH (APRIL, 2022)	BWH	2022
5	Technical Progress Report	TPR _BWH (OCTOBER, 2022)	BWH	2022
6	Technical Progress Report	TPR _Haiti (APRIL, 2021)	BWH	2021
7	Technical Progress Report	TPR _Haiti (October, 2019)	BWH	2019
8	Technical Progress Report	TPR _Haiti (October, 2020)	BWH	2020
9	Compliance Report	BWH_24th_Compliance_SR_HOPE-II_English.pdf 2021-2022	ILO/IFC	2022
10	Evaluation Report	ILAB_BWH Interim Evaluation_Infographic_Revised.pdf	IMPAQ International	2020
11	Evaluation Report; Data Reporting	ILAB_Better Work Haiti_Final_Evaluation Report_20191106_non-PII	IMPAQ International	2019
12	Compliance Report	BWH_22nd-SR_20213107_English-1.pdf	ILO/IFC	2021

ANNEX B. EVALUATION INTERVIEW ITINERARY

The ET conducted 37 remote KIIs and two in-person FGDs - one with 16 workers, one with eight (8) managers - for a total of 61 participants across stakeholder categories. Table B1 provides the full data collection itinerary for qualitative interviews, including stakeholder respondent number, category, organization, and region. Names have been removed to protect anonymity.

Table B.1 Data Collection Itinerary

#	Stakeholder Type	Region	Interview Mode
1	Employers' Associations	Ouest	Remote
2	Employers' Associations	Ouest	Remote
3	Employers' Associations	Ouest	Remote
4	Employers' Associations	Nord-Est	Remote
5	Private sector and international brand representatives, supply chain	Nord-Est	Remote
6	Private sector and international brand representatives, supply chain	Nord-Est	Remote
7	Private sector and international brand representatives, supply chain	Ouest	Remote
8	Private sector and international brand representatives, supply chain	Ouest	Remote
9	Grantee/IP	N/A	Remote
10	Grantee/IP	Ouest	Remote

#	Stakeholder Type	Region	Interview Mode
11	Grantee/IP	Ouest	Remote
12	Grantee/IP	Ouest	Remote
13	Grantee/IP	Ouest	Remote
14	GOH Representative	Ouest	Remote
15	GOH Representative	Ouest	Remote
16	GOH Representative	Ouest	Remote
17	GOH Representative	Ouest	Remote
18	GOH Representative	Ouest	Remote
19	GOH Representative	Ouest	Remote
20	GOH Representative	Ouest	Remote
21	GOH Representative	Ouest	Remote
22	GOH Representative	Ouest	Remote
23	Workers' Organizations	Ouest	Remote

#	Stakeholder Type	Region	Interview Mode
24	Workers' Organizations	Ouest	Remote
25	Workers' Organizations	Nord-Est	Remote
26	Workers' Organizations	Ouest	Remote
27	Workers' Organizations	Ouest	Remote
28	Workers' Organizations	Nord	Remote
29	Workers' Organizations	Ouest	Remote
30	Workers' Organizations	Ouest	Remote
31	Workers' Organizations	Ouest	Remote
32	Workers' Organizations	Ouest	Remote
33	USDOL	US	Remote
34	USDOL	US	Remote
35	USDOL	US	Remote
36	USDOL	US	Remote

#	Stakeholder Type	Region	Interview Mode
37	USDOL	Ouest	Remote
38-53	Factory Workers	Nord-Est	In-person
54-61	Factory Managers	Nord-Est	In-person

ANNEX C. STAKEHOLDER WORKSHOP AGENDA AND PARTICIPANTS

The ET facilitated two virtual stakeholder validation workshop sessions – one on June 28 with the BWH/ILO team, and one on July 20 with a subset of other stakeholder categories. The objective was to validate some emerging themes generated from a preliminary analysis of data collection with the participants and to solicit additional feedback through open discussion. Table C1 presents the workshop agenda and Table C2 lists the workshop participants for both sessions.

Table C1: Stakeholder Workshop Agenda

Section	Agenda Items
Part I: Introduction and Welcome (10 minutes)	<ul style="list-style-type: none"> • Introduction • Objective and Agenda • Norms and Expectations
Part II: Program and Evaluation Background (15 minutes)	<ul style="list-style-type: none"> • Project Overview and Recap • Purpose of Evaluation • Evaluation Methodology and Scope • Data Collection Process and Sample • Challenges During Data Collection • Q&A
Part III: Emerging Themes from Preliminary Data Collection Results and Discussion (60 minutes)	<ul style="list-style-type: none"> • Preliminary results qualitative and qualitative results– Relevance • Preliminary results qualitative and qualitative results - Coherence
Part IV: Next Steps and Closing (5 minutes)	<ul style="list-style-type: none"> • Thank you • ET contact information • Next steps and closing

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ANNEX D. EVALUATION METHODOLOGY AND LIMITATIONS

This annex presents the full evaluation methodology, including the evaluation questions, data sources, data collection sample, data analysis methods, and study limitations. Primary data was collected using a hybrid approach with remote and in-person interviews and surveys in Haiti from April 13 to July 3, 2023.

D.1 EVALUATION QUESTIONS

Table D1 below includes the full list of main and sub-evaluation questions. The ET used information from the desk review to draft these evaluation questions and refine with input from USDOL and ILO.

Table D1: BWH Evaluation Questions

Evaluation Criteria	Question #	Evaluation Question/Sub-Question
Relevance	EQ 1	Considering the ILO TAICNAR mandate established in the HOPE/HELP legislation, to what extent have BWH project activities responded to the needs and priorities of diverse stakeholders (especially workers)?
	EQ 1.1	What factors limited or facilitated these results?
	EQ 1.2	To what extent did the BWH design and implementation address equity issues for the most marginalized groups-including working mothers, female factory workers, workers with disabilities, or workers not covered by collective bargaining agreements), in the apparel factories? How did BWH support collective bargaining and resolutions to allegations of labor rights violations and worker grievances?
Coherence	EQ 2	To what extent did BWH strengthen collaboration and networks or linkages with other actors and where are opportunities for future collaboration? To what extent, and how, did BWH collaborate with other related projects and initiatives in Haiti, and with labor stakeholders, to support the development of independent, representative trade unions, or new or improved structures for social dialogue within the sector, in industrial zones, or in participating factories?
	EQ 2.1	How can increased collaboration and strengthened networks be measured meaningfully?
	EQ 3	To what extent is BWH contributing to the USG policy objective of advancing equity for all, including groups who have been historically underserved, marginalized, and adversely affected by persistent poverty and inequality?

Evaluation Criteria	Question #	Evaluation Question/Sub-Question
Effectiveness	EQ 4	To what extent are project interventions progressing towards meeting desired project outcomes?
	EQ 4.1	Which institutional actors, leverage points or structures were most critical/influential? What factors facilitated or limited their influence?
	EQ 4.2	<p>What are the best practices and lessons learned for ILAB and its grantees to ensure project-supported interventions address the unique circumstances, barriers and needs of underserved populations? (i.e., groups that have limited or no access to resources or that are otherwise disenfranchised, including female workers and working mothers, LGBTQIA+ community members, workers with disabilities, and others).</p> <p>For this specific context, the evaluation will assess how these groups are treated, e.g., if they have the chance to be hired and promoted, or otherwise benefit from project-supported services and interventions and what were the results.</p>
Efficiency	EQ 5	To what extent was BWH efficient (able to achieve its goals in a timely manner) in reaching target populations and institutions in intervention approaches within the given project timeframe, resources, and operating context?
	EQ 5.1	What are the best practices and lessons learned for ILAB and its grantees to ensure technical assistance promotes equity and benefits underserved populations?
Sustainability	EQ 6	Where is the BWH intervention showing the most promise for continued and sustainable results beyond the current programming?
	EQ 6.1	How has the organizational capacity of the project grantee and target institutions limited or facilitated the achievement and sustainability of project outcomes?
	EQ 6.2	What contextual factors (cultural norms, processes, structures, mechanisms) have the strongest influence on workers' perceptions, voice, and action to advance their rights in the apparel factories, both individually and collectively? What contextual factors (cultural norms, processes, structures, mechanisms) have the least influence on workers' perceptions, voice, and action to

Evaluation Criteria	Question #	Evaluation Question/Sub-Question
		advance their rights in the apparel factories, both individually and collectively?

D.2 EVALUATION SCHEDULE

The ET completed a project desk review in January 2023 to inform the design of the methodology and include as additional sources of information for the team's overall assessment. The team drafted the terms of reference (TOR) document (Annex E) for the evaluation outlining the approach, desired stakeholder sample, and data collection instruments. While the team worked to refine the TOR, they held several data collection logistics calls with the ILO and ILAB teams from January through March to discuss the methods and stakeholder coordination.

Based on discussions and using stakeholder sample contact lists provided by ILO, the ET developed a hybrid, proposed data collection schedule that outlined the timeline for remote and in-person fieldwork over an approximate two-week period from mid-April to early May. The team incorporated input from ILAB and ILO and received approval for the TOR, data collection instruments, and proposed data collection itinerary in March.

The ET held several follow-up data collection logistics meetings with the ILO team to discuss stakeholder outreach, fieldwork logistics, and the data collection sample. The LC led coordination efforts with ILO and stakeholders to schedule interviews, and the ET piloted the survey and KII instrument guides. The team conducted interviews and surveys both remotely and in-person in Port-au-Prince and Cap-Haitien from April 13 – July 3, 2023). Due to challenges with internet connectivity, availability of participants, and initial delay in responses with stakeholder outreach, the ET extended the data collection timeframe into early July to achieve target data collection numbers.

The ET began cleaning and organizing data during the data collection period. Preliminary data analysis began mid-June 2023, and the LE facilitated stakeholder validation workshops June 28 and July 20, 2023. The ET also held a data collection debrief and presentation of preliminary results with ILAB on July 6, 2023.

D.3 DATA COLLECTION METHODS AND SAMPLE

The evaluation will use a mixed methods approach triangulating information obtained by primary and secondary quantitative and qualitative data to validate results and inform evidence-based conclusions and recommendations. The team obtained qualitative data through primary KIIs and FGDs with relevant BWH stakeholders and comprehensive secondary document review. The team collected quantitative data from secondary data review of TPRs and a survey focusing on worker and manager perspectives.

Below contains a full overview of methods used:

Desk Review: The ET conducted a comprehensive desk review of BWH project-related documents, including the BWH Theory of Change and Performance Monitoring Plan, project documents and revisions, interim evaluation reports, TPRs, BWH's published compliance synthesis reports, and project budget and expenditure reports. The full list of documents can be found in Annex A. The document review addressed ten key questions on topics ranging from supporting workers, strengthening institutions, and capturing outcomes to engaging marginalized communities, collaboration with networks, and organizational capacity, among others. A full list of the questions answered in the desk review can be found in Annex E.

Quantitative Performance Monitoring Data: The senior data analyst (SDA) with the U.S.-based Integra team supported the ETs to review project monitoring data from TPRs and assess the performance of activities relative to expected results and equity considerations. The ET's analysis included descriptive statistics such as counts, tabulated proportions, and means, to identify common trends and patterns.

The ET used the information provided in the secondary desk review and quantitative performance monitoring data to develop a robust analysis plan focused on mapping linkages across each evaluation objective. The team reviewed existing BWH project instruments to identify overlapping questions and alternative probing questions not captured in existing desk resources. In consultation with the SDA and SLA, the ET developed the evaluation matrix to identify evaluation questions, sub-questions, data methods and sources, and proposed analysis techniques to provide the road map to conduct the evaluation. See Annex E for Evaluation Matrix and data collection instruments included as annexes to the TOR.

Qualitative Interviews - KIIs and FGD: The ET conducted 37 key informant interviews and two FGDs (one with 16 workers, the other with eight managers) for a total of 61 total respondents for the evaluation. Working closely with BWH, the ET adopted a purposive sampling approach to identify stakeholder categories based on knowledge of and engagement with the project. This non-probability sampling technique was selected by the ET based on known variables of target respondent categories for KIIs and as a cost-effective method because that ensures only critical respondents are engaged during the timeline for data collection by the ET. The ET had subsequent communications and follow-up meetings with ILO to develop the stakeholder sample universe to start outreach for scheduling fieldwork, aiming for 60 respondents. The ET worked diligently with ILO for over a month to reach out to different stakeholders, facing challenges with internet connectivity issues and receiving responses to scheduled interviews.

During the TOR phase, the team developed structured, open-ended questions for the qualitative interview guides to elicit as much description and elaboration as possible from stakeholders about what is working, what is not working, and what learning has taken place from their perspective. Prior to conducting interviews, the ET refined the interview guides for different stakeholder categories, translated the questionnaires from English into Creole and French, and piloted among a small subset of stakeholders to confirm validity and contextual accuracy.

Data collection began on April 13 with remote interviews by the LE and LEE based in Port-au-Prince. The full ET traveled to the Cap-Haitian region from April 21-25 to

meet with stakeholders in the factories located in the Northeast region. The team continued with mostly remote interviews in Port-au-Prince for the remainder of the data collection period through early July. Table D2 provides the summary of interview participants by stakeholder category. See Annex B for the full interview data collection itinerary.

Table D2: KII/FGD Data Collection Strategy

Stakeholder Type	Method	No. Respondents	Respondent Description
USDOL representative	KII	4	ILAB/OTLA staff that provide project oversight and technical support
Grantee and IPs	KII	6	ILO regional office, BWH personnel, BWG personnel
Representatives of GOH ministries or agencies	KII	9	Government stakeholders from relevant ministries and offices, like MAST, BMST, BSEIPH
Factory workers	FGD	16	Garment factory workers from two factories that are part of BWH project
Factory Managers	FGD	8	Garment factory managers from two factories that are part of the BWH project
Employers' Associations	KII	4	Representatives from employer industry groups (or organizations of factory owners, relevant enterprises)
Workers' Organizations	KII	10	Associations that operate both internally and externally of factories, such as representatives from Trade Unions (Including MAST-registered unions/workers' organizations)
Private Sector and International Brand Representatives, Supply Chain	KII	4	Buyers and key global garment industry actors
Total Respondents		61	

Survey of Stakeholders: The ET administered a survey with a sample of 15 factory managers and 100 factory workers. Based on the desk review and consultations with the IP, ILO, the ET designed the survey questions using the according to anticipated knowledge and awareness levels of the participants regarding programmatic activities.

The ET designed the survey using the software SurveyCTO. They then worked with

the BWH project team and FGD participants (factory workers and managers) to obtain contact information of workers and managers and conduct appropriate outreach to reach the target number of survey participants. The ET developed separate surveys with targeted questions for both factory workers and managers to amplify the voices of workers and management/owners, validate qualitative findings, and triangulate these stakeholder perceptions to reveal broad based trends. Each survey consisted of eight closed, Likert-style questions designed to capture perceptions regarding worker representation, workplace safety, awareness of rights, recruitment/hiring of underrepresented workers, equity, and workers' empowerment.

The ET administered the survey offline and offsite from factories via smartphones. The ET subsequently uploaded data to the SurveyCTO cloud platform at the end of each day, with the SDA reviewing consistently to catch any errors or inconsistencies as early as possible and adapt the survey as needed. Table D3 below presents the summary of the survey data collection sample.

Table D3: Survey Data Collection Strategy

Stakeholder Type	No. Respondents	Respondent Description
Managers; Supervisors	15	Staff that have management and oversight responsibilities
Workers	100	Workers from factories that are part of the project

Rapid Scorecards: The ET developed rapid score cards to supplement interviews with collecting quantitative data through a series of brief questions asking participants to provide ratings (Low=1, Moderate=2, Above=3, and High=4) to the respective project's performance for three separate questions. The ET unfortunately encountered difficulty with getting responses, as most participants in the interviews either did not want to participate, or noted they did not feel knowledgeable enough about the project to provide. The team ultimately was not able to collect a meaningful sample to be included in the evaluation data analysis.

Stakeholder Validation Workshops: Following the completion of the data collection period, the ET coordinated with the BWH ILO team to schedule stakeholder validation workshops to bring together a wide range of stakeholders, including the IP and other interested parties, to discuss and validate the evaluation results.

The LE facilitated two stakeholder validation sessions - one on June 28, 2023, with the ILO team, and one on July 20, 2023, with a subset of the other stakeholder groups. During the presentation, the LE provided an overview of the project and evaluation scope, debriefed on the data collection experience and sample, presented the major preliminary results and emerging issues, solicited recommendations, discussed project sustainability, and obtained clarification or additional information from stakeholders, including those not interviewed earlier. The validation session provided an opportunity for a closer examination of emerging trends and spotlighting of key intervention opportunities for future design iterations and adaptive programming options. Following each result, the LE encouraged open discussion and feedback on

emerging themes. The LE took detailed notes on the discussion detailing specific quotes, insights, and constructive feedback from participants. See Annex C for the Stakeholder Workshop Agenda and Participants.

The ET also held a debrief call with USDOL on July 6 to present the preliminary results and solicit feedback.

Objective Outcome Ratings: The ET also carried out objective outcome ratings for project Achievement, Equity, and Sustainability (see descriptions below), using results from triangulation across data sources and analyses. For each of these three outcome areas, the ET assigned a rating of high, above moderate, moderate, and low:

- High: met or exceeded most targets for the period evaluated, with mostly positive feedback from key stakeholders and participants.
- Above moderate: met or exceeded most targets for the period evaluated, but with neutral or mixed feedback from key stakeholders and participants.
- Moderate: missed most targets for the period evaluated, but with mostly positive feedback from key stakeholders and participants.
- Low: missed most targets for the period evaluated, with mostly neutral or negative feedback from key stakeholders and participants.

ACHIEVEMENT

The ET considered the level of achievement by to what extent the BWH project shall be likely to meet or exceed its targets by project end. BWH outcome achievement, taking external contextual factors into account.

EQUITY

For assessing the equity of BWH project outcomes, the ET considered level of equity with respect to access to project interventions and/or targets achieved, and who has/has not been engaged by the BWH project's interventions (meaning every employee should have the same opportunity as any other employee, whatever the religion, sexual orientation, gender, skin color, physical abilities etc. as described in the ILO fundamental right to non-discrimination¹⁷). This extended to what extent the BWH project was likely to achieve targets for specific underserved target groups and those populations that are hardest to reach by the BWH project.

SUSTAINABILITY

The ET considered the likelihood that the benefits or effects of outputs or outcomes would continue after donor funding ends, considering project actors, factors, and institutions that are likely to have the strongest influence over, capacity, and willingness to sustain the desired outcomes and impacts.

D.4 PRACTICES USED FOR DATA COLLECTION

The ET used the following practices for ethical, adaptive, and valid primary data collection:

Local ET and Tailored Data Collection Methods: The evaluation used an independent

¹⁷https://www.ilo.org/empent/areas/business-helpdesk/WCMS_DOC_ENT_HLP_BDE_EN/lang--en/index.htm

ET unaffiliated with the project stakeholders and locally based in Haiti. All data collection took place in English, French, or Haitian Creole, according to the preferences of the respondent. The ET used an experienced, female enumerator (LEE) for Interviews with female stakeholders including sensitive topics such as sexual harassment and gender discrimination. Due to the fluid security environment and unstable internet connections in Haiti, the ET navigated challenges with conducting both in-person and remote data collection, rescheduling interviews, and making contingency plans, as possible. The ET worked to identify stakeholders with the highest risk for lack of access or comfortability (not in private space, etc.) with remote data collection methods to prioritize in-person data collection for those groups (i.e., factory workers and managers), as possible. The ET also consulted the BWH project team to determine the most appropriate and feasible solutions for outreach to factories and administration of surveys. They first attempted to use in-person data collection for the worker-manager survey, noting that online/mobile supported surveys may not be appropriate for certain populations. However, the ET adapted the data collection approach to collect data for the surveys over the phone and according to off-working hours for the factory to better reach participants.

Consent and Confidentiality: While carrying out data collection, the ET confirmed consent prior to beginning, conducted interviews in confidential settings, and always kept control of all the written and digital notes and data, and transmitted and stored data securely. Interviews lasted approximately 1-1.5 hours. To protect respondents' confidentiality, the ET has not presented data attributable or identifiable to one individual participant, instead attributing quotes and perspectives to overall stakeholder categories.

Data Quality Assurance: The SDA and other team members conducted reviews to confirm the quality, consistency, and completeness of interview transcripts submitted by interviewers in a timely manner to make any corrective actions or address any identified data errors. The SDA also conducted data quality checks to review and confirm the quality, consistency, and completeness of survey data submitted by the LE in a timely manner and to make any corrective actions or adjust the administration plan, as needed. Throughout the data collection period, the US-based Integra team held regular meetings each week with the ET to discuss data collection progress, circumstances on the ground and needed adaptations, and any risks or issues to mitigate or address.

D.5 DATA ANALYSIS

The ET utilized data from multiple sources and used varied analysis techniques to triangulate evidence across data sources and strengthen the credibility and validity of the results.

Quantitative Analysis: The quantitative analysis for this evaluation included analysis of trends from secondary project performance monitoring data and primary quantitative data from the small-scale factory worker-manager survey. The team analyzed the secondary quantitative data from project TPRs using basic quantitative analyses such as means, tabulations, and cross-tabulation around key performance indicators to assess trends in performance over time relative to targets. The quantitative survey results were input into an Excel file database and analyzed using descriptive statistics techniques, disaggregating respondents by gender. The ET planned to also triangulate with results from rapid score cards used at the end of

interviews, but ultimately was not able to collect a meaningful number of responses for inclusion in analysis.

Qualitative Analysis: For qualitative data generated from the desk review, KIIs, and FGDs, the ET performed content and comparative analysis supplemented by the desk review and additional feedback from the stakeholder validation workshop sessions. The ET conducted content analysis of the raw summary notes from each interview and group discussion to organize across the targeted respondent groups. The SDA and LE developed a structured codebook to guide the analysis, and the SDA used NVivo software to process all interview data to inform findings under each evaluation question and identified emerging sub-themes. Other reviewers supported review to reconcile any discrepancies, omissions, or points for clarity. Where appropriate, the LE and SDA pulled out key illustrative quotes (with a focus on workers from underserved populations) from the primary data to provide evidentiary support to results. While generating and comparing the full results from the qualitative analysis, the ET triangulated the data with other data sources, including the survey data, project performance monitoring data, document review, and stakeholder validation workshops to strengthen the analysis and draw more comprehensive conclusions.

D.6 LIMITATIONS

The evaluation methodology and implementation of data collection had several limitations, including:

- **Security limitations to in-person data collection:** The security situation in Haiti precluded the ability to conduct major in-person data collection. The ET minimized risk by conducting KIIs remotely and holding FGDs in-person with workers and managers offsite from factories. The ET stayed aware of current political instability and fuel shortages to plan contingencies and mitigate risk.
- **Internet outages and unreliable connectivity:** The ET also navigated frequent power outages and lack of internet accessibility by respondents for remote data collection, causing interviews to be rescheduled, presentations to be interrupted, and communication between the ET and stakeholders very challenging.
- **Accessing factory workers and managers:** Another limitation centered around the availability of workers and managers, as their work is production-based, and many did not have enough time to participate fully in the FGDs. The ET worked in advance with factory management to ensure that they were informed of the data collection exercise and ensure non-disruption to production schedule, however there were still some miscommunications that presented challenges and extended the data collection period.
- **Selection bias and stakeholder representation:** The ET used lists provided by ILO to select respondents for FGDs, KIIs, and surveys from a wide variety of stakeholders. Not all people listed in ILO's records were available for discussions because they either did not respond after multiple follow-ups or were not available. As noted in the TOR and in this report, the ET identified specific stakeholders for interviews using a non-probability sampling technique based on known variables of target respondent categories for KIIs and as a cost-effective method to ensure engagement of critical respondents. Additionally, the team could not get a meaningful sample of

rapid scorecards to include in their data analysis. As a result, some stakeholder groups were overrepresented in the final data collected in this evaluation. The ET worked to address this bias by triangulating data sources and weighing their findings against other sources such as project records.

- **Response bias and evaluation scope:** All data collected in this interim evaluation was self-reported and therefore is prone to response bias in various forms. The ET worked to minimize social desirability bias by providing a clear explanation of the purpose of each survey or interview and obtaining consent. The ET also worked to ensure all survey questions were formulated properly and understood uniformly by conducting pre-testing of the data collection tools. As this is not a formal impact assessment, results for the evaluation relied heavily on information collected from background documents, stakeholder interviews, and worker-manager surveys triangulated with progress reporting data. The accuracy of the evaluation results was limited by the integrity and accuracy of the information provided to the ET from these sources.

ANNEX E. TERMS OF REFERENCE

TERMS OF REFERENCE

Final | 3.14.2023

INTERIM EVALUATION OF THE BETTER WORK HAITI PROJECT

SUBMITTED TO

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Bureau of International Labor Affairs
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PREPARED BY

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1. BACKGROUND AND JUSTIFICATION

The Bureau of International Labor Affairs (ILAB) leads the U.S. Department of Labor's (USDOL) efforts to ensure that workers around the world are treated fairly and able to share in the benefits of the global economy. ILAB's mission is to safeguard dignity at work - both at home and abroad - by strengthening global labor standards, enforcing labor commitments among trading partners, promoting racial and gender equity, and combating international child labor, forced labor, and human trafficking.

The mission of ILAB's Office of Trade and Labor Affairs (OTLA) is to work to ensure that U.S. trade agreements are fair for American workers and workers around the world. OTLA uses all available tools - including negotiating strong labor provisions in U.S. trade agreements and preference programs, monitoring for compliance, enforcing trade agreements and preference program commitments, and sharing technical expertise - to make sure that U.S. trade partners fulfill their promises and play by the rules, and that American workers are able to compete on a level playing field.

ILAB has contracted Integra Government Services International under order number 1605C2-22-00045 to conduct performance evaluations of technical assistance projects. Each evaluation's approach will be in accordance with USDOL's Evaluation Policy¹⁸ and in service of ILAB's commitment to rigorous methodology centered around learning for improved programming.

Integra is an independent third party experienced in conducting evaluations in an ethical manner that safeguards dignity, rights, safety, and privacy of participants. Integra will ensure the evaluation aligns with OECD-DAC evaluation criteria, including Relevance, Effectiveness, Efficiency, Impact (to the extent possible), and Sustainability. In conducting this evaluation, the ET will strive to uphold the American Evaluation Association Guiding Principles for Evaluators. A broader set of evaluative criteria or domains may also be considered depending on the learning objectives for this evaluation, including themes of design, equity, replicability, consequence, unintended effects, among others.

The present terms of reference (TOR) pertain to the interim performance evaluation of the International Labor Organization (ILO)'s Better Work Haiti (BWH) project (agreement number IL-21187-10-75-K) operating to support workers in the garment industry in Haiti. This document serves as the framework and guidelines for the interim performance evaluation of BWH. It is organized into the following sections:

1. Background and Justification
2. Purpose and Scope of Evaluation
3. Evaluation Questions
4. Evaluation Methodology
5. Limitations
6. Roles and Responsibilities
7. Expected Outputs and Deliverables

¹⁸ [U.S. Department of Labor Evaluation Policy](#).

8. Evaluation Timeline

9. Annexes

PROJECT CONTEXT

DOL/ILAB funds BWH as part of the Better Work Global (BWG) partnership program between ILO and the International Finance Corporation (IFC). In all countries where it operates, the BWG program aims to improve compliance with labor standards as well as the competitiveness of enterprises within global garment manufacturing supply chains. The BW strategy is based on the premise that by enhancing compliance with international labor standards and national labor laws, enterprises will be in a better position to meet the social compliance requirements of buyers, improve conditions for workers, and increase productivity and product quality.

BW launched in Haiti in June 2009 after Congress enacted the Haitian Hemispheric Opportunity through Partnership Encouragement Act of 2008 (HOPE II). HOPE II expanded on previous legislation to establish new standards for monitoring working conditions and providing preferential tariff treatment for U.S. imports of apparel, textiles, and certain other goods from Haiti, with the U.S. extending Haiti's preferential tariff treatment through September 30, 2025. HOPE II also mandated the creation of an independent government entity – the Labor Ombudsman's Office - and established the Technical Assistance Improvement and Compliance Needs Assessment and Remediation (TAICNAR) program. The Labor Ombudsman's Office manages relationships between workers, employers, and government, and focuses on facilitating social dialogue and resolution, protecting the rights of workers, and implementing programs to improve working conditions. The TAICNAR program aims to improve labor compliance in the Haitian industry through focusing on evaluating adherence to fundamental labor norms and national labor law, assisting corrective actions, openly reporting on the development of each factory on the Labor Ombudsman's register, and providing technical assistance to reinforce the judicial and administrative frameworks for enhancing compliance in the industry.

The ILAB/OTLA-funded BWH project has continued to operate since the HOPE II Act passed in 2009, striving to create a garment industry that provides decent work. The project reaches approximately 58,000 workers (65% women) across 38 factories, BWH project staff continue to develop strong partnerships with the Government of Haiti (GOH), global brands, employers, and worker's organizations, while playing a central role in convening diverse stakeholders to tackle shared challenges.

The BWH project has operated amidst several ongoing environmental challenges impacting Haiti, further exacerbated by political stability and the global COVID-19 pandemic that emerged in 2020 and changed the economic landscape of the garment industry.

Since 2017, mass crowds have assembled to protest the government, increased fuel prices and worsening economic conditions. The assassination of the former President in 2021, resulted in the appointment of a non-elected de facto ruler, further crippling the perceived legitimacy of governmental authority. The fractured government continues to struggle to address primary challenges like violence, disease and natural disasters, and economic inflation.

When the pandemic first swept across Haiti in March 2020, activities were suspended, and this put pressure on factory operations and workers' safety. The

Ministry of Labor and Social Affairs (MAST) also had to prioritize their own workforce's safety during inspections after work restrictions were lifted. BWH enterprise advisors (EAs) who routinely conduct factory visits to assess and advise on working conditions were not able to visit the factories themselves. Thus, as part of its wide-ranging response to the COVID-19 emergency, BWH developed a critical and comprehensive set of guidelines to help employers, workers, and members of workplace-based factory improvement committees ensure and maintain safe and healthy workplaces.

PROJECT SPECIFIC INFORMATION

During the strategic phase of the most recent iteration of the BWH project (September 2019-May 2023, covering the timeline from the last performance evaluation to the estimated completion of data collection), implementers focused on three (3) broad outcomes:

Outcome 1. Compliance with national labor law and international labor standards sustained in the Haitian garment sector.

Activities focused on delivering tried-and-tested assessment and advisory services in existing and new garment factories to cut rates of labor law non-compliance, working to gradually transfer responsibility to factories to resolve issues in-house. Thereby, BWH activities would strengthen worker-management committees in all garment factories through specialized training and improve worker empowerment across the sector through promoting the representation of women. These activities contribute to the strategic broader aim of enhancing BWH's training to meet new needs, including those relating to labor law, sexual harassment prevention, human resource management, and the meaningful fulfillment of legal requirements to hire workers with disabilities.¹⁹

Outcome 2. The Haitian garment sector addresses labor-related issues in line with national labor law and international labor standards.

Activities implemented under the second objective focused on encouraging the expansion of the industry's workforce by adding 15,000 new workers by 2022; and by attracting business investment through the organization of regular networking events, promotion of data sharing, and facilitation of active coordination of national stakeholders involved in the apparel industry. Implemented activities also centered on amplifying the impact of the recent factory productivity project and disseminating findings from international research studies that highlighted the possibilities for firms to see bottom-line gains by improving working conditions.

Outcome 3. Government policies and institutions support the promotion of Decent Work.

The BWH project worked to convene stakeholders and advise the GOH on the long-pending labor law reform process, opening the door for greater investment and promoting decent working conditions. With the aim to scale up proven BWH factory assessment methodologies by training labor inspectors from MAST, these activities focused on strengthening their ability to oversee labor compliance in Haiti. The BWH project also worked to intensify direct collaboration with inspectors.

¹⁹ The evaluation considers the BWH support to retain workers with disabilities (which may include examining a larger set of support needed by firms to facilitate accommodation when needed).

BWH worked to make the garment industry more inclusive by extending dialogue with key Haitian government institutions, such as the Office of the State Secretary for the Integration of People with Disabilities (BSEIPH), by disseminating good practices and showcasing individual success stories that illustrated how the BWH project was able to strengthen union and employers' associations' capacity to support their members.

2. PURPOSE AND SCOPE OF EVALUATION

EVALUATION PURPOSE

The purpose of the BWH interim performance evaluation includes, but may not be limited to, the following:

- Assessing the relevance of the BWH project in the cultural, economic, and political context in Haiti, and the extent to which it is suited to the priorities and policies of the host government and other stakeholders and actors.
- Determining whether the project is on track toward achieving its overall BWH project objective and expected outcomes, identifying the challenges and opportunities encountered in doing so, and analyzing the driving factors for these challenges and opportunities.
- Assessing the effectiveness of the BWH project's strategies, including equity and inclusion, and the BWH project's strengths and weaknesses in project implementation and identifying areas in need of improvement. In this context, underserved groups may mean the laborers (the workers who are involved directly in the production process, LGBTQI community, women, workers with disabilities, and other traditionally marginalized groups).
- Providing conclusions, lessons learned, and recommendations; and
- Assessing the BWH project's plans for sustainability in continuing to achieve results and establish long-term practices at various stakeholder levels; and identifying steps to enhance its sustainability.

INTENDED USERS

The evaluation will provide ILAB, ILO, BWH project participants, the GOH, and other project stakeholders or actors who have a concern, interest, and/or influence on labor rights in the Haitian garment industry an assessment of the project's performance, effects on project participants, and an understanding of the factors driving the project results. The evaluation findings, conclusions, and recommendations will serve to guide project adjustments and to inform stakeholders in the design and implementation of subsequent phases or future labor rights projects as appropriate. The evaluation report will be published on the USDOL website, so the report will be written as a standalone document, providing the necessary background information for readers who are unfamiliar with the details of the project.

3. EVALUATION QUESTIONS

Following initial kick-off meetings with ILAB and the BWH team, internal meetings among the ET, and the completed desk review process, the proposed evaluation questions were refined to better fit the evaluation scope of work (SOW). The table below outlines five evaluation questions based on OECD-DAC criteria and adapted for

the specific learning purposes of this evaluation. Workers' rights perspectives and an equity and inclusion lens shall be applied to all evaluation questions. While not an objective included during the project design, this information will contribute to ILAB's learning agenda stemming from Executive Order 13985²⁰.

Table 1: BWH Interim Evaluation Questions

Evaluation Criteria	Question #	Evaluation Question/Sub Question
Relevance	EQ1	Considering the ILO TAICNAR mandate established in the HOPE/HELP legislation, to what extent have BWH project activities responded to the needs and priorities of diverse stakeholders (especially workers)?
	EQ1.1	What factors limited or facilitated these results?
	EQ1.2	To what extent did the BWH design and implementation address equity issues for the most marginalized groups-including working mothers, female factory workers, workers with disabilities, or workers not covered by collective bargaining agreements), in the apparel factories? How did BWH support collective bargaining and resolutions to allegations of labor rights violations and worker grievances?
Coherence	EQ2	To what extent did BWH strengthen collaboration and networks or linkages with other actors and where are opportunities for future collaboration? To what extent, and how, did BWH collaborate with other related projects and initiatives in Haiti, and with labor stakeholders in particular, to support the development of independent, representative trade unions, or new or improved structures for social dialogue within the sector, in industrial zones, or in participating factories?
	EQ2.1	How can increased collaboration and strengthened networks be measured meaningfully?
	EQ3	To what extent is BWH contributing to the USG policy objective of advancing equity²¹ for all, including groups who have been historically underserved, marginalized, and adversely affected by persistent poverty and inequality?

²⁰ <https://www.whitehouse.gov/equity/>

²¹ <https://www.whitehouse.gov/briefing-room/presidential-actions/2023/02/16/executive-order-on-further-advancing-racial-equity-and-support-for-underserved-communities-through-the-federal-government/>

Evaluation Criteria	Question #	Evaluation Question/Sub Question
Effectiveness	EQ4	To what extent are project interventions progressing towards meeting desired project outcomes?
	EQ4.1	Which institutional actors, leverage points or structures were most critical/influential? What factors facilitated or limited their influence?
	EQ4.2	<p>What are the best practices and lessons learned for ILAB and its grantees to ensure project-supported interventions address the unique circumstances, barriers and needs of underserved populations? (i.e., groups that have limited or no access to resources or that are otherwise disenfranchised, including female workers and working mothers, LGBTQI+ community members, workers with disabilities, and others).</p> <p>For this specific context, the evaluation will assess how these groups are treated, e.g., if they have the chance to be hired and promoted, or otherwise benefit from project-supported services and interventions and what were the results.</p>
Efficiency	EQ5	To what extent was BWH efficient (able to achieve its goals in a timely manner) in reaching target populations and institutions in intervention approaches within the given project timeframe, resources, and operating context?
	EQ5.1	What are the best practices and lessons learned for ILAB and its grantees to ensure technical assistance promotes equity and benefits underserved populations?
Sustainability	EQ6	Where is the BWH intervention showing the most promise for continued and sustainable results beyond the current programming?
	EQ6.1	How has the organizational capacity of the project grantee and target institutions limited or facilitated the achievement and sustainability of project outcomes?
	EQ6.2	<p>What contextual factors (cultural norms, processes, structures, mechanisms) have the strongest influence on workers' perceptions, voice, and action to advance their rights in the apparel factories, both individually and collectively? What contextual factors (cultural norms, processes, structures, mechanisms) have the least influence on workers' perceptions, voice, and action to advance their rights in the apparel factories, both individually and collectively?</p>

4. EVALUATION METHODOLOGY

APPROACH

The evaluation will use a mixed methods approach triangulating information obtained by comprehensive document review, performance monitoring data analysis, worker and manager surveys, and stakeholder interviews to inform evidence-based findings. Methods will include:

- **Qualitative Data Collection:** Obtained through primary KIIs and FGDs with relevant BWH stakeholders and comprehensive secondary document review. The ET will collect qualitative data from KIIs through a structured, open-ended data collection process, to elicit as much description and elaboration as possible from stakeholders about what is working, what is not working and what learning has taken place from their perspective.
- **Quantitative Data Collection:** Obtained from three primary sources: a survey focusing on worker and manager perspectives, project technical progress reports (TPRs) and rapid score cards used to supplement qualitative surveys conducted with stakeholders.
- **Data Synthesis and Triangulation:** All data collected will be synthesized and triangulated across primary/secondary sources and quantitative/qualitative methods to compare and strengthen confidence in results across evaluation questions and link interventions with outcomes.
- **Objective Performance Rating:** Following data collection and synthesis, the ET will conduct an objective rating of project performance using evidence from findings to assess level of achievement and sustainability of major outcomes on a four-point scale.

The selection of this evaluation approach was informed by the desk review of relevant BWH project reports. The ET will proceed to conduct a deep dive through primary data collection through a locally administered survey, KIIs (and FGDs, as possible) with identified respondents on specific BWH project objectives. Broadly speaking, the review process will document key findings along the following lines of inquiry:

- **Learning from what works:** what was achieved from the activities planned, what worked well/what the success factors were, key lessons learned, and key adaptations to leverage success and lead to progress towards greater achievement of BWH project outcomes.
- **Learning from what did not work:** what was not achieved from the activities planned, what did not work well/what were the challenges/bottlenecks, key lessons learned, key adaptations/course corrections to address challenges/bottlenecks that hindered progress toward achieving expected outcomes in relation to BWH project expected results.

The evaluation approach will use an independent ET unaffiliated with the project stakeholders. Project staff and IPs will generally only be present in meetings with stakeholders, communities, and participants to provide introductions. The following additional principles will be applied during the evaluation process as best practices for ethical primary data collection:

- Consultations will incorporate a degree of flexibility to establish and maintain a sense of involvement of the stakeholders and project participants, allowing a flexible structure of interviews and discussions while ensuring that key information requirements are met.
- Opinions coming from stakeholders and project participants will provide breadth and depth to complement the use of the quantitative analysis. The participatory nature of the evaluation will contribute to the sense of ownership over the evaluation findings among stakeholders and project participants.
- Efforts will be made to amplify the voices of workers (union-affiliated and non-affiliated) from diverse backgrounds, including workers from underserved populations and communities (as previously described, groups that have limited or no access to resources or are otherwise disenfranchised.), while also safeguarding their identity and information, preserving their dignity, and protecting them from possible retaliation or other harm.
- Gender, diversity, and cultural sensitivity, and ‘Do No Harm’ approaches will be integrated in the evaluation approach (elaborated below in section on Ethical Considerations and Confidentiality).
- As far as possible, a consistent approach will be followed for KIIs for each respondent category, with adjustments made for the different actors involved, activities conducted, and the progress of implementation in each locality or institution.

EVALUATION TEAM

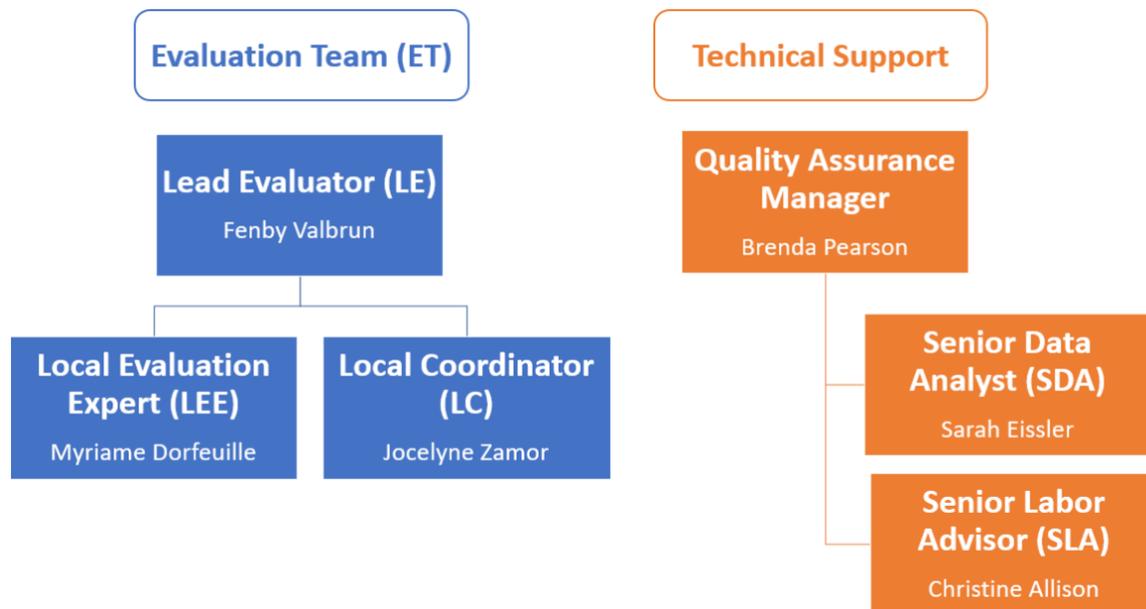
The ET will be composed of the Lead Evaluator (LE), Local Evaluation Expert (LEE), and Local Coordinator (LC) with the following responsibilities:

- The LE will manage each phase of the BWH evaluation (design, data collection, analysis and validation, final reporting, and dissemination), overseeing the ET and providing regular updates on deliverables status and timelines.
 - From December 2022-February 2023, the contract support team worked closely with the LEE to develop the TOR and data collection instruments.
 - February 2023-September 2023, the LEE has been promoted to LE and will assume the LE responsibilities (including TOR and instrument revisions, data collection, analysis and validation, reporting, and dissemination).
- The LEE will support finalization of evaluation design, oversee logistics coordination for remote data collection, conduct primary data collection and provide analysis and report writing support.
 - From December 2022-February 2023, the LEE worked closely with the contract support team on TOR revisions and data collection instrument design.
 - From March 2023-September 2023, the LEE will resume the above assigned responsibilities.

- The LC will lead stakeholder consultation and scheduling for KIIs for all primary data collection. The LC will also be trained in qualitative/quantitative data collection and work closely with the ET to supplement any enumeration needs during data collection.

The ET will be supported by a team of technical experts through the course of the evaluation study, including a Senior Labor Advisor (SLA) to provide subject matter expertise on labor rights programming; a Senior Data Analyst (SDA) to guide a robust methodological approach with triangulated evidence. The Project Contract Manager will provide quality assurance and oversee technical progress and deliverable quality. See the image below for the ET and technical support organizational chart.

Figure 1: ET Organizational Chart



The ET will be tasked to deliver on specific evaluation consultancy study deliverable(s). This will ensure comprehensive professional review and technical oversight across the board. The ET will work together, coordinating across responsibilities and functions through weekly conference check-in calls to assess progress on assigned tasks. This will facilitate timely technical communication and oversight feedback among the ET and discuss any potential challenge encountered during the entire evaluation process.

DATA COLLECTION METHODOLOGY

A. DOCUMENT REVIEW (CONTENT ANALYSIS)

The ET began with a desk review of BWH project reports and documentation provided by ILAB and conducted a content analysis of secondary data from key documents. Documents reviewed in the initial desk review included:

- Theory of Change and Performance Monitoring Plan (PMP)
- Program Documents and Revisions
- Interim Evaluation Reports
- TPRs

- BWH's Published Compliance Synthesis Reports
- Program Budgets and Expenditure Reports

The desk review process was guided by an inclusion/exclusion criterion tailored to ten illustrative areas of general learning interest for ILAB as described in the RFQ for this contract:

1. Given the changing economic landscape as a result of the COVID-19 pandemic, what interventions would best support workers in specific sectors or supply chains to improve their labor rights?
2. What program interventions were most effective at strengthening institutions and empowering workers? Under what circumstances, including specific sectors or supply chains, and for whom were they effective or not effective?
3. Which institutional actors, leverage points or structures associated with the respective target sectors or supply chains were the most effective (in achieving and sustaining desired project outcomes) and what were the factors facilitating or limiting their effectiveness?
4. How can ILAB and its Grantees better capture impact on long-term outcomes for workers and workers' organizations in specific sectors or supply chains as well as for workers from historically marginalized and underserved populations?
5. How effectively did ILAB and the project implementer(s) engage marginalized or underserved communities over the project life cycle? To what extent do project design and implementation reflect the needs and priorities of diverse stakeholders, including those from marginalized and underserved populations? What factors limited or facilitated these results?
6. To what extent do marginalized or underserved populations experience equitable access to (and outcomes resulting from) project-supported services or interventions? What are the steps that ILAB and its Grantees are taking (or should be taking) to ensure technical assistance reaches and benefits these populations?
7. How can ILAB increase collaboration and strengthen networks/linkages between local actors in countries where there are technical assistance projects? How can increased collaboration and strengthened networks be measured meaningfully?
8. What can we learn about the level of change (outcomes) that can realistically be achieved within a given project time frame and budget?
9. How has the organizational capacity of project implementers, target institutions, and IPs limited or facilitated the achievement and sustainability of project outcomes? Are project designs adequately assessing and accounting for differences in capacity?
10. What factors, structures, processes, mechanisms, or cultural norms have the most/least influence on workers' perceptions, voice, and action to advance their rights in the respective target sectors or supply chains, both individually and collectively? How do these differ for specific demographics, e.g., for historically marginalized or underserved groups or populations?

The generic learning questions above informed the selection of corresponding datasets and resources for the ET to conduct an online search of documents and reports to ensure the effective duplication of search results and synthesis of collated findings. Through this process, the ET worked to effectively document preliminary findings to inform an initial set of key topics as articulated in the SOW.

The ET will continue reviewing available program documents and secondary data before conducting primary data collection to assess and refine the evaluation criteria. During data collection, BWH project documentation will be verified, and additional documents may be collected. The ET shall also review key OTLA standard indicators with ILO, including indicator definitions in the PMP and the reported values in TPRs to ensure the reporting is accurate and complete.

- ❖ **Documents may include** Procurement Review Board documentation, PMP document and data reported in the TPR, pre-situational analyses, project document and revisions, project budget and revisions, cooperative agreement and project modifications, risk and stakeholder registers/management plans, and sustainability and exit strategies.
- ❖ **Additional BWH documents for review may include** Project logic models, theories of change, monitoring plans, work plans, correspondence related to TPRs, management procedures and guidelines, research, reports, or materials produced, and other relevant project files as appropriate.

B. EVALUATION MATRIX

The development of a robust analysis plan was focused on mapping linkages across each evaluation objective. The ET reviewed existing BWH project instruments to identify overlapping questions and alternative probing questions not captured in existing desk resources. In consultation with the SDA and SLA, the ET developed a comprehensive evaluation matrix (protocol) to identify evaluation questions, sub-questions, data methods and sources, and proposed analysis techniques to provide the road map to conduct the evaluation. The Evaluation Matrix can be found in the TOR Annex A.

C. INTERVIEWS WITH STAKEHOLDERS

The ET will conduct approximately 40 KII /FGDs aimed at reaching about 60 stakeholders over 14 days with a sample of the stakeholder types listed below in Table 2. The ultimate number of participants for each stakeholder type will depend on availability. The ET will make every effort to schedule FGDs to reach a broader range of respondents within the evaluation scope. A female enumerator from the ET will be present in each Interview (both KIIs and FGDs) and sensitive interviews will be conducted by only females.

Table 2: KII/FGD Data Collection Strategy

Stakeholder Type	Method	Estimated Respondent No.	Potential Respondents
USDOL representative	KII, FGD	5	ILAB/OTLA staff that provide program oversight and technical support
Grantee and Implementing Partners	KII, FGD	5	ILO regional office, BWH personnel, IFC staff
Representatives of GOH ministries or agencies	KII, FGD	5	Government stakeholders from relevant ministries and offices, like MAST, Office of the Special Labor Ombudsman (BMST), BSEIPH, others as identified
Factory workers	KII, FGD	15	Garment factory workers from factories that are part of program; this should include workers from both compliant and noncompliant factories
Factory Managers	KII, FGD	10	Garment factory managers: this should include workers from both compliant and noncompliant factories
Employers' Associations	KII, FGD	5	Representatives from employer industry groups (or organizations of factory owners, relevant enterprises) such as Association of Industries of Haiti
Workers' Organizations	KII, FGD	11 (1 for each PICC at BWH factories)	Associations that operate both internally and externally of factories, such as representatives from Trade Unions (Including MAST-registered unions or workers' organizations)
Private Sector and International Brand Representatives, Supply Chain	KII, FGD	4	Buyers and key global garment industry actors (ET will consult with BWH project team and look at compliance synthesis reports/transparency portal to identify brands/buyers that source from factories that have demonstrated efforts to improve compliance and have been actively engaged in the project as well as one or more that have not)

Evaluation Sampling Approach

The ET will work with the BWH program team to identify specific individuals (respondents) for each outlined stakeholder category. The ET will adopt a purposive sampling approach for this evaluation study. This non-probability sampling technique was selected by the ET based on known variables of target respondent categories for KIIs and as a cost-effective method because that ensures only critical respondents are engaged during the timeline for data collection by the ET. The identification and selection of

respondents will be based on continued review of BWH project documents and discussions with ILAB and the BWH project team. KIIs and FGDs shall focus on participants across relevant respondent categories.

Through introductions by the BWH program team, the ET will liaise with different groups of respondents to establish a rapport, as possible and with respect to different relationship dynamics between the program's different stakeholders. The ET will work closely with the BWH project team to identify a mix of worker organizations with diverse perspectives. To this end, the ET will conduct KIIs with relevant BWH stakeholders in Haiti in-person or remotely by video or phone calls, if feasible and as appropriate. The ET will attempt to interview both male and female respondents (with single-sex group interviews with workers as possible) and will assess the number of men and women as the interviews are being conducted to make changes to improve gender and other representation, as needed. Due to the nature of the evaluation and the characteristics of the worker population, the team will seek a higher proportion of females and other marginalized groups. To ensure that workers' perspectives are captured and considered, the ET will focus both quantitative and qualitative data collection efforts on this group.

Translation and Piloting of Data Collection Instruments

Data collection will be offered in English, French, and Haitian Creole to maximize participation across stakeholder groups. Once approval is secured from the ILAB/USDOL team, the ET will proceed to translate approved data collection instruments (both for the worker/manager survey and KII/FGD protocols) into French and Haitian Creole to represent local dialects for the different interviews in the target locations. The translation process shall be completed prior to pilot testing in the field with a select set of respondents (BWH program participants or stakeholders). As the local ET members will facilitate translation and read questions aloud during interviews, informant literacy level will not hinder ability to participate. The adoption of digital data collection options despite travel limitations is critical to the success of the evaluation process.

Risk Mitigation Protocols

Due to the fluid security environment in Haiti, the ET will determine the appropriate data collection mode (in person, virtual, or hybrid) in the weeks preceding data collection. In the event in person collection is not possible, the team will be prepared to collect most data remotely, though it will prioritize in-person data collection for stakeholders with limited ability or comfortability to participate in remote data collection. The remote data collection will alleviate the physical security concerns related to conducting the majority of interviews, though the ET will take care to ensure secure location and removal of PII in data storage. The ET will coordinate closely with USDOL, ILO partners, and Team Integra Security Director to remain informed of potential risks before and during the hybrid data collection process. The ET will work with stakeholders to schedule interviews around times they are most comfortable to respond openly. Issues related to data transmission and storage, data safety and protection, verification etc. will be monitored by the LE and Project Contract Manager. Immediately after pilot testing data collection instruments, the ET will review its security protocols in collaboration with BWH and USDOL and make any needed revisions.

Data Collection Plan

The LC and LEE will identify stakeholders with the highest risk for lack of access or comfortability (not in private space, etc.) with remote data collection methods to prioritize

for in-person data collection, as possible. The ET will also determine an in-person data collection plan for the worker-manager survey, noting that online/mobile supported surveys may not be appropriate for certain populations. The ET will work closely with the BWH project team and ILAB to determine the most appropriate and feasible solutions for survey administration.

The ET will develop and finalize a hybrid interview schedule that outlines daily data collection activities per proposed sample frame. The ET will finalize a viable hybrid interview schedule that outlines the timeline for remote and in-person data collection over an approximate two-week period. During this time, the LC, with oversight by LE and LEE, will lead in logistics and scheduling management for the hybrid data collection to conduct KIs and FGDs for identified respondents. The LE, LEE and LC will support both remote and in-person data collection. The ET expects support from the BWH team to confirm interviews with identified respondents and provide contacts of relevant stakeholders. The ET will develop rapid score cards (see Annex E) for interview participants to complete to supplement the qualitative data collected with quantitative inputs.

Data Quality and Evaluation Debrief Sessions

The LE will provide technical oversight and organize routine feedback debriefing sessions with the BWH program to limit field disruptions during data collection exercise. The ET will engage different stakeholders, participants, and government partners.

Regular data quality checks will be conducted by the LE and SDA to review and confirm the quality, consistency, and completeness of interview transcripts submitted by interviewers in a timely manner and to make any corrective actions to address any identified data errors. Throughout the data collection period, regular check-in meetings will be conducted, including sequenced debrief sessions. At the end of each day during the data collection period. The LE will review the level of progress of data collection and adjust the collection plan, as needed.

D. SURVEY WITH STAKEHOLDERS

The ET will conduct a locally administered survey over the course of several days with a sample of stakeholders listed below in Table 3. The ultimate number of participants will depend on availability and interest in participating in the survey (no remuneration will be offered for completing surveys, however the team will work with ILAB and implementers to ensure workers' wages are not jeopardized).

Table 3: Survey Data Collection Strategy

Stakeholder Type	Method	Estimated #	Potential Respondents
Managers; Supervisors	Survey	15	Staff that have management and oversight responsibilities
Workers	Survey	100	Workers from factories that are part of the program

Evaluation Sampling Approach

The ET will work with the BWH program team to determine an appropriate survey administration plan, which will include a hybrid approach- paper and tablet-administered surveys. The ET will adopt a quasi-purposive sampling approach for this data collection effort narrowing the audience to primarily worker voices. Questions will be targeted to the appropriate stakeholder group using separate surveys for each. The survey seeks to amplify the voices of workers and management/owners, validate qualitative findings, triangulate stakeholder perceptions, and reveal broad based trends.

Understanding the limitations with the utilization of online survey tools, the ET will leverage SurveyCTO which allows the team to collect survey responses offline. This tool has been used previously by our enumerators in similar settings; it is a reliable and secure platform that can be used with smart phone apps and is supported by 24/7 help desk. The LE will collect survey responses on-site at the factory locations using a tablet. Survey responses will be uploaded to the server in batches, pending internet availability. The ET will attempt to survey more women respondents than men and will assess the number of men and women as the surveys are being conducted to make changes to increase female representation, as needed. The team will also include underserved populations as identified by the project.

Data Collection Instruments

The quantitative survey includes a limited number of questions that are specific to workers and manager/owners. Each survey consists of eight questions that are designed to capture perceptions regarding worker representation, workplace safety, awareness of rights, recruitment/hiring of underrepresented workers, equity, and workers' empowerment. (See Annex B). The survey questions are closed and utilize a Likert scale (using a 4-point rating scale). Based on the desk review and consultations with the IP, the ET has designed the survey questions according to anticipated knowledge and awareness levels of the participants regarding programmatic activities.

All data collection will take place in English, French, or Haitian Creole. Once approval is secured from the ILAB/USDOL team, the ET will proceed to translate approved data collection instruments into French and Haitian Creole to represent local dialects for the survey in the target locations. The translation process shall be completed prior to pilot testing in the field with a select set of respondents (BWH program participants or stakeholders). The ET members will serve as the enumerators for the survey thus mitigating any literacy issues, which could hinder any respondent's ability to complete the survey.

Risk Mitigation Protocols

Due to the fluid security environment in Haiti, the ET will coordinate closely with USDOL, ILO partners, and Team Integra's Security Director to remain informed of potential risks before and during the survey administration process. The team will travel to factory site locations to collect survey data. If available, the ET will also leverage available worker contact information to collect survey data remotely. In order to provide a robust and significant analysis of survey data, the team is leveraging multiple strategies to enhance the response rate ensuring a sufficient sample size of more than 100 respondents.

Data Collection Plan

The ET will serve as the primary enumerators for the BWH survey. Using a tablet or smart phone with SurveyCTO installed, the ET will travel to factory site locations to collect survey responses. In order to maximize the number of responses, the ET will remain on-site over the course of several days in a central location. Pending USDOL/ILAB and Implementer approval, the ET will offer light refreshments that workers could benefit from while completing the survey. Respondents would have the option of completing the survey directly on the provided tablet, with the assistance of the ET as the primary enumerators (oral survey administration), or via a paper copy of the survey. All survey data will be collected offline and uploaded at the end of each day pending internet availability.

Data Quality and Survey Debrief Sessions

The LE will provide technical oversight and organize routine feedback debriefing sessions with the BWH program to limit field disruptions during the data collection exercise. Regular data quality checks will be conducted by the SDA to review and confirm the quality, consistency, and completeness of survey data submitted by the LE in a timely manner and to make any corrective actions to address identified data errors. Throughout the data collection period, regular virtual check-in meetings will be conducted, including sequenced debrief sessions. At the end of each day during the survey period, the LE will perform quality assurance and adjust the administration plan accordingly.

Quantitative Survey Data included in Synthesis Report

The Senior Data Analyst, Dr. Sarah Eissler, will provide overall technical oversight and quality assurance. The relevant findings related to equity, worker empowerment and agency from this quantitative survey will be integrated into a Synthesis Report that includes this mid-term evaluation and three other evaluations.

Quantitative Analysis of Secondary Data

The ET will analyze project monitoring data to assess the performance of activities relative to expected results, and equity considerations. The ET's analysis, which will rely on descriptive statistics such as counts, tabulated proportions, and means, will identify common trends, patterns, and any changes in stakeholders' motivation, behavior, capacity, practices, policies, programs, relationships, or resource allocation as result of project activities to the extent these data are available and of sufficient quality. The ET will use project monitoring data and quantitative data collected during evaluation fieldwork (see Annex X for rapid scorecard template), triangulated with relevant qualitative data collected during interviews, to develop summary achievement and sustainability ratings, as well as an assessment of equity in relation to access to project interventions as well as outcomes for target populations with particular attention to underserved groups. The ET anticipates receiving access to the October 1, 2022 – March 30, 2023, semi-annual report with requisite performance monitoring reporting no later than April 30, 2023, for incorporation into the final report. The team will also leverage the BWH compliance synthesis report that was released in February 2023.

E. DATA ANALYSIS

During the data collection period, the SDA will complete data quality control reviews of all submitted primary data. The SDA will develop a structured codebook to guide the analysis of all primary qualitative data and will use NVivo software to process all qualitative data to inform findings under each evaluation question. Where appropriate, the SDA will pull out key illustrative quotes (with a focus on workers from underserved populations) from the primary data to provide evidentiary support to findings.

Secondary quantitative data collection from project performance monitoring data or external datasets to inform the evaluation questions will be analyzed using descriptive statistical techniques and supplemented with primary quantitative data from the worker-manager survey and rapid score cards used at the end of interviews. To facilitate the development of findings and evidence narratives, draw conclusions, and make recommendations, the ET will employ the following analysis processes:

- **Contextual and Content Analysis:** The ET shall conduct contextual and content analysis using the primary qualitative data (i.e., raw summary notes from each interview and group discussion) organized across the targeted respondent groups. Responses will be tagged to corresponding evaluation questions. The ET shall review and code KII and FGD data to identify and highlight factors (both internal and external) that contributed to (or inhibited) progress towards achieving the project's expected outcomes. This will provide a contextual analysis of collated respondent feedback, draw lessons learned, identify challenges, and proffer recommendations. By triangulating different feedback sources from respondents, the ET will be able pinpoint relevant responses per respondent group to answer each evaluation question.
- **Descriptive and Comparative Analysis:** The ET shall also compare responses from the different stakeholder groups' perspectives to identify areas of convergence or divergence. This will rely on descriptive statistics such as counts, tabulated proportions, and means and will identify common trends, patterns, and any changes in stakeholders' motivation, behavior, capacity, practices, policies, programs, relationships, or resource allocation as result of project activities.
- **Indicator Data Analysis:** The ET will use descriptive statistical techniques to analyze quantitative data collected by the BWH program on key performance indicators defined in the PMP and reported on in the TPR Data Reporting Form. The ET will analyze project monitoring data to assess the performance of activities relative to expected results and equity considerations. The trend analysis of BWH indicator datasets will focus on examining BWH MEL data over time by assessing performance relative to targets. The ET will use project monitoring data and quantitative data sent by ILO, triangulated with relevant qualitative data collected during interviews, to develop summary achievement and sustainability ratings, as well as an assessment of equity in relation to access to project interventions as well as outcomes for target groups (if requested), with particular attention to underserved populations.
- **Secondary Data Review:** Also, depending on the findings of the analysis process, and outcome of the validation session, the ET may explore further

secondary data review. This step will consist of available monitoring data, and, where relevant, the ET will work with ILAB to secure prompt access to secondary data from ILO (such as the [BWH compliance report](#)), relevant government bodies, and external sources. The ET's analysis of these data would further support the correlation and validation of findings from the evaluation fieldwork/data collection.

F. OUTCOME ACHIEVEMENT, EQUITY AND SUSTAINABILITY RATINGS

Finally, the ET shall objectively rate each of the BWH program's outcomes according to three factors, including: 1) level of achievement; 2) level of equity with respect to access to project interventions and/or targets achieved; and 3) potential for sustainability on a four-point scale (low, moderate, above-moderate, and high). Outcome equity ratings shall be provided for each BWH outcome. The ET will work directly with ILAB and the Grantee to identify target groups and assign relevant outcome indicators.

ACHIEVEMENT

As this study is a performance evaluation, it is not designed to assess whether or not the program achieved its objectives and outcomes as the program is still ongoing. However, this evaluation can assess the program's progress towards reaching its objectives and outcomes, highlight learning and course correction that has occurred, and identify enabling or inhibiting factors that are influencing that progress at this stage. The ET shall consider to what extent the BWH program shall be likely to meet or exceed its targets by project end. BWH outcome achievement ratings shall be determined through triangulation of qualitative and quantitative data (refer to section D. 7 of this TOR). The ET shall consider the reliability and validity of the performance indicators and the completeness and accuracy of the data collected. The assessment of quantitative data should consider the extent to which the BWH program has progressed in reaching its targets and whether these targets were sufficiently ambitious and achievable within the period evaluated (taking external contextual factors into account).

The ET shall assess each of the BWH program's outcome(s) according to the following scale:

- **High:** met or exceeded most targets for the period evaluated, with mostly positive feedback from key stakeholders and participants.
- **Above moderate:** met or exceeded most targets for the period evaluated, **but** with neutral or mixed feedback from key stakeholders and participants.
- **Moderate:** missed most targets for the period evaluated, **but** with mostly positive feedback from key stakeholders and participants.
- **Low:** missed most targets for the period evaluated, with mostly neutral or negative feedback from key stakeholders and participants.

The ET's objective opinion and independent judgment will also be integrated to further balance/triangulate the perspectives of key stakeholders and participants.

EQUITY

For assessing the equity of BWH program outcomes, the ET will consider who has/has not been reached, served, engaged, or affected by the BWH program's interventions,

in positive, negative, or undetermined ways. The ET will also review the BWH program's overall output and outcome data and its disaggregated data for specific groups to identify trends and patterns with respect to equitable access and outcomes (meaning every employee should have the same opportunity as any other employee, whatever the religion, sexual orientation, gender, skin color, physical abilities etc. as described in the [ILO fundamental right to non-discrimination](#)). This will also extend considering to what extent the BWH program was likely to achieve targets for specific underserved target groups and those populations that are hardest to reach by the BWH program at completion. BWH project equity ratings shall be determined through triangulation of qualitative and quantitative data.

The ET should assess each of the BWH program's outcome(s) according to the following scale:

- **High:** reported outcome data reflect tangible benefits for most or all underserved groups during the period evaluated, with mostly positive feedback from representatives of each of the relevant underserved groups.
- **Above moderate:** reported outcome data reflect tangible benefits for most or some of the underserved groups during the period evaluated, **but** with mixed or neutral feedback from representatives of one or more of the relevant underserved groups.
- **Moderate:** reported outcome data reflect limited or no tangible benefits for underserved groups during the period evaluated, **but** with mostly positive feedback from representatives of those groups.
- **Low:** reported outcome data do not reflect tangible benefits for underserved groups during the period evaluated (or the project lacks disaggregated data to demonstrate), with mostly neutral or negative feedback from representatives of those groups.

The ET's objective opinion and independent judgment will also be integrated to further balance/triangulate the perspectives of key stakeholders and participants.

SUSTAINABILITY

"Sustainability" is concerned with measuring whether the benefits of an activity are likely to continue after donor funding has been withdrawn. When evaluating the sustainability of the BWH program, the ET will consider the likelihood that the benefits or effects of a particular output or outcome would continue after donor funding ends. It is also important to consider the extent to which the project considers the actors, factors, and institutions that are likely to have the strongest influence over, capacity, and willingness to sustain the desired outcomes and impacts. The BWH program's Sustainability Plan (including the associated indicators) and TPRs (including the attachments) are key (but not the only) sources for determining its rating. The ET should assess each of the project's objective(s) and outcome(s) according to the following scale:

- **High:** strong likelihood that the benefits of project activities will continue after donor funding is withdrawn and the necessary resources²² are in place to ensure sustainability.
- **Above moderate:** above average likelihood that the benefits of project activities will continue after donor funding is withdrawn and the necessary resources are identified but not yet committed.
- **Moderate:** some likelihood that the benefits of project activities will continue after donor funding is withdrawn and some of the necessary resources are identified.
- **Low:** weak likelihood that the benefits of project activities will continue after donor funding is withdrawn and the necessary resources are not identified.

In determining the rating above, the ET will also consider the extent to which sustainability risks were adequately identified and mitigated through the project's risk management and stakeholder engagement activities. **Note:** Indicators of sustainability could include agreements/linkages with local partners, stakeholder engagement in project sustainability planning, and successful and timely transition of BWH program activities or key outputs to local partners, among others. The ET's objective opinion and independent judgment will also be integrated to further balance/triangulate the perspectives of key stakeholders and participants.

ETHICAL CONSIDERATIONS AND CONFIDENTIALITY

The ET will observe utmost confidentiality related to sensitive information and feedback elicited during the individual and group interviews. To mitigate bias during the data collection process and ensure maximum freedom of expression of the IPs, stakeholders, communities, and project participants, only members of the ET will be present during interviews. Each member of the ET will be trained in qualitative data collection protocols and best practices. For Interviews with female stakeholders, the ET will prioritize the presence of female enumerators, including the LC. For interviews on sensitive topics including sexual harassment and gender discrimination, the ET will ensure only female enumerators are present.

However, the BWH program team may accompany the ET to make introductions whenever necessary, to facilitate the evaluation process, make respondents feel comfortable, and to allow the ET to observe the interaction between the IP staff and the interviewees. The ET will respect the rights and safety of participants in this evaluation. During this evaluation study, the ET will take several precautions to ensure the protection of respondents' rights:

- No interview will begin without receipt of informed consent from each respondent.
- The ET will conduct KIIs in a confidential setting, so no one else can hear the respondent's answers.
- The ET will be in control of its written notes at all times.

²² Resources can include financial resources (i.e., non-donor replacement resources), as well as organization capacity, institutional linkages, motivation and ownership, and political will, among others.

- The ET will transmit and store data electronically using secure measures.
- The ET will talk with respondents to assess their ability to make autonomous decisions and their understanding of informed consent. Participants will understand that they have the right to skip any question with which they are not comfortable or to stop at any time.

STAKEHOLDER MEETING

Following the data collection period, a stakeholder meeting will be organized by BWH and led by the LE to bring together a wide range of stakeholders, including IPs and other interested parties, to discuss and validate the evaluation results. The list of participants to be invited will be drafted before the ET's commencement of data collection, reviewed by ILAB, and confirmed in consultation with BWH program staff during fieldwork. ILAB staff may participate in the stakeholder meeting virtually. The stakeholder validation meeting will present the major preliminary results and emerging issues, solicit recommendations, discuss project sustainability, and obtain clarification or additional information from stakeholders, including those not interviewed earlier.

This validation session shall provide an opportunity for a close examination of emerging trends and spotlighting of key intervention opportunities for future design iterations and adaptive programming options. The following sessions are proposed for the dissemination meeting, i.e., Big Picture Reflection and Way Forward. The ET will discuss the content of each session with ILAB and the project team to ensure each is focused and useful to the project.

❖ **Session 1. Big Picture Reflection:** The big picture reflection session will be an introductory presentation on the BWH evaluation findings. Review of key findings and unmet targets (study limitations) – learning from what works and learning from what did not work. The ET will also engage participants on learning questions related to relevance, effectiveness, and efficiency for improved programming, such as “How can ILAB and its Grantees better **respond to needs of workers, workers’ organizations, and historically underserved populations?** “

❖ **Session 2. Way Forward (commitments):** The way forward session will serve to co-design an action plan for adoption by the BWH program team, i.e., how to sustain best practices and transition successful models to local ownership, highlight innovative approaches in behavior change models, and incorporate participant feedback and program delivery design (follow-on considerations). The ET will also engage participants on learning questions related to coherence and sustainability, such as “Has the BWH program generated key collaboration opportunities? Which **strategic opportunities** should be considered for **future iterations** or adaptations of the BWH program?”

The agenda of the validation meeting will be determined by the ET in consultation with BWH program staff. Additional questions for stakeholders may be prepared to guide the discussion and a brief written feedback form. The validation session agenda may include some of the following items:

- Presentation by the ET of the preliminary main results.

- Feedback and questions from stakeholders on the results.
- Opportunity for stakeholders not met to present their views on progress and challenges in their locality/institution.
- Discussion of recommendations to improve the implementation and enhance sustainability. The ET will distribute a feedback form for participants to nominate their “action priorities” for the remainder of the project.

A debrief call will be held with the ET and USDOL (and potentially ILO) after the stakeholder workshop to provide USDOL with preliminary results and solicit feedback as needed.

5. LIMITATIONS

Data collection for the evaluation is planned to last approximately two weeks. The LE, the LEE, and the LC are based in Haiti and will prioritize in-person data collection. Given the ongoing security circumstances in Haiti, the team will also be prepared for fully or semi-remote data collection as well. The LC will work under the guidance of the LE and LEE to coordinate and schedule in-person and/or hybrid data collection needs. While the ET is experienced in remote evaluation approaches and adapting to complex environments, there may be some limitations with the availability of respondents and selection bias relying on remote data collection where the ET is unable to conduct in-person data collection.

Several factors may impact the collection of quantitative data including security concerns, internet and telephone infrastructure and availability, worker availability and interest, and stakeholder buy-in to the data collection process. The ET will work with the implementers, factory management, and apparel sector unions to develop a communication plan for the administration of the survey to ensure workers are informed in advance and understand the goals and confidentiality of the data collection exercise. All communications between the ET and the Grantee will include ILAB representatives.

The current political instability and inconsistent access to travel with fuel shortages may limit the ability to assess the progress of the program. Additionally, as this is not a formal impact assessment, results for the evaluation will rely heavily on information collected from background documents, stakeholder interviews, and worker-manager surveys triangulated with progress reporting data. The accuracy of the evaluation results will therefore be determined by the integrity of the information provided to the ET from these sources.

6. ROLES AND RESPONSIBILITIES

This section presents information on the ascribed roles and responsibilities for the donor, contractor firm, and recruited ET. The section below outlines the roles and responsibilities of each actor in the evaluation process:

The Integra, LLC team (including support from subcontractor Dexis Consulting Group) is responsible for accomplishing the following items:

- Providing all evaluation management and logistical support for evaluation deliverable(s) within the timelines specified in the contract and TOR.
- Providing all logistical support for travel associated with the evaluation.

- Providing quality control over all deliverable(s) submitted to ILAB.
- Ensuring the ET evaluates according to the TOR.

The ET will evaluate according to the TOR. The ET is responsible for accomplishing the following items:

- Receiving and responding to or incorporating input from the ILO and ILAB on the initial TOR draft.
- Finalizing and submitting the TOR and sharing concurrently with the ILO and ILAB.
- Reviewing project background documents.
- Reviewing the evaluation questions and refining them as necessary.
- Developing and implementing an evaluation methodology, including document review, KIIs and secondary data analysis, to answer the evaluation questions.
- Conducting planning meetings or calls, including developing a field itinerary, as necessary, with ILAB and ILO.
- Deciding the composition of KII participants to ensure the objectivity of the evaluation.
- Developing an evaluation question matrix for ILAB.
- Presenting preliminary results verbally to project field staff and other stakeholders as determined in consultation with ILAB and ILO.
- Preparing an initial draft of the evaluation report for ILAB and ILO review.
- Incorporating comments from ILAB and the ILO/other stakeholders into the final report, as appropriate.
- Developing a comment matrix addressing the disposition of all the comments provided and preparing and submitting the final report.

ILAB is responsible for the following items:

Launching the contract; and reviewing the TOR, providing input to the ET as necessary, and agreeing on final draft.

Providing project background documents to the ET, in collaboration with the ILO.

Obtaining country clearance from U.S. Embassy in fieldwork country.

Briefing ILO/grantees on the upcoming field visit and working with them to coordinate and prepare for the visit.

Reviewing and providing comments on the draft evaluation report.

Approving the final draft of the evaluation report; and participating in the pre- and post-trip debriefing and interviews.

Including the ILAB evaluation contracting officer's representative on all communication with the ET.

ILO is responsible for the following items:

- Reviewing the TOR, providing input to the ET as necessary, and agreeing on the final draft.
- Providing project background materials to the ET, in collaboration with ILAB.
- Preparing a list of recommended interviewees with feedback on the draft TOR.
- Participating in planning meetings or calls, including developing a field itinerary, as necessary, with ILAB and the ET.
- Scheduling meetings during the field visit and coordinating all logistical arrangements.
- Helping the ET to identify and arrange for interpreters as needed to facilitate worker interviews.
- Reviewing and providing comments on the draft evaluation reports.
- Organizing, financing, and participating in the stakeholder debriefing meeting.
- Providing in-country ground transportation to meetings and interviews.
- Including the ILAB program office on all written communication with the ET.

7. EVALUATION TIMELINE

The tentative timetable is outlined in the table below. Actual dates may be adjusted, as needed, in consultation with USDOL.

Table 4: Evaluation Timeline

Task	Responsible Party	Date
Contract technical kickoff	DOL/ILAB	Sep 28, 2022
BWH evaluation launch call	Contractor	Oct 18, 2022
TOR template submitted to Contractor	DOL/ILAB	Oct 20, 2022
Background project documents sent to Contractor	DOL/ILAB	Nov 2-14, 2022
Draft TOR and desk review summary sent to USDOL/ILAB and Grantee	Contractor	Dec 16, 2022
DOL/ILAB and Grantee provide comments on draft 1 TOR	DOL/ILAB and Grantee	Jan 10, 2023 (ILAB) Jan 13, 2023 (ILO)
Logistics call - Discuss logistics and field itinerary	Contractor and Grantee (DOL/ILAB as needed)	Jan 24, 2023
Contractor shares stakeholder contact list template with Grantee	Contractor and Grantee	Jan 25, 2023
Revised draft 2 TOR sent to USDOL/ILAB and Grantee	Contractor	Feb 3, 2023

Task	Responsible Party	Date
DOL/ILAB and Grantee provide comments on draft 2 TOR and instruments	DOL/ILAB and Grantee	Feb 14, 2023 (ILAB)
Grantee sends complete list of stakeholders for sample universe	Grantee	Feb 14, 2023
Revised draft 3 TOR and instruments sent to USDOL/ILAB and Grantee	Contractor	Feb 27, 2023
Contractor sends minutes from logistics call	Contractor	Feb 28, 2023
Contractor sends proposed data collection itinerary to USDOL/ILAB and Grantee	Contractor	Mar 3, 2023
DOL/ILAB and Grantee provide comments on draft 3 TOR and instruments	USDOL/ILAB and Grantee	Mar 6, 2023
Revised TOR with instruments and question matrix submitted to USDOL/ILAB for approval	Contractor	Mar 10, 2023
USDOL/ILAB and Grantee provide comments on data collection itinerary	Contractor	Mar 10, 2023
Revise and submit field itinerary, stakeholder list, and fieldwork budget to USDOL/ILAB	Contractor	Mar 13, 2023
Fieldwork budget, stakeholder list, and data collection itinerary approved USDOL/ILAB	USDOL/ILAB	Mar 20, 2023
Final approval of TOR by USDOL/ILAB	USDOL/ILAB	Mar 24, 2023
Finalize, translate, and pilot instruments	Contractor	Mar 6-24, 2023
Interview calls with USDOL/ILAB	Contractor	Week of Mar 27, 2023
Interview call(s) with Grantee HQ staff	Contractor	Week of Mar 27, 2023
Fieldwork / Data collection	Contractor	Apr 12-26, 2023
Post-fieldwork debrief call	Contractor	May 2, 2023 (within 1 week of data collection)
Stakeholder Validation Workshop	Contractor	Week of May 17, 2023
Initial draft report for review submitted to USDOL/ILAB and Grantee	Contractor	May 24, (within 4 weeks of data collection)
1 st round of review comments due to Contractor	USDOL/ILAB and Grantee	Jun 7, 2023

Task	Responsible Party	Date
Revised report submitted to USDOL/ILAB and Grantee	Contractor	Jun 16, 2023
USDOL/ILAB and Grantee/key stakeholder comments due to Contractor after 2 nd round of review	USDOL/ILAB and Grantee	Jun 30, 2023
Revised report in redline submitted to USDOL/ILAB and Grantee demonstrating how all comments were addressed either via a comment matrix or other format	Contractor	Jul 7, 23
USDOL/ILAB and Grantee provide concurrence that comments were addressed	USDOL/ILAB and Grantee	Jul 21, 2023
Final report submitted to USDOL/ILAB and Grantee	Contractor	Jul 24, 2023
Final approval of report by USDOL/ILAB	USDOL/ILAB	Jul 28, 2023
Draft infographic/brief document submitted to USDOL/ILAB	Contractor	Aug 1, 2023
USDOL/ILAB comments on draft infographic/brief	USDOL/ILAB	Aug 8, 2023
Editing and Section 508 compliance by contractor	Contractor	Aug 8-24, 2023
Final infographic/brief submitted to USDOL/ILAB (508 compliant)	Contractor	Aug 25, 2023
Final approval of infographic/brief by USDOL/ILAB (508 compliant)	USDOL/ILAB	Aug 29, 2023
Final edited report submitted to COR (508 compliant)	Contractor	Aug 30, 2023
Final edited approved report and infographic/brief shared with grantee (508 compliant)	Contractor	Aug 30, 2023
Learning Event for USDOL/ILAB staff, Grantees and other stakeholders as requested (usually virtual)	Contractor	Sept 2023 (pending)

8. EXPECTED OUTPUTS AND DELIVERABLES

Four weeks after the completion of data collection in Haiti, a first draft evaluation report will be submitted to ILAB/USDOL by the ET. Upon completion of data analysis (statistical and descriptive), the ET will generate a valid dataset to inform the development of the evaluation report. This dataset will include all cleaned data from the worker-manager survey, secondary quantitative data from TPRs and compliance reports, quantitative data from score cards, and qualitative inputs from stakeholder interviews. The ET shall ensure that the final report for the interim evaluation is of high technical quality, incorporating supporting means of verification in providing evidence to showcase evaluation findings outlined in the report e.g., respondent quotes, secondary data sources, including high-quality gender-sensitive data.

The first draft of the evaluation report will be circulated to ILAB and ILO for their review. The evaluator will demonstrate how they incorporated or addressed comments from ILAB and the ILO/other key stakeholders into the final reports as appropriate, and the evaluator will show what changes have been made and provide a response as to why any comments might not have been incorporated or addressed.

The ET will combine the right visuals and narrative content with the right data, to develop a data story that can influence and drive change. This addresses the “so what?” for every assessment or research study i.e., setting out a viable action plan to implement the findings for the evaluation study as well as facilitate sustainable uptake by respective stakeholders. Therefore, the draft BWH evaluation report shall have the following structure and content:

1. Table of Contents
2. List of Acronyms
3. Executive Summary (no more than **five pages** providing an overview of the evaluation, summary of main results/lessons learned/emerging good practices, and key recommendations)
4. Evaluation Objectives
5. Project Description
6. Listing of Evaluation Questions
7. Methods and Limitations
8. Results
 - a. The results section includes the facts, analysis, and supporting evidence. The results section of the evaluation report should address the evaluation questions. It does not have to be in a question-response format but should be responsive to each evaluation question.
 - b. This section will include results from both quantitative and qualitative data collection and analysis efforts.
9. Conclusions and Recommendations
 - a. Conclusions – interpretation of the facts, including criteria for judgments.
 - b. Lessons Learned and Emerging Good Practices²³ (including learning from what does and does not work).
 - c. Key Recommendations – actionable recommendations with clear owners and timeline for implementation; critical for successfully meeting project objectives and/or judgments on what changes need to be made for sustainability or future programming.
10. Annexes
 - a. List of documents reviewed.

²³ An emerging good practice is a process, practice, or system highlighted in the evaluation reports as having improved the performance and efficiency of the program in specific areas. They are activities or systems that are recommended to others.

- b. Interviews (including a list of stakeholder groups; without PII in web version)/meetings/site visits.
- c. Survey results (cleaned data sets).
- d. Stakeholder workshop agenda and participants.

TOR ANNEX A: EVALUATION DESIGN MATRIX

Evaluation Questions	Sub- Evaluation Questions	Data Type	Data Sources	Data Analysis Methods
Evaluation Criteria: Relevance				
<p>1. Considering the ILO TAICNAR mandate established in the HOPE/HELP legislation, to what extent have BWH project activities responded to the needs and priorities of diverse stakeholders (especially workers)?</p>	<p>1.1 What factors limited or facilitated these results? 1.2 To what extent did the BWH design and implementation address equity issues for the most marginalized groups-including working mothers, female factory workers, workers with disabilities, or workers not covered by collective bargaining agreements), in the apparel factories? How did BWH support collective bargaining and resolutions to allegations of labor rights violations and worker grievances?</p>	<p>Qualitative, Quantitative</p>	<p>KIIs/FGDs, desk review, survey data</p>	<p>Content analysis, thematic analysis, descriptive statistical analysis</p>
Evaluation Criteria: Coherence				
<p>2. To what extent did BWH strengthen collaboration and networks or linkages with other actors and where are opportunities for future collaboration? To what extent, and how, did BWH collaborate with other related projects and initiatives in Haiti, and with labor stakeholders in particular, to support the development of independent,</p>	<p>2.1 How can increased collaboration and strengthened networks be measured meaningfully?</p>	<p>Qualitative, Quantitative</p>	<p>KIIs/FGDs, desk review, survey data</p>	<p>Content analysis, thematic analysis, descriptive statistical analysis</p>

Evaluation Questions	Sub- Evaluation Questions	Data Type	Data Sources	Data Analysis Methods
representative trade unions, or new or improved structures for social dialogue within the sector, in industrial zones, or in participating factories?				
3. To what extent is BWH contributing to the USG policy objective of advancing equity for all, including groups who have been historically underserved, marginalized, and adversely affected by persistent poverty and inequality?	N/A	Qualitative, Quantitative	KIs/GGDs, desk review, survey data	Content analysis, thematic analysis, descriptive statistical analysis
Evaluation Criteria: Effectiveness				

Evaluation Questions	Sub- Evaluation Questions	Data Type	Data Sources	Data Analysis Methods
<p>4. To what extent are project interventions progressing towards meeting desired project outcomes?</p>	<p>4.1 Which institutional actors, leverage points or structures were most critical/influential? What factors facilitated or limited their influence?</p> <p>4.2 What are the best practices and lessons learned for ILAB and its grantees to ensure project-supported interventions address the unique circumstances, barriers and needs of underserved populations? (i.e., groups that have limited or no access to resources or that are otherwise disenfranchised, including female workers and working mothers, LGBTQI+ community members, workers with disabilities, and others).</p> <p>For this specific context, the evaluation will assess how these groups are treated, e.g., if they have the chance to be hired and promoted, or otherwise benefit from project-supported services and interventions and what were the results.</p>	<p>Qualitative Quantitative</p>	<p>KIIs/FGDs, desk review, survey data, secondary performance data</p>	<p>Content analysis, thematic analysis, descriptive statistical analysis</p>
<p>Evaluation Criteria: Efficiency</p>				

Evaluation Questions	Sub- Evaluation Questions	Data Type	Data Sources	Data Analysis Methods
5. To what extent was BWH efficient (able to achieve its goals in a timely manner) in reaching target populations and institutions in intervention approaches within the given project timeframe, resources, and operating context?	5.1 What are the best practices and lessons learned for ILAB and its grantees to ensure technical assistance promotes equity and benefits underserved populations?	Qualitative Quantitative	KIIs/FGDs, desk review, survey data	Content analysis, thematic analysis, descriptive statistical analysis
Evaluation Criteria Sustainability				
6. Where is the BWH intervention showing the most promise for continued and sustainable results beyond the current programming?	6.1 How has the organizational capacity of the project grantee and target institutions limited or facilitated the achievement and sustainability of project outcomes? 6.2 What contextual factors (cultural norms, processes, structures, mechanisms) have the strongest influence on workers’ perceptions, voice, and action to advance their rights in the apparel factories, both individually and collectively? What contextual factors (cultural norms, processes, structures, mechanisms) have the least influence on workers’ perceptions, voice, and action to advance their rights in the apparel factories, both individually and collectively?	Qualitative	KIIs/FGDs, desk review	Content analysis, thematic analysis

TOR ANNEX B: QUANTITATIVE SURVEY QUESTIONS

1. Demographics
<ul style="list-style-type: none"> - Sex - Under the age of 25, 25-40, over 40 - How long have you worked in this position: less than 1 year, 2-3 years, more than 3 years - Previous work before here - Location (how long have you been living there. Where were you living before?) - Marital Status
2. Factory Managers/Owners
<ul style="list-style-type: none"> a) How have workers in your factory changed the way they raise workplace concerns over the past 2-3 years? <ul style="list-style-type: none"> ○ worse, unchanged, better, don't know b) How has your knowledge about workplace safety changed over the past 2-3 years? <ul style="list-style-type: none"> ○ worse, unchanged, better, don't know c) How have worker welfare provisions/services changed over the past 2-3 years? <ul style="list-style-type: none"> ○ Worse, unchanged, better, don't know d) Has your awareness of workers' rights changed over the past 2-3 years? <ul style="list-style-type: none"> ○ No change, small improvement, large improvement, don't know e) Has your factory had any non-compliance findings related to discrimination in the past 2-3 years? <ul style="list-style-type: none"> ○ Not at all, yes, don't know f) What has been the impact of the program on how workers engage with management about workplace concerns? <ul style="list-style-type: none"> ○ No change, small improvement, large improvement, don't know g) To what extent does the government support change to improve working conditions? <ul style="list-style-type: none"> ○ Not at all, sometimes/inconsistently, frequently/consistently, don't know h) To what extent does the private sector support change to improve working conditions? <ul style="list-style-type: none"> ○ Not at all, sometimes/inconsistently, frequently/consistently, don't know
3. Workers
<ul style="list-style-type: none"> a) How has workplace safety changed in the past 2-3 years? <ul style="list-style-type: none"> ○ Worse, unchanged, better, don't know b) How have worker welfare provisions/services changed over the past 2-3 years? <ul style="list-style-type: none"> ○ Worse, unchanged, better, don't know c) Has your awareness of your rights at work changed over the past 2-3 years? <ul style="list-style-type: none"> ○ No change, small improvement, large improvement, don't know

- d) Comparing now to two years ago, how often do you see or experience discrimination in the workplace?
 - Daily, every week, every month, about every year, never, don't know
- e) Comparing now to two years ago, how often do workers have difficulty accessing benefits and services?
 - Every week, every month, about every year, never, don't know
- f) Do women and young workers have the same experiences accessing benefits and services as men and older workers?
 - More difficulty, no difference, less difficulty, don't know
- g) How have workers in your factory changed the way they raise workplace concerns over the past 2-3 years?
 - worse, unchanged, or better, don't know
- h) Compared to two years ago, do you believe it is harder or easier to advance worker rights?
 - Harder, no difference, easier, don't know

TOR ANNEX C: INFORMED CONSENT AGREEMENT – KII/FGD/SURVEYS

Evaluators must review this form in detail with all informants before the interview and be sure that they understand it clearly before obtaining their signature. If the informant is illiterate or expresses discomfort signing the form but verbally consents to proceeding with the interview, the evaluator may sign the form to indicate that they received verbal consent.

Purpose:

Thank you for taking the time to meet with us today. My name is [NAME]. I am a researcher from an organization called Dexis], a company that provides monitoring and evaluation services. I am here to conduct a study about the USDOL financed project Better Work Haiti] implemented by the International Labor Organization (ILO)].

You have been asked to participate today so that we can learn more about the support you (or your organization) may have received from ILO. We would like your honest impressions, opinions and thoughts about various issues related to (the implementation of activities of) this program. I am an independent consultant and have no affiliation with those who provided you with assistance. In addition, I do not represent the government, employers, employers' organizations, brands or workers' organizations.

Procedures: If you agree to participate, we ask you to discuss your experience and opinion of the activities and services implemented under this program. The interview will take about (xx minutes, hour) of your time. Although we will publish our aggregated results in a public report, all of your answers will be kept confidential. Nothing you tell us will be attributed to any individual person or any company/worksite. Rather the report will include only a composite of all of the answers received by all of the individuals we interview. Although we may use quotes, none of the individuals interviewed will be named or mentioned in any personally identifiable way in the report or in any other form.

Risks/Benefits: There is no risk or personal gain involved in your participation in this interview. You will not receive any direct benefit or compensation for participating in this evaluation. Although this study will not benefit you personally, we hope that our results will help improve the support provided to improve working conditions and garment sector productivity.

Voluntary Participation: Participation in this interview/FGD is completely voluntary. You do not have to agree to be in this study. You are free to end the interview/leave the FGD at any time or to decline to answer any question which you do not wish to answer. If you decline to participate in the interview, no one will be informed about this.

Do you have any questions at this time? [Interviewer should answer any questions]

Do I have your permission to proceed?

TOR ANNEX D: RIGHT TO USE

Evaluators must translate this form to the local dialect of the participant. Evaluators will ensure participants understand clearly before obtaining their signature. If the informant is illiterate or expresses discomfort signing the form but verbally consents to proceeding with the Interview being used for data collection, the evaluator may sign the form to indicate that they received verbal consent.

United States Department of Labor

Right to Use

I, _____, grant to the United States Department of Labor (including any of its officers, employees, and contractors), the right to use and publish photographic likenesses or pictures of me (or my child), as well as any attached document and any information contained within the document. I (or my child) may be included in the photographic likenesses or pictures in whole or in part, in conjunction with my own name (or my child's name), or reproductions thereof, made through any medium, including Internet, for the purpose of use, dissemination of, and related to USDOL publications.

I waive any right that I may have to inspect or approve the finished product or the advertising or other copy, or the above-referenced use of the portraits or photographic likenesses or pictures of me (or my child) and attached document and any information contained within the document.

Dated _____, 20__

Signature or

Parent/guardian if under 18

Name Printed

Address and phone number

Identifier (color of shirt, etc.): _____

TOR ANNEX E: PERFORMANCE SUMMARY AND RAPID SCORECARD TEMPLATES

Performance Summary	Rating
LTO 1: Compliance with national labor law and international labor standards in the Haitian garment industry is monitored and compliance levels monitored and compliance levels increased.	
Summary of overall assessment given	
LTO 2 (insert LTO wording)	
Summary of overall assessment given	
LTO 3 (insert LTO wording)	
Summary of overall assessment given	

From your perspective, rate how effectively (e.g., moving project toward its intended results) the project has been regarding each of its specific outcomes:	
Project Outcome (Circle one rating 1-4 for each element)	Comments
Outcome 1: 1 2 3 4 Low Moderate Above-moderate High	
Outcome 2:	

1 2 3 4 Low Moderate Above-moderate High	
Outcome 3: 1 2 3 4 Low Moderate Above-moderate High	

From your perspective, rate how equitable (e.g., equitable opportunity and results for all individuals, including individuals who belong to underserved communities that have been denied such treatment) the project has been in pursuing each of its specific outcomes:	
Project Outcome (Circle one rating 1-5 for each element)	Comments
Outcome 1: 1 2 3 4 Low Moderate Above-moderate High	
Outcome 2: 1 2 3 4 Low Moderate Above-moderate High	
Outcome 3: 1 2 3 4 Low Moderate Above-moderate High	

What outcomes, components and/or practices implemented by the project do you consider as being those more critical for the project to become sustainable in the long term? Currently, what is the likelihood that those outcomes/ components/ practices remain sustainable?					
Outcome/ Component/ Practice	Likelihood that it becomes sustainable				
1.	1	2	3	4	
	Low	Moderate	Above-moderate	High	
2.	1	2	3	4	
	Low	Moderate	Above-moderate	High	
3.	1	2	3 4		
	Low	Moderate	Above-moderate	High	

TOR ANNEX F: STAKEHOLDER INTERVIEW GUIDES

USDOL AND ILO REPRESENTATIVES INTERVIEW GUIDE

Introduction
<p>1. Can you briefly describe your role in relation to the BWH project? To what extent were you involved in the design of the project, and managing its implementation?</p>
Relevance
<p>2. How well did the BWH design and implementation address [<i>issues of equity – describe this in the context of BWH</i>]? a. Can you provide examples of how this is working well? How do you know this is working well? b. What could be improved in the future to better address these issues moving forward?</p>
Coherence
<p>3. From your perspective, are project activities designed and implemented to meet the needs of the diverse stakeholders [<i>list stakeholders and include underserved groups</i>]? a. What groups do you consider underserved and marginalized? b. Can you describe what interventions or approaches specifically are working well? How did you know these worked well? Provide examples. c. Can you describe what activities or approaches are not working well and why? What are seen as the biggest obstacles or headaches? Provide examples. d. How could these interventions/approaches be improved?</p>
Effectiveness
<p>4. Considering that the project is ongoing, from your perspective, what interventions are the most effective and are making promising progress to achieving outcomes? Can you share some examples? What makes these interventions most effective? a. What are the most reliable indicators or sources of information you have found to understand what is working well?</p>
<p>5. What interventions are currently the least effective? Can you share some examples and explain why these are the least effective? a. What should be changed to improve these interventions to better lead to successfully achieving outcomes? b. What interventions have been the least effective at targeting underserved groups and reducing workplace discrimination? Please provide examples.</p>
<p>6. Can you describe some of the challenges the project has faced during implementation and how the project has been able to adapt to these challenges?</p>
Efficiency

7. Considering the operational context, how efficiently (achieving goals within a timely manner) is the project targeting, reaching, and benefiting underserved groups? How do you know? Please consider the planned timeline, resources, scope, and operating context in your response
 - a. What has been adjusted or not worked well to plan? How could this be improved moving forward? Are there better ways to use resources?
 - b. How could the project approaches be improved to better target, reach, and benefit underserved groups and reduce workplace discrimination?

Sustainability

8. From your perspective, how likely do you believe the BWH interventions will yield sustained results after the program ends in 2025? Be specific about which results may be sustained, and which would not, and why.
 - a. What factors would enable these sustained results?
 - b. What factors would hinder or challenge the likelihood of sustained results?

Synthesis Specific Questions

9. To what extent is BWH advancing workers' knowledge and action upon their rights in the workplace? Can you provide examples of what is working well and best practices to do so?
 - a. What evidence exists that indicates the program is addressing workers' awareness and action upon their rights in the workplace?
 - b. What are remaining challenges or hindering factors that limit workers' awareness of their rights and their ability to act on these rights?
 - c. How could BWH and ILAB better address this issue in future programming?
10. From your perspective, what do you anticipate as BWH's key contribution to advancing equity and eliminating discrimination in the workplace in Haiti's export apparel sector?
 - a. Do you think this contribution can or would be sustained after the program ends? Why or why not? What factors would enable or hinder this?
 - b. What do you consider to be the key remaining challenges regarding equity in the workplace that BWH and future ILAB programming should better address in the future?

EMPLOYERS' AND WORKERS' ASSOCIATIONS INTERVIEW GUIDE

Introduction

1. Can you briefly describe how you are involved with the BWH program?
 - a. What kind of (if any) assistance have you received from the program?
 - b. How does the BWH program help employers? What about workers?

Relevance

2. What did you expect to gain or learn from your involvement with this project? Please be specific.
 - a. Can you describe what interventions or approaches specifically are/are not meeting your expectations? Why? Provide examples.
 - b. Can you describe what interventions or approaches are/are not working well to meet your needs? Why? Provide examples.
 - c. How could these interventions/approaches be improved?
3. In your work, what are the key issues in the workplace?
 - a. In your opinion, has the BWH program helped to address these issues? How so? Please be specific.
 - b. Has the BWH program exacerbated any of these issues? How so? Please describe.
 - c. What are key existing challenges that remain? How could BWH better address these issues moving forward?
4. In your work, what are the key issues regarding discrimination in the workplace [*Interviewer: describe in the context of BWH*]?
 - a. In your opinion, has the BWH program helped to address these issues? How so? Please be specific.
 - b. Has the BWH program exacerbated any of these issues? How so? Please describe.
 - c. What are key existing challenges that remain? How could BWH better address these issues moving forward?

Coherence

5. From your perspective, are project activities designed and implemented to meet the needs of the diverse stakeholders [*list stakeholders and include underserved groups*]?
 - a. What groups do you consider underserved and marginalized?
 - b. Can you describe what interventions or approaches specifically are working well? How did you know these worked well? Provide examples.
 - c. Can you describe what activities or approaches are not working well and why? What are seen as the biggest obstacles or headaches? Provide examples.
 - d. How could these interventions/approaches be improved?

Effectiveness

6. So far in your participation with BWH, have you observed any changes as a result of the program interventions? What, if any, interventions have been most effective in leading to changes? Why do you think these interventions have been effective? Please describe.
7. Have there been negative changes or disappointing outcomes you've seen as a result of the program so far? What interventions are not working well or leading to these disappointing outcomes?
 - a. Why do you think these aren't working well?
 - b. What could be improved?

Efficiency

8. BWH aims to target and benefit *[insert description of underserved groups in the context of BWH]*. Based on the operating context and from your perspective, how efficiently (achieving goals in a timely manner) is the project targeting, reaching, and benefiting underserved groups? How do you know? Please consider the planned timeline, resources, scope, and operating context in your response
- a. What are key challenges that hinder the program’s ability to reach and benefit these groups?
 - b. How has the program navigated these challenges to reach and benefit these groups given the timeline, resources, scope, and operating context?
 - c. How could the project approaches be improved to better target, reach, and benefit underserved groups and reduce workplace discrimination? Is there a better way to use resources?

Sustainability

9. From your perspective, how likely do you believe the BWH interventions will yield sustained results after the program ends in 2025? Be specific about which results may be sustained, and which would not, and why.
- a. What factors would enable these sustained results?
 - b. What factors would hinder or challenge the likelihood of sustained results?

Synthesis Specific Questions

10. To what extent is BWH advancing workers’ knowledge and action about their rights in the workplace? Can you provide examples of what is working well and best practices to do so?
- a. What evidence exists that indicates the program is addressing workers’ awareness and action upon their rights in the workplace?
 - b. What are remaining challenges or hindering factors that limit workers’ awareness of their rights and their ability to act on these rights?
 - c. How could BWH and ILAB better address this issue in future programming?
11. From your perspective, what do you anticipate as BWH’s key contribution to advancing equity and eliminating discrimination in the workplace in Haiti’s export apparel sector?
- a. Do you think this contribution can or would be sustained after the program ends? Why or why not? What factors would enable or hinder this?
 - b. What do you consider to be the key remaining challenges regarding equity in the workplace that BWH and future ILAB programming should better address in the future?

GOH, PRIVATE SECTOR, AND BRAND REPRESENTATIVES INTERVIEW GUIDE

Introduction

1. Can you please briefly describe how you are involved with the BWH program?

Relevance

<p>2. What did you expect to gain or learn from your involvement with this project?</p> <ol style="list-style-type: none"> Can you describe what interventions or approaches are/are not meeting your expectations? Why? Provide examples. Can you describe what interventions or approaches specifically are/are not meeting your needs? Why? Provide examples. How could these interventions/approaches be improved? <p>3. From your perspective overall, how well do you think the BWH is addressing <i>[issues of equity or discrimination in the workplace – describe this in the context of BWH]</i>?</p> <ol style="list-style-type: none"> Can you provide examples of how the BWH approach works well? What could be improved in how BWH addresses these issues moving forward?
<p>Coherence</p>
<p>4. From your perspective, are project activities designed and implemented to meet the needs of the diverse stakeholders <i>[list stakeholders and include underserved groups]</i>?</p> <ol style="list-style-type: none"> What groups do you consider underserved and marginalized? Can you describe what interventions or approaches specifically are working well? How did you know these worked well? Provide examples. Can you describe what activities or approaches are not working well and why? What are seen as the biggest obstacles or headaches? Provide examples. How could these interventions/approaches be improved?
<p>Effectiveness</p>
<p>5. Considering that the project is ongoing, from your perspective, what interventions are the most effective and are making promising progress to achieving outcomes? Can you share some examples? What makes these interventions most effective?</p> <ol style="list-style-type: none"> What interventions have been most effective at targeting underserved groups⁷ and reducing workplace discrimination? Please provide examples. What interventions have been most effective for addressing <i>[issues of equity or discrimination in the workplace – describe in the BWH context]</i>? Please provide examples.
<p>6. What interventions are currently the least effective? Can you share some examples and explain why these are the least effective?</p> <ol style="list-style-type: none"> What should be changed to improve these interventions to better lead to successfully achieving outcomes? What interventions have been the least effective at targeting underserved groups and reducing workplace discrimination? Please provide examples. What interventions have been least effective for addressing <i>[issues of equity or discrimination in the workplace – describe in the BWH context]</i>? Please provide examples.
<p>7. Have you observed any challenges the project has faced during implementation? if so, how has the project been able to adapt to these challenges?</p>
<p>Efficiency</p>
<p>8. Given the operating context, how efficiently (achieving goals within a timely manner) is the project targeting, reaching, and benefiting underserved groups? How do you know? Consider the planned timeline, resources, scope, and environment in your response.</p> <ol style="list-style-type: none"> How could the project approaches be improved to better target, reach, and benefit underserved groups and reduce workplace discrimination?

b. Is there a better use of resources?
Sustainability
<p>9. From your perspective, how likely do you believe the BWH interventions will yield sustained results after the program ends in 2025? Be specific about which results may be sustained, and which would not, and why.</p> <p>a. What factors would enable these sustained results?</p> <p>b. What factors would hinder or challenge the likelihood of sustained results?</p>
Synthesis Specific Questions
<p>10. To what extent is BWH advancing workers' knowledge and action upon their rights in the workplace? Can you provide examples of what is working well and best practices to do so?</p> <p>a. What evidence exists that indicates the program is addressing workers' awareness and action upon their rights in the workplace?</p> <p>b. What are remaining challenges or hindering factors that limit workers' awareness of their rights and their ability to act on these rights?</p> <p>c. How could BWH and ILAB better address this issue in future programming?</p> <p>11. From your perspective, what do you anticipate as BWH's key contribution to advancing equity²⁴ and reducing workplace discrimination in the workplace in Haiti's export apparel sector?</p> <p>a. Do you think this contribution can or would be sustained after the program ends? Why or why not? What factors would enable or hinder this?</p> <p>b. What do you consider to be the key remaining challenges regarding equity in the workplace that BWH and future ILAB programming should better address in the future?</p>

FACTORY WORKERS INTERVIEW GUIDE

Introduction
<p><i>For workers with limited or no direct contact with the program, the below questions should be asked in the context of their understanding of the factory's involvement with the program and changes they have noticed in their overall working environment (positive, negative, and neutral).</i></p>
<p>1. Can you describe your position at [factory name/place of employment]? How long have you been working here?</p> <p>2. How are you involved with the BWH program?</p> <p>3. Have you received assistance from the program? If so, please describe.</p>
Relevance
<p>4. What did you expect to gain from your (or your factory's) involvement with this project? What were you most excited about or hoped would happen?</p> <p>a. Can you describe what interventions or activities specifically are working to meet your expectations? What interventions or activities need improvement to meet your expectations? Can you provide examples?</p> <p>b. Can you describe what interventions or approaches are working to meet your needs? What interventions or approaches need improvement to meet your needs? Why? Provide examples.</p>

²⁴ Defined and contextualized for Haiti

<p>5. In your work, what are the key issues regarding equity or discrimination in the workplace²⁵ [<i>Interviewer: describe in the context of BWH</i>]?</p> <ol style="list-style-type: none"> In your opinion, has the BWH program helped to address these issues? How so? Please be specific. Has the BWH program exacerbated any of these issues? How so? Please describe. What are key existing challenges that remain? How could BWH better address these issues moving forward?
<p>Coherence</p>
<p>6. From your perspective, are project activities designed and implemented to meet the needs of the diverse stakeholders [<i>list stakeholders and include underserved groups</i>]?</p>
<p>Effectiveness</p>
<ol style="list-style-type: none"> So far in your participation with BWH, have you observed changes as a result of the program interventions? What interventions have led to the most changes? Why? Please describe. What are some negative changes or disappointing outcomes you've seen as a result of the program so far? What interventions are not working well or leading to these disappointing outcomes? <ol style="list-style-type: none"> Why do you think these aren't working well? What could be improved? Who is responsible for reporting the content under the Remediation Efforts column of each factory's assessment in the biannual compliance reports? Who is responsible for verifying the accuracy of this content? For instances that involve disputes between unions/workers and employer/factory, does the union/worker(s) have an opportunity to verify the remediation efforts reported?
<p>Efficiency</p>
<p>10. BWH aims to target and benefit [<i>insert description of underserved groups in the context of BWH</i>]. Given the operating context and from your perspective, efficiently (reaching goals in a timely manner) is the program successfully reaching and benefiting these groups? How do you know? Please provide specific examples.</p> <ol style="list-style-type: none"> What specific approaches have been successful? What are key challenges that hinder the program's ability to reach and benefit these groups? How has the program navigated these challenges to efficiently reach these groups? How could the program improve their approach moving forward? IS there a better use of resources?
<p>Sustainability</p>
<p>11. From your perspective, how sustainable are the results produced by the BWH program? Why did you give this answer? Be specific about which results may be sustained, and which would not, and why.</p> <ol style="list-style-type: none"> What factors would enable these sustained results? What factors would hinder or challenge the likelihood of sustained results?

²⁵ Define "equity" and contextualize for Haiti

Synthesis Specific Questions

12. Do you feel more aware of your rights in the workplace? If so, how?
 - a. What role has BWH played in this?
13. In the event your rights are not respected in the workplace, to what extent do you feel you have options to act to make sure your rights are respected? What options would these be?
 - a. To what extent would you feel comfortable seeking out these options to assert your rights in the workplace?
 - b. Since your factory began participating in BWH, to what extent has your ability to act or voice your opinion in workplace matters that affect you/ your rights changed?
14. What has helped or hindered your awareness and ability to act upon your rights in the workplace? Can you please provide examples?
15. From your perspective, what do you consider BWH's key contribution to advancing equity and preventing workplace discrimination in garment factories in Haiti
[Interviewer: describe equity in context of BWH]?
 - a. Do you think this contribution can or would be sustained after the program ends? Why or why not? What factors would enable or hinder this?
 - b. What do you consider to be the key remaining challenges regarding equity and discrimination in the workplace that future programming should better address in the future?

TOR ANNEX G: DRAFT FIELDWORK ITINERARY

Activity Description	Activity Type (Virtual/Physical)	Day	Date	Region	Stakeholder Category	Respondent Description	Estimated No. Respondents for Outreach
Semi-structured interview - Employers' Associations	Virtual (phone call)	2	17-Apr-23	Nord	Employers' Associations	Representatives from employer industry groups (or organizations of factory owners, relevant enterprises) such as Association of Industries of Haiti	5
Semi-structured interview - Workers' Organizations	Virtual (phone call)	3	18-Apr-23	Ouest	Workers' Organizations	Associations that operate both internally and externally of factories, such as representatives from Trade Unions (Including MAST-registered unions/workers' organizations)	11
Travel (Port-au-Prince to Cap Haïtien)	N/A	4	19-Apr-23	Nord	N/A		N/A
Onsite interview - Factory Workers	Physical	5	20-Apr-23	Nord-Est	Factory Workers	Garment factory workers from factories that are part of program; this should include workers from both compliant and noncompliant factories	13
Onsite interview - Factory Managers	Physical	6	21-Apr-23	Nord-Est	Factory Managers	Garment factory managers: this should include workers from both	13

Activity Description	Activity Type (Virtual/Physical)	Day	Date	Region	Stakeholder Category	Respondent Description	Estimated No. Respondents for Outreach
						compliant and noncompliant factories	
Data compilation and verification	N/A	7	22-Apr-23	Nord	N/A		N/A
Travel (Cap Haïtien to Port-au-Prince)	N/A	8	23-Apr-23	Ouest	N/A		N/A
Online interview - USDOL	Virtual (Teams or Google Meet)	9	24-Apr-23	Ouest	USDOL	ILAB/OTLA staff that provide program oversight and technical support	5
Online interview - Grantee/IP	Virtual (Teams or Google Meet)	10	24-Apr-23	Ouest	Grantee/IP	ILO regional office, BWH personnel, IFC staff	5
Semi-structured interview - Private Sector and International Brands, Supply Chain	Virtual (phone call)	11	25-Apr-23	Ouest	Private Sector and International Brands, Supply Chain	Buyers and key global garment industry actors (ET will consult with BWH project team and look at compliance synthesis reports/transparency portal to identify brands/buyers that source from factories that have demonstrated efforts to improve compliance and have been actively	4

Activity Description	Activity Type (Virtual/Physical)	Day	Date	Region	Stakeholder Category	Respondent Description	Estimated No. Respondents for Outreach
						engaged in the project as well as one or more that have not)	
Semi-structured interview - GOH	Virtual (phone call)	12	26-Apr-23	Ouest	Representative from GOH ministries or agencies	Government stakeholders from relevant ministries and offices, like MAST, BMS, BSEIPH, others as identified	5
Semi-structured interview – Factory Workers and Managers	Virtual (phone call)	13	27-Apr-23	Ouest	Factory Workers and Managers	Garment factory workers and managers from factories that are part of program; this should include workers and managers from both compliant and noncompliant factories	12