

Terms of Reference

Delivery partner to implement ETI programme on living wages/social dialogue in Pakistan

Ethical Trading Initiative (ETI) seeks an expert consultant/consultancy to support in the delivery of a living wages/social dialogue programme in two garment producing factories in Pakistan, as part of the programme '*Living wages in Bangladesh, Pakistan and India with PST brands*'. The consultant/consultancy must have strong expertise in delivery of training modules to workers and factory management as well as some expertise in data collection, research and analysis in the context of garment supply chains.

About the project: Living wages in Bangladesh, Pakistan and India with PST brands

The [Ethical Trading Initiative \(ETI\)](#) is a ground-breaking alliance of companies, trade unions and non-governmental organisations working together to improve the lives of workers in international supply chains. ETI's vision is of a world of work that protects human rights, ensures dignity for all, provides opportunity and is free of exploitation and abuse.

In most major ready-made garments (RMG) manufacturing locations, Freedom of Association (FoA) and the ability to collectively bargain is extremely limited. Trade unions efficacy is often restricted via unfavourable policies and employment law that is not compatible with ILO labour standards. As a result, the ability of workers to advocate for higher wages and better conditions is limited, resulting in growing living wage gaps. To overcome this, ETI introduced the Social Dialogue Programme in Bangladesh in 2015 to build the capacity of factories in establishing basic mechanisms for workers and management to negotiate for improved conditions. Since then, the programme has evolved through two core phases of enhanced delivery, driving systemic progress towards an environment where social dialogue and worker representation is the norm. This is a key prerequisite for FoA, collective bargaining and effective trade unions to succeed and for workers to be in a position to bargain for living wages.

To improve wages in the RMG sector, a systemic approach is needed to address power imbalances and ensure wealth is disbursed more equally. Responsible purchasing practices and a partnership approach is crucial and underpinned by buyers' loyalty and the mutual commitment of buyers and suppliers to close the living wage gap. Furthermore, increasing the power of workers and their representatives to advocate for a living wage at workplace level, is equally necessary. To facilitate this we propose three key interventions:

1) Building workplace stakeholders capacity to advocate for improved wages

For wages to improve, all workplace stakeholders must understand their roles and responsibilities in enabling adherence to labour laws and the benefits of improved industrial relations. The programme will therefore introduce a multi-layered, blended capacity building approach within 9 factories (6 Bangladesh, 2 Pakistan, 1 India) that:

- Increases understanding of human rights at work; national labour law and international labour standards, including right to minimum wage, overtime and maternity pay; and the benefits of FoA.
- Establishes (or improves) Worker Participation Committees (WPC) and the systematic ability of WPC to negotiate for improved conditions, and where possible, wages with management. For factories with trade unions, the programme will instead focus on building their capacity to advocate for members needs and interests, scoping opportunity to start collective bargaining procedures.
- Increases understanding of factory owners and management of ESG and HREDD related buyer requirements, with particular emphasis on payment of living wages.

The above will be achieved through the following activities:

- Needs assessment exercise
- Delivery of four training workshops to workers and mid-level management
- Delivery of one behavioural change communications campaign programme
- Establishment or or strengthening of one Worker Participation Committee
- Delivery of one workshop to senior management and factory owners, including discussion on barriers to achieving living wages.

2) Data collection on living wages

The programme will complement existing research on the impact of poor wages on workers, as well as annual living wage benchmarking exercises conducted as part of [The Industry We Want partnership \(TIWW\)](#), with live tracking of living wages versus real wages of workers within participating factories. The findings will be disaggregated by gender, as well as job role/seniority, experience and employment duration. This exercise will conclude with a short summary report at the end of the project for each participating brand/factory detailing key findings and industry comparisons. An overall report will also be compiled and disseminated to policy makers, industry representatives, CSO's and others stakeholders interested in securing living wages for RMG workers with the aim of informing future interventions and policy.

3) Dialogue between brands/buyers, suppliers, and worker representatives

We propose hosting 2x focus group discussions between brands/buyers, suppliers and worker representatives. The focus will be on how, collectively, we can enable the closure of the living wage gap. This will be conducted at a sectoral level per country to ensure discussion can be meaningful, open and honest, without any concern of commercial repercussions.

To stimulate bilateral dialogue between brands/buyers and their suppliers, we will host 1 workshop detailing our recommendations on how best to support the enablement of living wages between actors, with an acute focus on the true implementation of responsible purchasing practices and the expectation on suppliers to improve wages should buyers meaningfully commit to it.

Purpose of the consultancy

ETI is seeking a consultant/consultancy to support with the delivery of the programme in Pakistan (3 factories), in line with the three main intervention areas outlined above.

Expected deliverables

1. Delivery of capacity-building and awareness raising programmes in participating factories including adaptation of all materials to the local context/language. Provisions of a detailed training plan at the start of the assignment.
2. Data collection for baseline, needs assessment and endline. This will include both quantitative and qualitative data to be collected at factory level. Consultants will be expected to analyse the data and share findings with ETI team, as well as provide a clean and complete raw dataset.
3. Monthly progress reports reflecting activities conducted, results achieved, challenges and learnings gathered. Brief event reports to be provided e.g. kick-off meeting/consultation meetings/follow-up visits, validation workshop, ToT, training.
4. Pictures of the interventions, meetings, BCC campaign events (can be taken through mobile phone).
5. The final output of the assignment shall be two reports: (i) a comprehensive project completion report that includes comparison of baseline and endline data and shows results, outcomes and learning, (ii) one living wage report detailing the impact of low wages on workers. Both reports need to cover analysis of the data/information contributing to the project's objectives and should include an executive summary of no more than 3 pages. Both reports should also be accompanied with PowerPoint presentations.

ETI will connect the consultant(s) to the participating factories in Pakistan where programme activities will be delivered.

Timeline

The timeline for delivery of the programme is August 2024 to February 2025. The consultant(s) is expected to suggest a timeline detailing the number of days needed to complete this work and a detailed budget.

Qualifications

- A comprehensive organisational track-record of working in the RMG/industrial sector, especially within the following thematic areas: workplace-based social dialogue, freedom of association, gender equality, living wages.
- Experience of working with garment factories and supply chains in Pakistan, in particular engaging with workers and factory management.
- Experience in designing and delivering training programmes for workers and factory management in garment factories in Pakistan.
- Comprehensive track-record in conducting action/participatory research including surveys and other qualitative studies for donor-funded projects. The consultant(s)

need to include at least one person with practical experience in statistical tools (SPSS).

- Demonstrated experience in producing reports and documents for a business audience.
- Strong analytical and writing skills.
- Strong project management skills, including timely and clear communication and managing project expectations, and working under tight timelines.
- Fluency in written and spoken English and Urdu.

The consultant(s) will report to the Head of Global Partnerships at ETI.

Payment

The maximum budget for this contract is £18,000. Proposals will be judged on financial competitiveness and best value for money. Fees and payment timelines will be agreed in advance. Payment will be made upon satisfactory completion of the deliverables. The consultant will be responsible for its own taxes and other statutory obligations.

Confidentiality and intellectual property

The consultant is expected to maintain the confidentiality of all programs related information. All reports, data and other materials generated will be property of ETI.

Application process

Please send CV(s), evidence of similar work, and a proposal of no more than 3 pages with an explanation of how you fulfil the requirements, suggested methodology for the assignment, timeline, and budget proposal to hr@eti.org.uk with the title ***'Delivery partner to implement ETI programme on living wages/social dialogue in Pakistan'*** by **9am GMT on Monday, 5 August 2024**.

Please be advised that two factories are located in Lahore and one factory in Karachi, therefore travel will be required as part of the assignment and the budgeted proposal should include provision for this.

Only suitable candidates will be contacted for an interview.