



# INTERIM EVALUATION: Better Work Haiti (BWH) Project

Evaluation Contractor: Integra Government Services International LLC (Integra) and Dexis Consulting Group

## Project Overview:

**Better Work Haiti (BWH)** brings together and builds capacity across all levels and actors relevant to the apparel industry in Haiti to improve working conditions, labor law compliance, knowledge and respect of workers' rights, and quality and competitiveness of production. BWH enables factories to improve compliance with labor laws, retain more satisfied workers operating in enhanced working conditions, and increase factory productivity and quality for more profitability and competitiveness.



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## Project Coverage:



### Haiti Regions:

- Ouest
- Nord-Est



**"The BWH project trained us and helped us get organized. We tackled problems with management in a more methodical and peaceful way. The BWH interventions responded to the reality of poor working conditions in the apparel sector."**

– WORKERS' ORGANIZATION STAKEHOLDER INTERVIEWED

## Implementer:

International Labour Organization (ILO)

## Period of Performance:

January 2009 – December 2025

## Funding:

\$21,233,555

## Evaluation Period Coverage:

FY2020 – FY2023

## Evaluation Fieldwork Dates:

April 13, 2023 – July 3, 2023

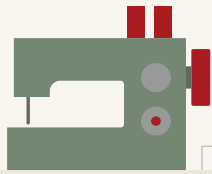
## Key Partners:

- Association of Haitian Industries (ADIH) and other employers' associations active in the apparel industry
- Office of the Special Labor Ombudsman (BMST)
- Office of the State Secretary for the Integration of People with Disabilities (BSEIPH)
- Ministry of Social Affairs and Labor (MAST)
- Office of Occupational Accidental Insurance, Sickness, and Maternity Office (OFATMA)
- National Old-Age Insurance Office (ONA)
- Office of Trade and Labor Affairs (OTLA/ILAB)
- All Workers' organizations active in the Haitian garment sector

## BWH High-Level Results and Performance Summary of Achievements

### BWH GOAL

Improved working conditions to strengthen the competitiveness of the Haitian garment sector.



#### Long-Term Outcome 1

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



#### Long-Term Outcome 2

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



#### Long-Term Outcome 3

Government policies and institutions support the promotion of decent work.



**“It’s a struggle that has just begun, the reduction of victims at factory level. Workers, women in general, didn’t know how to defend themselves, had no recourse when they were victims. With BWH, they now know where to turn. BWH’s training has facilitated this progress, so overall BWH’s approaches have been able to meet the immediate needs of factory workers.”**

– WORKERS’ ORGANIZATION STAKEHOLDER INTERVIEWED

## BWH Evaluation Results

### Relevance and Coherence

1. BWH established resolution mechanisms between workers and employers, such as the Performance Improvement Consultative Committees (PICCs), that increased dialogue in the factories.
2. BWH is a critical bridge between government and industry to address worker needs, find avenues for advocacy, reinforce standard procedures in companies and factories, and address concerns related to sexual harassment, discrimination and workplace safety.
3. BWH’s compliance assessments of working conditions and technical support encourage private sector compliance with domestic labor laws and international labor standards.

### Effectiveness

4. BWH established resolution mechanisms between workers and employers that increase dialogue among stakeholders, enable mediation, help establish factory-level committees such as PICCs.
5. Improving access to advisory services also allow factory managers to obtain assistance in addressing noncompliance findings.
6. BWH activities contribute to raising awareness of discriminatory practices in the work environment to advance equitable outcomes for women workers according to workers who were interviewed.

### Efficiency

7. Increasing outreach and cooperation with government and private sector partners is perceived by stakeholders as an efficient approach to project implementation.
8. Improving workers’ access to mediation services and raising awareness of discriminatory practices in the work environment advances equitable outcomes for women and vulnerable groups.

### Sustainability

9. BWH activities generated results for the government, employers, and workers, but it is difficult to assess the sustainability of these outcomes because of limited resources and political will exacerbated by external factors.
10. External political and socio-economic risks affect the sustainability of institutional capacity building and the continuity of the private sector’s commitment to respecting and adhering to labor standards and advancing workers’ rights.

# Evaluation Team Recommendations

## To BWH

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

## To Government of Haiti

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

## To ILO Geneva/Headquarters

- 11** Develop interactive training modules to assist workers' organizations in adopting more effective approaches to negotiations with the private sector.

## To ILAB

- 12** 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.
- 13** 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 as well as sharing work plans, milestones and results, and sustainability activities.
- 14** 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.