

Terms of Reference

Delivery partner to implement ETI program on living wages/social dialogue in India

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

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

The [Ethical Trading Initiative \(ETI\)](#) is a ground-breaking alliance of companies, trade unions and non-governmental organizations working together to improve workers' lives 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 primary sites for the production of ready-made garments (RMG), there are severe constraints on Freedom of Association (FoA) and the ability to engage in collective bargaining. The effectiveness of trade unions is often limited by unfavorable policies and labor laws that do not align with ILO standards. Consequently, workers have limited opportunities to push for improved wages and working conditions, leading to widening disparities in living wages. To address this issue, the Ethical Trading Initiative (ETI) launched the Social Dialogue Programme in Bangladesh in 2015 with the aim of empowering factories to establish basic structures for workers and management to negotiate better conditions. Since then, the program has progressed through two main phases, leading to significant advancements in fostering an environment where social dialogue and worker representation are standard practices. This is essential for the success of FoA, collective bargaining, and effective trade unions, as well as for empowering workers to advocate 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 are 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 the 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 labor laws and the benefits of improved industrial

relations. The program 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 labor law and international labor standards, including the 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 program will instead focus on building their capacity to advocate for members' needs and interests, scoping opportunities 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 behavioral change communications campaign program •
Establishment or strengthening of one Worker Participation Committee
- Delivery of one workshop to senior management and factory owners, including a discussion on barriers to achieving living wages.

1) Data collection on living wages

The program 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 \(TIWW\)](#). It will also include annual assessments of living wages as part of The Industry We Want partnership (TIWW). The program will track living wages versus the actual wages of employees in participating factories in real time. The results will be separated by gender, job role/seniority, experience, and length of employment. At the end of the project, a summary report will be prepared for each participating brand/factory, outlining the main findings and comparing them to the industry standards. Additionally, an overall report will be created and shared with policymakers, industry representatives, CSOs, and other stakeholders interested in establishing living wages for RMG workers. The aim is to provide information for future actions and policies.

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 the delivery of the program in India (1 factory), in line with the three main intervention areas outlined above.

Expected deliverables

1. Delivery of capacity-building and awareness-raising programme in the participating factory 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 the factory level. Consultant(s) will be expected to analyze the data and share findings with the 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, and BCC campaign events (can be taken through mobile phone).
5. The final output of the assignment shall be two reports:
 - a) A comprehensive project completion report that includes a comparison of baseline and endline data, showing results, outcomes, and learning.
 - b) A living wage report detailing the impact of low wages on workers. Both reports should cover the analysis of data/information contributing to the project's objectives and include an executive summary of no more than 3 pages.
Additionally, both reports should be accompanied by PowerPoint presentations. ETI will connect the consultant(s) to the participating factory in India where the program activities will be delivered.

Timeline

The timeline for delivery of the programme is from **September 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 organizational track record of working in the RMG/industrial sector, especially within the following thematic areas: workplace-based social dialogue, freedom of association, gender equality, and living wages.

- Experience working with garment factories and supply chains in India, in particular engaging with workers and factory management.
- Experience in designing and delivering training programs for workers and factory management in garment factories in India.
- Comprehensive track record in conducting action/participatory research including surveys and other qualitative studies for donor-funded projects. The consultant(s) must have 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 managing project expectations, and working under tight timelines.
- Fluency in written and spoken English and Tamil.

The consultant(s) will report to the ETI Regional Director, South Asia.

Payment

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 taxes and other statutory obligations.

Confidentiality and intellectual property

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

Application process

Please send a CV(s), evidence of similar work, and a proposal of no more than 2 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 program on living wages/social dialogue in India'*** by **9am GMT, 12th September 2024**.

Please be advised that the participating factory is located in Tirupur, and consultant(s) should ideally be located in the area.

Only suitable candidates will be contacted for an interview.