Better Work Covid-19 Factory Service Model
AUGUST 2020

This document outlines Better Work's global factory service model that will be applied during the pandemic. The approach prioritizes mitigating the health and economic impacts of COVID-19 on factories and workers, taking into account national regulations and realities.

This policy is applicable until 1 February 2021, contingent on the evolution of the pandemic. An updated policy will be published according to how the pandemic and situation in each country programme evolves. Decisions will be taken in consultation with our partners and constituents.

Guiding Principles

1. The health and well-being of Better Work staff, factory managers and workers, and other partners is paramount. Better Work will follow ILO/UN policy and national health guidelines to help prevent further spread of the virus and will proactively assess risks as the pandemic evolves.

2. The Better Work approach draws upon our proven suite of factory level tools and methodologies. Additionally, the service model incorporates flexible approaches that include virtual and hybrid (combined virtual-onsite) methods to ensure ongoing factory oversight and engagement.

3. The programme's focus is to support factories in becoming increasingly resilient to future shocks. Training and advisory continue to be the cornerstone of Better Work's continuous improvement methodology, including a wide range of new content covering topics specific to COVID-19.

4. Better Work maintains close engagement with all stakeholders, including coordination with national constituents and UN agencies to understand and disseminate updated regulations and protocols and to support the development of appropriate interventions.

Service Model Approach and Guidelines

Better Work's approach is based on a three-phase framework that categorises interventions based on local circumstances. The phases are not mutually exclusive; the status of factory production and mobility restrictions may move between phases based on how the pandemic evolves within countries.

Status	Status	Better Work country programmes (August 2020).
Phase 1	Factory production is suspended; on-site factory visits by ILO staff are suspended	
Phase 2	Factory production is partially resumed; on-site factory visits by ILO staff are suspended.	Bangladesh, Egypt, Ethiopia, Haiti, Indonesia, Nicaragua
Phase 3	Factory production is partially or fully resumed; on-site factory visits by ILO staff are possible.	Cambodia, Jordan, Vietnam

Annex 1 (attached) describes how factory operations will be implemented for each phase in each country.

Advisory and Training

Better Work plans to maintain advisory and training services in all factories. The number and timing/sequence of advisory or training visits will need to be flexible, determined based on identified needs and access to factory managers and workers. In all countries, regardless of phase, Better Work will provide:

- Virtual training with management and workers, based on Better Work's traditional curriculum adapted for virtual training and new trainings on COVID-19 related topics (C-19 awareness, preventative measures, mental health)
- Industry seminars sometimes conducted in partnership with government ministries, unions, employers or other ILO/UN projects to raise awareness to Covid-19 related national regulations and other related subjects
- Virtual advisory with management and workers to maintain social dialogue and support the development of shared approaches to combat the spread of the virus
- Support to managers and workers on self-diagnosis of compliance issues and follow-up on new or existing improvement plans

Additional training and advisory activities currently being piloted include:

- Self-paced e-learning for management
- Worker engagement via virtual platforms

- Micro-learnings for workers and managers (1 to 10 minute mobile training modules, animations or gamified learning for learning-on-the-go)

Assessments

Where national regulations and factory conditions allow, Better Work will continue to offer assessments although the focus and mode of delivery will vary.

Better Work's assessment tool will be used for on-site or hybrid (in-person/virtual) assessments. In cases where Better Work cannot visit the factory in person (Phases 1 and 2), the programme will use alternative assessment modalities, including checking compliance through virtual methods alongside virtual training and advisory. Some countries may also deliver services in partnership with others, including labour inspectors. At a minimum, all assessments will include COVID-19 related issues, selected Core Labour Standards, and a subset of questions from all categories of our tool.

When in-person assessments are possible, Better Work will use the following criteria to determine which factories will be prioritised for assessments:

FACTORIES ARE CONSIDERED AS HIGH PRIORITY BASED ON THE FOLLOWING CRITERIA:

- High levels of non-compliance (public reporting/ZTP), and/or
- No functional social dialogue mechanism(s) in place (e.g. representative unions, functional bipartite committees)
- Stakeholder feedback (e.g. buyers, unions)
- New factories to the programme

FACTORIES ARE CONSIDERED AS LOWER PRIORITY BASED ON THE FOLLOWING CRITERIA:

- Low levels of non-compliance
- Active bipartite committee members
- Functional social dialogue mechanism(s) in place (e.g. representative unions, functional bipartite committees)
- Factory has demonstrated to be proactive in self-reporting through its improvement plan and progress reports

Better Work encourages brands to accept advisory reporting at Lower Priority factories in lieu of an assessment during this recovery period.

Note: Better Work will continue to support the SLCP collaboration, including development of a tool that maintains Better Work's compliance commitments to buyers and constituents. Better Work Indonesia will introduce SLCP self-assessments, supported through Better Work's advisory methodology. Learnings will be applied to other Better Work countries as they launch the tool next year.

Reporting

Better Work will use its traditional tools and reporting channels to share information with manufacturers and brands. Regular updates on conditions in each Better Work country programme will be provided through calls and webinars as well as through the

Better Work website. Supplemental information will also be provided through the stories and other reports on the website.

On-going Internal Training, Monitoring & Evaluation

Better work is adapting internal training, strengthening QA frameworks and evaluating pilots to ensure strong oversight and a critical review of services during the pandemic including the following measures.

- Introduction of internal trainings to support Better Work teams during the pandemic, including on positive mental health, leadership in a crisis, and virtual training and facilitation skills. New curriculum will be introduced based on programme needs.
- Adapting service model guidelines and the QA framework to support consistent and quality delivery and reporting of virtual and hybrid services.
- Establishment of evaluation criteria to assess the viability of virtual and hybrid services. An impact assessment of the effectiveness of virtual and hybrid services is also being developed. Results will be shared with partners and constituents to inform discussions of future services.

Factory Services Overview in Better Work Countries

Status	Countries	Learning/Capacity Building (Training and Advisory)	Monitoring compliance	Reporting	Notes
Scenario 1 (High risk of) rising number of cases Factory production is generally suspended; On-site factory visits by ILO staff are suspended *Note: This approach will be applied to factories where production is suspended, irrespective of the country		* Virtual training with management and workers to support factories with current needs in context of the pandemic and with regular training * Virtual advisory with management and workers to maintain social dialogue, support the bipartite committee in discussing pandemic responses, self-diagnosis and follow up on the IP. Where approrpriate BW will support factories in closing IP items. * Virtual industrial seminars with national stakeholders (Government/Trade Union/Employer Associations) with ILO support. * Pilots with self-paced e-learning for management (Q3-4 in Vietnam and Cambodia) * Worker engagement via virtual platforms is being explored in Vietnam * Micro-learnings for workers will be scaled through the Empower@Work platform in 2021 * Micro-learnings for managers are being explored	* Forms of assessment are not carried out as factories have suspended production. * Worker management surveys may be implemented to capture information regarding on the ground realities	* Improvement Plan (fty self-reporting) * Progress Report 1 (fty self-reporting) * Progress Report 2 * Training reports (TMS) * Survey reports where available	Contingent on priorities and available resources at the national level, BW may use a focused version of our assessment tool on a subset of priority questions from all categories and Covid related priorities. * VCC pilots will be expanded to other countries
Scenario 2 (High risk of) rising number of cases Factory production is at least partially resumed; On-site factory visits by ILO staff are suspended All timeframes TBC	Bangladesh		* Pilots with virtual compliance checks, to be scaled accordingly based on experience and learning * If critical issues emerge and, national regulations and UN/ILO policy allow for factory visits to be safely conducted, an on-site visit will take place	* All reports mentioned under Phase 1 * Compliance assessment reports for high priority factories (from Q3) * Self-assessment data published through the BW system and the SLCP Gateway (from 1 Feb 2021)	
	Nicaragua		Assessments to resume in (Q3-4 TBD)	* All reports mentioned under Phase 1 * Compliance assessment reports (from Q3/4)	
	Ethiopia		Assessments targeting high priority factories (from Oct 2020)	* All reports mentioned under Phase 1 * Compliance assessment reports for high priority factories (from Q3)	

Status	Countries	Learning/Capacity Building (Training and Advisory)	Monitoring compliance	Reporting	Notes
	Indonesia		* Structured guided self-assessments based on SLCP-BW integrated tool (per 1 Dec) * If critical issues emerge and, national regulations and UN/ILO policy allow for factory visits to be safely conducted, an on-site visit will take place	* All reports mentioned under Phase 1 * Self-assessment data published through the BW system and the SLCP Gateway (from 1 Feb 2021) * Compliance assessment reports (from 1 Feb 2021)	
	Egypt		Assessments (from August 2020)	* All reports mentioned under Phase 1 * Compliance assessment reports	
	Haiti		Assessments with are ongoing (done in partnership with Ministry of Labor)		
Scenario 3 Factory production is partially or fully resumed; and on-site factory visits by ILO staff are possible.	Cambodia	*All capacity development activities mentioned under phase 1 & 2 * Onsite advisory visits where possible * Onsite training activities where possible * Worker engagement with migrant workers during periods of confinement in dorms (focus on worker well-being) (Jordan)	* Assessments ongoing from 11 Aug 2020 * Assessments targeting high priority factories. * Pilots with virtual compliance checks, to be scaled accordingly based on experience and learning	* All reports mentioned under Phase 1 * Compliance assessment reports	
	Jordan		Hybrid assessments since June (with Ministry of Labour and Social Security Cooperation)		
	Vietnam		Assessments ongoing from May 2020	* Self-assessment data published through the BW system and the SLCP Gateway for BWV (from 15 Mar 2021)	