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**This evaluation has been conducted according to ILO's evaluation policies and procedures. It has not been professionally edited, but has undergone quality control by the ILO Evaluation Unit.**



*International Labour Organisation:  
Promoting Decent Work For All*

## **Final Independent Evaluation**

### **Increasing Workplace Compliance Through Labour Inspection, Viet Nam**

#### **FINAL REPORT**

**Theo van der Loop and Dao Ngoc Nga**

*The Hague/Hanoi, 22 September 2016*

*Administrative information:*

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<b>Evaluation Manager:</b>	Anjana Chellani, ILO New Delhi
<b>Evaluation Duration:</b>	2 June – 31 August 2016

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*The views expressed in this report belong to the author, and are not necessarily the views of the International Labour Organization.*

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## List of Abbreviations

ACI	Area of Critical Importance
ACT/EMP	Bureau for Employers' Activities (of the ILO)
ACTRAV	Bureau for Workers' Activities (of the ILO)
BSW	Bureau of Safe Work
BWUCB	Better Work Union Capacity Building
CB	Collective Bargaining
CO	Country Office
CP	Country Programme
CPR	Country Programme Review
CTA	Chief Technical Advisor
DOLISA	Department of Labour, Invalids and Social Affairs
DWCP	Decent Work Country Programme
EA	Enterprise Advisor
EU	European Union
EZU	Economic Zone Union
FoA	Freedom of Association
FoL	Federation of Labour
FPRW	Fundamental Principles and Rights at Work
GoV	Government of Vietnam
GSO	General Statistics Office
GTU	Grassroots Trade Union
HCMC	Ho Chi Minh City
HIZA	Hanoi Industrial Zone Authority
ICD	International Cooperation Department, MOLISA
ILO	International Labour Organisation
ILS	International Labour Standards
ILSAT	Institute of Labour and Social Affair Training (in MOLISA), also known as 'Training School for Officials, Civil Servants on Labour and Social Affair'
IO	Immediate Objective
IPM	International Project Manager
IR	Industrial Relations
IZTU	Industrial Zone Trade Union
LFS	Labour Force Surveys
LI	Labour Inspection
MIS	Management Information System
MOLISA	Ministry of Labour, Invalids and Social Affairs
NIRC	National Industrial Relations Commission
NIRD	Network for Industrial Relations development
NWC	National Wage Council
PFoL	Provincial Federation of Labour
PICC	Performance Improvement Consultative Committee
PIU	Pilot Implementing Unit
PMP	Performance Monitoring Plan
PRODOC	Project Document
QAM	Quality Assurance Mechanism

RB	Regular Budget
RBM	Results-Based Monitoring
RBSA	Regular Budget Supplementary Account
RBTC	Regular Budget Technical Cooperation
ROAP	Regional Office for Asia and the Pacific (in Bangkok)
SD	Social Dialogue
SPF	a) Social Protection Floor b) Strategic Policy framework (ILO's medium-term planning document)
TOR	Terms of Reference
TPP	Trans-Pacific Partnership
TPR	Technical Progress Report
TUL	Trade Union Law
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
USDOL	US Department of Labour
VCA	Vietnam Cooperatives Alliance
VCCI	Vietnam Chamber of Commerce and Industry
VGCL	Vietnam General Confederation of Labour
WB	World Bank
WTO	World Trade Organization
XBTC	Extra-Budgetary Technical Cooperation

# Executive Summary

## **Background and project description**

The genesis of the ILO Project on “Increasing Workplace Compliance through Labour Inspection in Vietnam” (the ‘LI Project’), for a total maximum amount of US\$ 1,300,000 can be found in the prior collaboration between the ILO and the Ministry of Labour, Invalids and Social Affairs (MOLISA) in Viet Nam. In 2012, at MOLISA’s request, the ILO undertook a needs assessment of Viet Nam’s labour inspection system (LIS) and overall compliance strategy. At the same time, MOLISA prepared a Master Plan for building the capacity of its labour inspection system (2012-2020), drawing on the assessment and related MOLISA priorities. There was also close collaboration with several other ILO projects. The Labour Inspection Project has two main **objectives**:

- 1) To improve MOLISA’s institutional and technical capacities; and
- 2) To strengthen workplace compliance through the combination of increased law enforcement, the development of prevention measures and improved industrial relations.

The start of the project was delayed for half a year due to the late recruitment of the project team, and in September 2015 a no-cost extension was granted to the project by the donor until 30 June 2016, resulting in an effective project duration of 2 years as foreseen in the Project Document.

## **Objective and Methodology of the Final Independent Evaluation**

The present final independent evaluation has the following **objectives**: (i) An assessment of the Project’s progress in achieving its stated objectives, and assess its strategies and implementation modalities as well as the constraints and opportunities; (ii) Provide recommendations for future ILO TC projects in the area of workplace compliance through labour inspection; and (iii) In particular, provide recommendations for anticipated ILO support of Viet Nam’s commitments to strengthen labour inspection under the Trans-Pacific Partnership (TPP) trade agreement and corresponding bilateral labour consistency plan. The scope of the evaluation includes the period of the Project right from its inception stage to the present, i.e. 1 January 2014 to 30 June 2016 (see also ToR in Annex 1).

The evaluation has been conducted following UN evaluation standards and norms, and specifically addressed the overall ILO **Evaluation Criteria** as defined in the ILO Policy Guidelines for results-based evaluation, as follows: 1) Relevance, 2) Validity of the design, 3) Effectiveness, 4) Efficiency of resource use, 5) Effectiveness of management arrangement, 6) Impact and 7) Sustainability. For each of these criteria a series of questions was investigated during the evaluation, and these questions were specified according to sources of data and interviewed stakeholders (Annex 3).

The **methodology** of the evaluation includes a variety of methods that draw on both quantitative and qualitative evidence and involve multiple means of analysis. Adequate time was allocated to plan for a critical reflection process. Details are provided in Sections 2.3 and 2.4, and the field mission schedule to Vietnam is detailed in Annex 2.

## **Main Findings**

The main conclusions of this final independent evaluation can be summarized according to the seven Evaluation Criteria used throughout this report. Concerning the **relevance** of the LI project, all stakeholders interviewed have indicated explicitly that the focus on Workplace Compliance

and Labour Inspection is considered very relevant by them for the current phase of development of Vietnam, and that this relevance will only increase with the signing of the Trans-Pacific Partnership (TPP) and other trade agreements. The Project also contributes to the overall objectives of the Government of the Netherlands' international development cooperation and its standing 'Arrangement' with the ILO, and also to the Outcomes of the ILO Decent Work Country Programme - DWCP (2012-16) for Vietnam and of the ILO Strategic Policy Framework (2010-15). Lastly, there is a clear alignment with some of the Sustainable Development Goals (SDGs), especially Goal 8. All in all, the Labour Inspection (LI) project scores quite high on the evaluation criteria of Relevance.

The **validity of design** of the LI project is substantial because it was based on a prior needs assessment as well as on MOLISA's Master Plan. The Design is clear in its Approach towards Labour Inspection with the two main objectives listed in the above, which are divided respectively into five and four relevant outputs (and each of these nine outputs are further divided into a number of activities). However, the validity would have benefited substantially, firstly, by the inclusion of clear *milestones* in the original LogFrame of the ProDoc; secondly, by a more structured involvement of the social partners from the inception of the project; and thirdly by the inclusion of a gender dimension in the ProDoc and LogFrame.

Concerning **effectiveness**, it can be concluded that the LI project has clearly succeeded in contributing substantively and innovatively to the two project objectives despite being faced with important disabling factors (explained below). The *successes* included that MOLISA's institutional and technical capacities have clearly improved as a result of various training activities following the design and initial implementation of the national training plan for the period 2012 to 2020; in addition, the cooperation between MOLISA and DOLISA *in the pilot provinces* has certainly improved; workplace compliance was strengthened among others by raising awareness among government organisations and social partners in this area through the Labour Inspection Campaigns (LIC). Among the *disabling factors* hampering at times the smooth achievement of outcomes, the general stop on hiring civil servants is quite pervasive, while other factors include delays due to personnel changes both within the project and within the MI, delays in the joint activities between BWV's Enterprise Advisors (EA) and labour inspectors, contradictions within the legal framework (see for details Section 3.3), and, lastly, the collaboration between the MOLISA Inspectorate (MI) and the Bureau of Safe Work (BSW) is in the process of being further articulated. The gender dimension was somewhat neglected from the design stage but gradually specific gender issues were included in the project activities.

The **use of resources** has been generally efficient and well-balanced, even arriving at considerable savings which were allocated to budget categories for project activities and for *national* project staff. Table 2 (in Section 3.4) provides a summary of the project expenditures in the years 2014 to 2016 and shows clearly the slow spending in the first year, which then quickly picked up pace in 2015. On the whole, activities were completed on-time and according to work plans, although the disabling factors discussed above resulted in periodic delays. The Project has to a certain extent been able to build upon or leverage national resources (especially due to cooperation with MI), or resources of other ILO Projects (mainly some cooperation with Better Work Vietnam).

The **effectiveness of management arrangements** has been satisfactory, supported by reliable funding from the Government of Netherlands, and by the continuity of the *national* project staff in

the relatively small project team who were well able to take over the management functions of the international project manager who left after one year, while the technical advisory functions were undertaken by the LI expert from the DWT in Bangkok. The Project is well documented with progress reports, work plans, etc., and the results were communicated intensively with MOLISA Inspectorate (although the ProDoc was not shared with them), however, much less with the other tripartite constituents. The LI project has been governed by a bilateral regular meeting (monthly to quarterly) with the MI which has functioned well in itself, but tended to exclude the other tripartite partners. It would have been beneficial if overall project strategy and policy had been governed through a kind of overall (half-yearly) project steering committee including all of the tripartite and other crucial partners.

The potential *impact* of the project is expected to be substantial since ownership has been very high from the beginning in MOLISA, especially in the Inspectorate. At the same time, it must be underlined that ownership has only gradually arisen among the other two tripartite partners. Nevertheless, on the whole the stakeholders agree that attention for and awareness of labour inspection and workplace compliance have received a substantial boost by the LI project which seems to be irreversible, and a good basis for further promoting these important issues. Gender has also been put on the map with the MOLISA Inspectorate. There was no exit strategy of the Project formulated in the ProDoc, and during the project no attempt at such an exit strategy was made, as it gradually became more and more likely that LI would become one of the topics next to such topics as Trade, Fundamental Principles and Rights at Work (FPRW), Industrial Relations, Social Dialogue, OSH and Social protection, to be merged in a possible larger project proposal following the progress in the TPP and the Vietnam-EU Free Trade Agreement (FTA) agreements (see further Section 4.3).

On the whole, the LI project has with modest means achieved positive contributions to *sustainability* especially in terms of:

- Awareness raising,
- Policies and practices developed,
- Capacity building tools produced, and
- Capacities enhanced.

Specific activities of the Project are already in the process of being replicated, e.g. the MOLISA Inspectorate is planning a third Labour Inspection Campaign (LIC) for 2017 in the electronics sector, and perhaps even a fourth one in the sea-food processing sector. Sustainability of the results of the project could have been further enhanced if all three tripartite partners of the ILO had been involved in the project from its inception phase and would have met regularly in a project steering committee. In a way, the LI project can bring about a kind of *strategic continuity* having investigated and piloted crucial activities that can now be identified in more detail and depth for a follow-up phase which is very timely considering the possible start of the TPP and the Vietnam-EU FTA.

### *Recommendations*

The recommendations of the present evaluation are presented below according to the seven Evaluation Criteria distinguished throughout this report. In addition, recommendations are also formulated related to the cross-cutting issue of gender and related to future ILO TC Projects in Vietnam (cf. requirements of the ToR as reproduced in Annex 1). As the LI project has come to an end on June 30, 2016, most recommendations are directed at potential future and/or follow-up project phases.

### Relevance

- 1) **Make sure that the objectives and outputs of the Project are relevant to the specific needs of all three ILO constituents, i.e. Government, Workers' and Employers' Organizations, and make every effort to try to involve *all three partners* from the beginning in project design and planning.**

### Validity of Design

- 2) **Improve the Logical Framework and the Performance Monitoring System for a possible follow-up (sub-)project by adding clearly defined indicators, baselines and especially yearly milestones, to more closely adhere to standard Logical Framework approaches.**

### Effectiveness

- 3) **Continue and expand certain components of the LI project that were particularly useful and highly valued by the stakeholders, such as the LICs, the organisational as well as professional and technical capacity building including ToT, the work on the Legal framework and the cooperation between MOLISA and DOLISA in the pilot provinces, and, at the same time, include new areas of focus, such as the setting up the Training Centre proposed through a feasibility study as part of the LI project, and the web-based online training.**

Several disabling factors are beyond the reach of the project such as the general stop on hiring civil servants, while it may be useful to **explore ways to impact positively** on some of the other disabling factors, such as the delays in the joint activities between BWV's Enterprise Advisors (EA) and labour inspectors, the contradictions within the legal framework, and the changing collaboration between MOLISA Inspectorate and the Bureau of Safe Work (BSW).

- 4) **Promote the *bilateral* interaction between Workers' and Employers' Organisations (esp. VGCL and VCCI) at national, provincial and workplace level by supporting these organisations in their reform processes and by substantially strengthening their social dialogue capacities.**

### Effectiveness of Management Arrangement

- 5) **Install in any follow-up project a *Project Steering Committee* (PSC), preferably with half-yearly meetings, in order to make sure that all tripartite and other crucial partners are involved from the beginning of the project enhancing ownership among them. Share with all these partners the various drafts and final versions of the ProDoc from the inception period.**

### Impact

- 6) **Maintain the high levels of ownership at the MOLISA Inspectorate of the LI project activities and methods, and enhance this ownership among VGCL and VCCI which started to increase during the first LIC, in order to further increase the attention for and awareness of labour inspection and workplace compliance.**

### Sustainability

- 7) **Support the MOLISA Inspectorate in planning the replication of specific elements of the LI Project, in particular the Labour Inspection Campaigns (LIC) for 2017 in the electronics**

and the sea-food processing sectors, and continue or enhance the way VGCL and VCCI were involved from the inception phase in the second LIC in the Construction sector.

*Cross-Cutting Issue of Gender*

- 8) **Make sure gender issues are included in the project design phase and explicitly in the project document (ProDoc)**, whereby clearly defined baselines and yearly milestones are included explicitly, as well as separate budget items.

*Recommendations related to Future ILO TC Projects in Vietnam*

- 9) **Intensify and integrate the support for Labour Inspection and Workplace Compliance by coordinating with MOLISA, VGCL and VCCI as well as with Donors to design a multi-year program to assist Vietnam in meeting the objectives of the consistency plan. Technical cooperation should include and integrate next to Labour Inspection (LI) also such topics as Trade, Fundamental Principles and Rights at Work (FPRW), Industrial Relations (IR) and Social Dialogue (SD).** Other related topics, such as OSH and Social protection, should be included in discussions and assessed in how far these could be integrated or are better targeted separately. Make sure the new project proposal has an explicit **exit strategy** included.
- 10) **Include explicitly in the analysis for the multi-year support program for Vietnam not only the TPP but also the EU-FTA, the AEC and other trade agreements.**

# Background and Project Description

## Background of the Labour Inspection Project

The ILO has been working in collaboration with the Ministry of Labour, Invalids and Social Affairs (MOLISA) in Viet Nam for several years to help strengthen its ability to secure labour law compliance for working men and women. In this endeavour, the ILO has pursued a variety of approaches, including assistance for a more effective labour inspection system, improved prevention of occupational accidents and diseases, the eradication of child labour, sectoral compliance approaches using public/private partnerships, or through industrial relations at the enterprise level to empower the social partners to negotiate for decent working conditions.

In 2012, at MOLISA's request, the ILO undertook *a needs assessment* of Viet Nam's labour inspection system (LIS) and overall compliance strategy. This assessment identified several areas for improvement that could broaden the impact of the LIS towards application of labour laws in Vietnam. The report had 10 recommendations, highlighting areas where the ILO could be of direct assistance, including through improved advisory and preventive services as well as deeper collaboration with the social partners; these are reproduced here in Annex 4. The needs assessment was endorsed and published.

Thereafter, MOLISA prepared *a Master Plan* for building the capacity of its labour inspection system (2012-2020), drawing on the assessment and related MOLISA priorities which, amongst other issues, emphasized the need to: (i) strengthen the labour inspection organization structure and staff allocation; (ii) develop a capacity building system for labour inspectors; (iii) reform its compliance methodologies, tools and operations; and (iv) reinforce its management information system (MIS).

Given the long term vision set out in this Plan, the ILO felt that the time was right to propose a comprehensive workplace compliance programme for Viet Nam that not only supported the objectives of MOLISA's Master Plan but also integrated and built on the complementary work of several ILO projects, while deepening collaboration with the social partners at the enterprise level.

The genesis of the ILO Project on "Increasing Workplace Compliance through Labour Inspection in Vietnam" (the 'Labour Inspection Project'), for a total maximum amount of US\$ 1,300,000, was not only grounded in the ILO's needs assessment and MOLISA's Master Plan, but it also embodied an area of ILO's Areas of Critical Importance (ACI), viz. strengthening workplace compliance, reflecting ILO reforms which led to the creation of an integrated Governance and Tripartism Department, and brought together expertise from across the ILO in the areas of labour administration and inspection, OSH, social dialogue, labour law and reform, fundamental principles and rights, and public/private compliance.

## Collaboration with other ILO projects

The above-mentioned Needs Assessment (ILO 2012) also spoke about a number of complementary ILO initiatives taking place in Vietnam that are strongly connected to the application of national labour laws and workplace compliance, namely:

1. the project on Strengthening Labour Inspection;
2. Better Work Viet Nam;
3. the OSH project (Occupational Safety and Health in Hazardous Work in Viet Nam);
4. the Child Labour Project (National Time-Bound Programme on the Elimination of the Worst Forms of Child Labour); and
5. the IR Project (Support to Industrial Relations and Labour Code Reform in Viet Nam).

The overall financial needs to cover ILO's work related to workplace compliance in Vietnam (including through capacity building of constituents) was estimated at \$5,534,522 in 2013, of which over 60% was part of the different components of the Better Work Vietnam program, and another 16% was covered by ILO's Industrial Relations (IR) Project. The remaining share (almost 24%) was intended for the Labour inspection project. The thrust of these programs and projects was on improvement of workplace compliance, which shows an integrated ILO programme of work on this issue in the country.

A glance at the ILO Governance initiatives to improve workplace compliance, especially through the Better Work Programme, clearly shows that while most areas are covered, there existed a gap in institutional capacity building of the MOLISA, and especially of the labour administration, a gap which this Project tried to cover. The Project's focus was on improvement of overall compliance with national labour laws hinging on building the institutional capacity of the labour administration system – particularly by strengthen labour inspection planning at the national and provincial levels as well as improving the professional knowledge, skills and tools of labour inspectors to apply the newly-reformed labour laws. Beyond this institutional support, the Project has worked through other entry points at the workplace, especially bipartite committees, which have a significant role in guaranteeing labour law compliance in enterprises.

The Project supported the Decent Work Country Programme (2012-16) for Vietnam, particularly Outcome 6 (Country Priority 3) and contributed to achieving the objectives of several Outcomes under the ILO Strategic Policy Framework (2010-15) and the 2012/13 Programme and Budget. It primarily focused on achieving Outcome 11 (Labour Administration and Labour Law), but also referred to Outcomes 6 (Occupational Safety and Health); 12 (Social Dialogue and Industrial Relations); 13 (Decent Work in Economic Sectors); 14 (Freedom of Association and Collective Bargaining); and 16 (Child Labour).

## Objectives of the Labour Inspection Project

The Project has two main objectives:

- 1) MOLISA's institutional and technical capacities to effectively operationalize labour inspection is improved; and
- 2) Workplace compliance is strengthened through the combination of increased law enforcement, the development of prevention measures and improved industrial relations.

## Management set-up of the Labour Inspection Project

The start of the project was delayed for half a year due to the late recruitment of the project team, and in September 2015 a no-cost extension was granted to the project by the donor until 30 June 2016, resulting in an effective project duration of 2 years as was foreseen in the Project Document. The Project activities were managed by an *International* Project Manager from July 2014 to June 2015 and subsequently by a *National* Project Manager (Officer) from July 2015 until the end of the project. The International Project Manager (IPM) has the main responsibility for overall project management and implementation. The National Project Manager had started to work in the project from November 2014 so there was considerable overlap with the IPM, so work could be continued without much disruption after the IPM left the project. In addition, a Project Administration and Finance Assistant had been employed since May 2014, and an additional National Project Officer was recruited in September 2015 to compensate for the departure of the IPM, and to provide direct support to MOLISA in the implementation of project activities. The Project received operational and technical support from the Country Office in Hanoi and technical support from the Decent Work Team in Bangkok.

## Contents of the Report

The present Report will outline in the next section the Understanding of the ToR of the final evaluation by the evaluators by discussing its Purpose and Scope as well as the Conceptual Framework for the evaluation and the methodology used. The next Section provides the main findings of the evaluation, and Section 4 summarizes the conclusions and discusses the recommendations made. Finally, in section 5 the 'Lessons Learnt' and 'Emerging Good Practices' are provided in the ILO standard templates.

# Purpose and Methodology of the Final Independent Evaluation

## Purpose, Objective and Scope of the Evaluation

In accordance with ILO policy governing technical cooperation projects, an independent final evaluation is required for projects with a budget of 1 million US\$ and above. The final evaluation has applied the key criteria of relevance, validity of design, effectiveness, efficiency, gender equality, impact and sustainability to determine the completed results of the intervention (cf. ToR in Annex 1).

Purpose of the evaluation: This independent final evaluation is expected to contribute to:

- 1) An assessment of the Project's progress in achieving its stated objectives, and assess its strategies and implementation modalities as well as the constraints and opportunities;
- 2) Provide recommendations for future ILO TC projects in the area of workplace compliance through labour inspection; and
- 3) In particular, provide recommendations for anticipated ILO support of Viet Nam's commitments to strengthen labour inspection under the Trans-Pacific Partnership (TPP) trade agreement and corresponding bilateral labour consistency plan.

Objectives of the Evaluation: The evaluation is expected to:

- i. Independently assess the progress of the Project on "Increasing Workplace Compliance through Labour Inspection in Vietnam";
- ii. Asses the inter-linkages and mutual reinforcements amongst ILO projects contributing to the same technical issues;
- iii. Take inputs from stakeholders to see in how far the Projects has effectively built national ownership,
- iv. Has the Project reached sufficient scale and depth;
- v. Inform the ILO on how far the project strategy has worked;
- vi. Identify good practices and lessons learnt that would contribute to learning and knowledge-sharing in the ILO.
- vii. Present a report to the ILO on the findings.

Scope: The evaluation covers the period of the Project right from its inception stage to present, i.e. 1 January 2014 to 30 June 2016, to create a comprehensive picture of the project's contribution in the context of ILO's technical support to the tripartite-plus constituents under the Decent Work Country Programme in Vietnam.

The gender dimension has been considered as a cross-cutting concern throughout the methodology, deliverables and final report of the evaluation. In terms of this evaluation, this implies that both men and women were involved in the consultation, evaluation analysis and evaluation team. Moreover the evaluation reviewed data and information that is disaggregated by sex and gender and assessed the relevance and effectiveness of gender-related strategies and outcomes to improve lives of women and men.

The clients of the evaluation are the donor, i.e. the Ministry for Foreign Trade and Development Cooperation of the Netherlands, as well as staff of the ILO (the project staff, CO-Hanoi, DWT-Bangkok, ROAP, and ILO-Geneva), MOLISA, DOLISAs as well as partner employers and workers organizations.

## Conceptual Framework: Evaluation Criteria

The evaluation has been conducted following UN evaluation standards and norms, and specifically addressed the overall ILO Evaluation Criteria as defined in the ILO Policy Guidelines for results-based evaluation,<sup>1</sup> as follows:

- 1) Relevance
- 2) Validity of the design
- 3) Effectiveness
- 4) Efficiency of resource use
- 5) Effectiveness of management arrangement
- 6) Impact
- 7) Sustainability

For each of these criteria a series of questions was investigated during the evaluation, and these questions were specified according to sources of data and interviewed stakeholders (Annex 3).

## Methodology and Work Plan

The evaluation has applied a variety of methods that draw on both quantitative and qualitative evidence and involve multiple means of analysis. Adequate time was allocated to plan for a critical reflection process.

The methodologies for data collection included in particular:

- 1) Review of documents: The evaluators have reviewed the documents listed in Annex 8;
- 2) Data review: A review of the Project's M&E system for tracking project progress in achieving its goals and objective, and a review of the existing quantitative and qualitative data.
- 3) Interviews: Individual interviews were conducted with Country Office staff, Project staff, ILO staff in Geneva and Bangkok involved in the implementation of the Project, tripartite-plus project partners (for example BSW and BWV), representatives from partner organizations and other relevant stakeholders. Meetings were scheduled in advance by the ILO, in consultation with the evaluators and consistent with the terms of reference (cf. Annex 1). A schedule of interviews is attached as Annex 2.
  - As we have seen in Section 2.1 above one of the objectives of the Evaluation is to assess the inter-linkages and mutual reinforcements amongst ILO projects, and the ToR identified five such projects (listed in Section 1.2 above). However, by the time the LI Project had actually started in July 2014, the Child labour and the OSH (japan) projects had already been closed. Therefore there was no direct collaboration with these projects. There was clear collaboration with the BWV, the IR project and the new SY@W (OSH) project. Representatives of these projects were interviewed.
- 4) The evaluators had developed a systematic survey/questionnaire as part of the inception report (cf. Section 2.2 above and Annex 3) to guide the interviews, capture qualitative

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<sup>1</sup> See: [http://www.ilo.org/eval/Evaluationguidance/WCMS\\_176814/lang--en/index.htm](http://www.ilo.org/eval/Evaluationguidance/WCMS_176814/lang--en/index.htm)

and quantitative data and ensure objectivity and consistency in interviews in the different countries. This also helped the evaluators to identify knowledge gaps that needed to be validated through the interviews.

- 5) Gender: The evaluators ensured that opinions and perceptions of women are equally reflected in the interviews and that gender-specific questions are included.
- 6) Visits were made to four out of the 63 DOLISA's to conduct direct interviews and discussions with the main stakeholders there. DOLISA's for field missions were selected based on the following criteria:
  - Extent of activities and beneficiaries,
  - Nature of relations between MOLISA and DOLISA,
  - Involvement of workers and employers' organisations at the local level, and
  - Locational factors (fit within time limitations of the mission).

Based on the above criteria, four priority DOLISA's for field work and direct interaction were identified: Hanoi, Ho Chi Minh City, Dong Nai and Ha Nam. A detailed field mission schedule is included in Annex 2.

- 7) Debriefings: On the final day of the field evaluation i.e. 17 June 2016 (cf. Annex 2), the national consultant presented the preliminary findings to the project stakeholders including MOLISA, workers' and employers' representatives, ILO staff, etc.
- 8) Submit the draft evaluation report to the Evaluation Manager who will share it with all key stakeholders for their comments and inputs (cf. Work plan below).

By interacting with and interviewing the above variety of stakeholders it was possible to cross-check the information acquired, and therefore to verify and triangulate the accuracy and validity of data and information. This was further supplemented with direct observations in the field during the interviews as well as during the participation in the Final Review Workshop on 17 June (Annex 2). In addition, the study of documents provided another angle for verification of acquired data. Therefore, both qualitative and quantitative data were used in drawing the conclusions of the analysis.

## Key Deliverables and Work Plan

The key deliverables of the evaluation are as follows:

- 1) *Inception report*:  
Submitted on 6 June 2016, and approved on 10 June 2016;
- 2) *PowerPoint* with preliminary findings of the Evaluation Team:  
Presented by Ms. Dao Ngoc Nga at the Final Review Workshop of the Labour Inspection project on 17 June 2016. The Evaluation Mission was scheduled for the period from 8 to 17 June 2016, but the International Consultant had to return home on 15 June because of a medical emergency in his family. The national consultant then presented the preliminary findings based on a jointly designed PowerPoint. The interviews scheduled for 15 and 16 June were partly undertaken by the national consultant on her own, while those with VCCI, Netherlands Embassy in Hanoi and the Bangkok DWT Expert were jointly undertaken by skype.
- 3) *Draft evaluation report*:  
Submitted to the Evaluation Manager and ILO/ROAP (*the present report*); and
- 4) *Final evaluation report* including the evaluation summary (as per ILO standard format):  
To be submitted after receiving comments and suggestions from Stakeholders.

# Overall Findings

The overall findings of the present final independent evaluation have been grouped in this chapter according to the seven Evaluation Criteria given in the ToR (Annex 1): Relevance, Validity of Design, Effectiveness, Efficiency of resource use, Effectiveness of Management Arrangements, Impact and Sustainability. These will be discussed in the Sections 3.1 to 3.7 below.

## Relevance

In this section the relevance of the LI project will be investigated for the needs, priorities and plans of the implementing partners, of the donor, as well as of ILO/UN.

### *Vietnam*

The objectives and outputs of the Project were very relevant to the specific needs of the country, and, in particular, of the MOLISA Inspectorate (MI). MI has been involved from the inception of the project, and there was a very close alignment with MOLISA's Master Plan published in 2012, which includes three main 'duties':

1. Complete the legal framework for the organisation, operations and policies for the inspectors of the Labour-Invalids and Social Affairs sector;
2. To strengthen the organisation of the Labour-Invalids and Social Affairs inspection sector, both with respect to the payroll, and the organisational apparatus; and
3. To foster capacity building for inspectors and public officers in the sector.

Under each of these three duties, a series of specific activities are enumerated which need to be undertaken in the period of 2012 to 2020 (see Annex 5).

In addition, all stakeholders interviewed have indicated explicitly that the focus on Workplace Compliance and Labour Inspection is considered very relevant by them for the current phase of development of Vietnam. All of them also agreed that the relevance has increased further with the signing of the TPP and other economic partnerships, including the EU-Vietnam Free Trade Agreement (FTA) and the ASEAN Economic Community (AEC).

As a result of the above, ownership of the Project has been very high from the beginning at MOLISA, and even at certain DOLISAs (especially Ho Chi Minh City and Hanoi), but much less so at VGCL and VCCI which only became substantially involved through the Labour Inspection Campaign in the course of 2015. This was inherent to the design of the project whereby the first of two objectives was exclusively directed at MOLISA (cf. Section 1.3).

### *Government of the Netherlands*

In general, the Project does support and contribute to the overall objectives of the Netherlands international development cooperation, including a focus on labour inspection, gender equality and its partnership strategy with the ILO. In particular, at the time of the design of the project, one of the priorities of the Government of the Netherlands was Labour Inspection, and there were contacts with PARDEV of ILO, Geneva, related to this topic as well as related to the Better Work (Viet Nam) program. The incident at Rana Plaza in Dhaka, Bangladesh in April 2013 led to a substantially enhanced focus on labour inspection world-wide, and also by the government of the

Netherlands.<sup>2</sup> Funding was arranged at the central level in The Hague and reporting was done through ILO/Geneva to The Hague, while the Netherlands Embassy in Hanoi was only occasionally involved in major events, such as the launching of the campaigns and award ceremonies.

### **ILO/UN**

The funding for the LI project is part of the 'Arrangement' between the Netherlands Minister for Foreign Trade and Development Cooperation and the ILO under the broader General Arrangement between the same two partners concluded in 1995 (and amended in 2008).

The Project supports the Decent Work Country Programme - DWCP (2012-16) for Vietnam, particularly Outcome 6 (Country Priority 3), i.e. "The labour administration system more effectively applies labour law and provide gender-responsive services at national and local levels, including to workers and enterprises in the informal economy." Although there are a few activities related to the informal economy, the LI project does tend to focus more on formal enterprises. The project also contributes to achieving the objectives of several Outcomes under the ILO Strategic Policy Framework (2010-15), and was primarily focused on achieving ILO Strategic Outcome 7 (Promoting Workplace Compliance through Labour Inspection) and Outcome 11 (Labour Administration and Labour Law), but also referred to several other outcomes (OSH, IR, Child labour, etc.). It was also aligned to ILO's Area of Critical Importance (ACI) Nr. 7, and to different P&B's (Programme and Budget), in particular 2012/13, 2014/15 and 2016/17.

There is also a clear alignment with some of the Sustainable Development Goals (SDGs), especially Goal 8 "Promote inclusive and sustainable economic growth, employment and decent work for all", and in particular with two indicators:

- Indicator 8.7: Eradicate forced labour, end modern slavery and human trafficking and end child labour in all its forms
- Indicator 8.8: Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment

All in all the LI project scores quite high on the evaluation criteria of Relevance.

## **Validity of Design**

The design of the LI Project was based on a number of converging activities.

- Firstly, the Project complements several other ILO Projects and interventions in the country, such as Better Work Vietnam (BWV), and the projects on Industrial Relations, OSH and Child labour. In all cases joint activities were undertaken by MOLISA and ILO. BWV, i.e. an ILS compliance program set up in 2009 in Vietnam, further facilitated joint factory inspections between their Enterprise Advisors (EA) and the DOLISA inspectors; in fact, the EAs are at times considered as the "extended arms" of the MOLISA Inspectorate although they themselves are not inspectors nor is an inspection function delegated to them.

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<sup>2</sup> The collapse of the Rana Plaza factory building in Bangladesh is the worst ever industrial accident to hit the garment industry. On 24 April 2013, the Rana Plaza building came crashing down, killing 1,134 people and leaving thousands more injured.

- Secondly, the baseline for the Project's objectives was established through a comprehensive needs assessment of the labour inspection system and compliance strategy in 2012 undertaken jointly by ILO and MOLISA. This resulted in 10 recommendations which were in large part included in the project design (see analysis below). The project design was also arrived at through a high-level multi-disciplinary ILO mission to Vietnam which included Labour Inspection, Industrial Relations, Better Work, etc. where a broader approach to workplace compliance was aimed at under ACI 7.
- Thirdly, the design of the Project is quite closely linked to MOLISA's Master Plan (2012-2020) for building the capacity of its labour inspection system which was implemented from 2012. The main elements of this plan were already discussed above in Section 3.1, and are further detailed in Annex 5.
- Lastly, the existing regular contacts between ILO/Geneva and the Government of the Netherlands and the existing General Arrangement made it possible to quickly come to an agreement regarding funding of the LI project in Vietnam.

The Labour Inspection Approach is specified in the Project Document (ProDoc) and further detailed in the LogFrame as follows:

- Under Immediate Objective 1, related to improved MOLISA's institutional and technical capacity, five Outputs have been identified which are aligned closely to the three main duties of MOLISA's Master Plan mentioned above in Section 3.1 (see also Annex 5); these five Outputs are given in Box 1 below; and
- Under Immediate Objective 2, strengthened workplace compliance, four Outputs have been identified (see Box 2 below).

**Box 1: Outputs of Objective 1:**

- Output 1.1: A national training strategy is developed for labour inspectorate staff, managerial and support staff at all career stages, including competency standards, based on a training needs assessment.
- Output 1.2: Training to improve the knowledge and skills of labour inspectors in accordance with identified needs is provided.
- Output 1.3: Technical tools used by the labour inspectors are reviewed and revised in accordance with international good practice.
- Output 1.4: A regular and meaningful mechanism for exchanging information is developed between the MOLISA and the DOLISAs.
- Output 1.5: The performance management system is reviewed to facilitate continued improvement in institutional (MOLISA and DOLISAs) & individual achievement (all labour inspectorate staff).

**Box 2: Outputs of Objective 2:**

- Output 2.1: A working conditions risk mapping is carried out in selected enterprises as a basis for planning targeted campaigns and advisory services.
- Output 2.2: On the basis of the risk mapping, promotional and inspection campaigns are designed and implemented related to specific enterprise risks.
- Output 2.3: The knowledge and skills of employers and workers on workplace compliance strategies are improved, including through the use of social dialogue.
- Output 2.4: Collaboration between BW Enterprise Advisors (EAs) and Labour Inspectors is improved.

The linkages between these outputs and the ten recommendations of the Needs Assessment (NA) are not readily available, but an attempt has been made by the authors in Table 1 below. It

shows that (parts of) some recommendations cannot be influenced directly by ILO inputs (in particular Rec. 3, 4 and 5), that some are not touched upon by the outputs (e.g. Rec. 1 & 2), and that there are overlaps among both recommendations and outputs. On the whole the main issues raised of the needs assessment and its recommendations have been one way or another included in the outputs. However, although the NA report itself has two separate chapters (i.e. 4 and 19) explicitly dealing with the role of social partners, there was relatively little attention in the recommendations for these partners (only mentioned in Rec. 10), and as a result it was also given less attention in the objectives and outputs. Some obvious areas of cooperation are for example, inspectors are obliged when carrying out visits to contact the TU representative at the workplace level, and SA reports by employers need to be signed by the TU representative at the workplace.

**Table 1: Linkages between the 10 Recommendations of the Needs Assessment (NA) and the Outputs specified in the ProDoc.**

Ten Recommendations of the Needs Assessment (NA)	Outputs specified in the ProDoc
1. Legislation: Proposed changes of the Labour Code 2012 (dealing in particular with enforcement issues)	--
2. ILS: ILO Convention 129 LI (Agriculture)	Agreed with MI to do this in the future.
3. New MI Units needed, plus improved MI planning & programming process	MOLISA & 1.3 & 1.4
4. Human Resources: More inspectors, improve gender balance and reform PMS	Min. of Home Affairs & 1.5
5. Equipment: assess and procure	MOLISA
6. Training: develop a National Training Plan incl. ToT	1.1 & 1.2
7. Revise methods for the planning of labour inspection visits, and implement LIC's	Visits: 1.3 & 2.4 LICs: 2.1 & 2.2
8. National Registry of enterprises, and digitization of Self-Assessment (SA) reports of enterprises	Registry: -- SA: 1.3
9. Tailored training for inspectors on accidents/diseases (plus campaigns)	1.2
10. Design a strategy to improve the preventive culture in partnership with social partners	2.3

Source: Authors of report.

As we saw in the above, the LogFrame which is included in the ProDoc's Annex 1, has identified 9 Outputs specified above in Boxes 1 and 2. For each of these outputs, this LogFrame has specified the following levels:

- i. **Activities:** each output has between 3 and 7 activities;
- ii. **Indicators; and**
- iii. **Means of verification.**

However, clear **Milestones** were lacking in the original LogFrame of the ProDoc. These were added at a later stage and appear in the progress reports (see Annex 7).

The second recommendation is related to ILO Convention 129 LI (Agriculture); this is now partly covered under the new OSH law, and the MI intends to ratify Convention 129 before 2020.

The Gender dimension was wholly neglected in the ProDoc and in the LogFrame, while the first Project progress report (July-December 2014) added the "Code of conduct on sexual harassment in the workplace" to the work plan. The 2015 progress report also mentioned sometimes the

percentage of women participating in a workshop, a training and a study tour (mostly very low percentages).

The ProDoc specifies the following M&E arrangements:

- 3 months after the project start a Performance Plan was scheduled to be completed, however, the project did not prepare such a plan, because more emphasis was given to the annual work plan (replacing the performance plan as it were);
- Annual work plans will be prepared: The project prepared indeed such plans every year with close collaboration from the MOLISA inspectorate;
- Regular technical progress reports have been prepared, including an updated work plan, in which activities are monitored on a quarterly basis.
- The Final Independent Evaluation is the subject of the present report.

All in all, the validity of the project design is quite high considering the needs assessment and MOLISA's Master Plan, but would have benefited substantially by clear milestones in the LogFrame, by a clear gender dimension, and by a more structured involvement of the social partners from the inception of the project.

## Effectiveness

Over the two years of its implementation, the LI project has built on the political commitment of the Government of Vietnam and of MOLISA, and at a later stage also on the commitment of the social partners, to streamline labour inspection policies and processes, and to raise awareness of both labour inspection and workplace compliance at national and local levels. At the same time we do need to keep in mind that for a country the size of Vietnam a two-year project is limited in reach in particular in such a wide-reaching and complicated area as Labour Inspection.

On the whole, the LI Project has contributed to achieving its two Project objectives:

- Objective 1: MOLISA's institutional & technical capacities to effectively operationalize labour inspection have clearly improved, and in particular on the basis of a 'Labour Inspectors' Training Needs Survey And Evaluation' in October 2014 a capacity development strategy for the labour inspection system for the period 2012 to 2020 was completed and officially endorsed by the Minister; and
- Objective 2: Workplace compliance has been strengthened among others by raising awareness among government organisations and social partners in this area.

There is also clear potential for further outreach of the achievements made, and some of them were mentioned by almost each and every stakeholder during the interviews:

- 1) The effectiveness of the two first-ever Labour Inspection **Campaigns** (LIC) in the Garment and the Construction sectors was considered very high by all stakeholders especially its awareness raising ability was highly valued. The campaigns were implemented by MI with support from the project and based on a preliminary study by the project on how to develop such campaigns. Especially the first campaign has clearly rallied the social partners behind the project because up to then they had not been systematically involved, and the partners agreed that it resulted in more harmonized relations at the workplace. It further enhanced the realization (in line with ILO Convention No. 81) that inspection should not be considered as 'punishment' only, but also as a way of providing advice/information and enhancing prevention. The LIC in the garment sector

was undertaken in coordination with Better Work Vietnam (BWV) as this was BWV's primary sector of operations (BWV is e.g. not involved in the construction sector). Furthermore, the LI project has worked through the LICs intensively with the media, both media training and issuing awards to the journalists for articles on compliance; as a result the LICs received substantial media attention. One of the core activities was furthermore the workplace visits, whereby labour inspectors collaborated with partners conducting inspection in 152 enterprises across 12 provinces from July to August 2015. A comprehensive report has been written about the LIC in the garment sector, and a summary is given in Annex 6.

- 2) The various *training courses* given on inspection and compliance themes both for inspectors, as well as for employers and workers and selected members of the media. In particular, a set of training curricula were completed consisting of four volumes: Guide for conducting training courses for LI, Overview of labour Inspection, Inspection of general working conditions, and Inspection of Occupational Safety and Health (OSH). These were tested in training activities for different groups of labour inspectors. Two Training of Trainers (ToT) courses were also given to selected inspectors on inspection related to training skills and designing training actions. One issue of improvement is the training techniques which should benefit from a larger focus on sharing ideas among the trainees (and less classic classroom instruction).

The LI project also played quite an *innovative* role, and in this respect stakeholders mentioned in particular, the Risk mapping undertaken as preparation for the LICs and contributing clearly to their success, the joint inspection missions, the information exchange, and, lastly, the job description (and positioning) activity through the pilot in the province of Dong Nai. The launching of the website on Labour Inspection with integrated online reporting software was important to enhance the sharing of information between DOLISAs and MOLISA, and some DOLISA's acknowledged that the project resulted in strengthened relations between them. At the same time, we should not forget that there are large variations between the different DOLISAs, with Ho Chi Minh City having the largest number of staff (about 70) inspecting about 700-1,000 companies per year, followed by Dong Nai with 16 and then Hanoi with 14 staff (the latter city, for example, has about 150,000 enterprises); rural provinces have even less inspectors (e.g. Bac Lieu has only two).

The Feasibility Study by ITC Turin to establish a Training Centre for labour inspectors under MOLISA was crucially endorsed by the Ministry. The LI Project has also leveraged the role of industrial relations to enhance workplace compliance by involving the local trade union representatives in inspection missions and self-assessment by enterprises. A review of the Performance Management system of Labour Inspectorates was undertaken and the recommendations made resulted in the pilot application of an improved framework for job analysis, job descriptions and job positionings for labour inspectors applied in one DOLISA (Dong Nai). A different type of activity but also innovative were the training courses and ToT on workplace risk assessment in the informal and construction sectors jointly undertaken with VCCI in Hanoi and Ho Chi Minh City.

With respect to *tools* for Labour Inspectors work was undertaken on the following products:

- Support to the Circular on Guiding Regulations on Labour related complaints and denunciation in the workplace.
- Production of the first of its kind Labour Inspection Handbook.

- ILO/IALI Manuals on OSH and Accident Investigation disseminated.
- Revised nine sector-based self-assessment forms in consultation with VGCL, VCCI, various business associations and labour inspectors at central and local levels.

Apart from the low starting point within MOLISA with respect to labour inspection tools, another problem is that the legal framework in the country does not allow the MI, or even MOLISA, to issue their own tools.

A more general problem concerns the changing political space that inspectors have in dealing with enterprises. Very recently the Prime Minister of Vietnam issued a Decree that government organisations should refrain from interfering with enterprises. This makes the position of inspectors more complex in inspecting enterprises in an independent way.

Substantial *technical support* has been sought from the relevant ILO units and offices globally, especially from the DWT in Bangkok; the LI expert visited Vietnam at least on a monthly basis, and he has been closely involved in all phases of the project, from the Needs Assessment, to project design and implementation. His inputs have been highly appreciated by all stakeholders. In addition, ILO specialist and experts from ITC Turin, HQ and DWT Bangkok were involved in training in various ways, including training on OSH inspection for 30 senior Labour Inspectors, on inspection of general working conditions, and on workplace risk assessment, as well as technical comments on training materials on OSH inspection and a Training of Trainers.

Concerning the *gender* dimension, we had already established that it was fully neglected in the project document, and thus there were no gender-related objectives to be achieved. Nevertheless, concerning Objective-1 there were some documents/activities that paid attention to gender issues (e.g. only one out of ten participants in the Study Tour for senior labour inspectors of MOLISA/DOLISA to Singapore was female), and it was discussed with, and acknowledged by the MOLISA Inspectorate that the number of female inspectors should be increased; in addition, two female inspectors participated in the ILO ITC Turin Academy on Workplace Compliance through Labour Inspectors. In general, promotion of women participation in training courses has been taken into account systematically in the preparation of courses, and it is evident in all TORs for training courses that there is strong emphasis on the involvement of female trainees; as a result, the percentage of women participants in training courses reaches above 40% of trainees (cf. the post-training reports by LI project). Concerning Objective-2 activities, gender-issues were somewhat more explicitly included during implementation, e.g. gender issues were integrated in the risk mapping and in the job descriptions, and a sector was selected with about 2.5 million workers of which a large majority (about 80%) are women, i.e. the Garment Sector.

*Geographically* the project's activities were focussed more on industrialized provinces, and for example the LIC in the garment sector was implemented in 12 participating provinces and cities including Hanoi, Ho Chi Minh City and Dong Nai; at the same time, it needs to be underlined that the campaign also targeted selected less industrialized provinces such as Thua Thien Hue, Thanh Hoa, Binh Dinh and Ben Tre to explore specific issues there. The LIC in the construction sector was implemented on a nationwide scale.

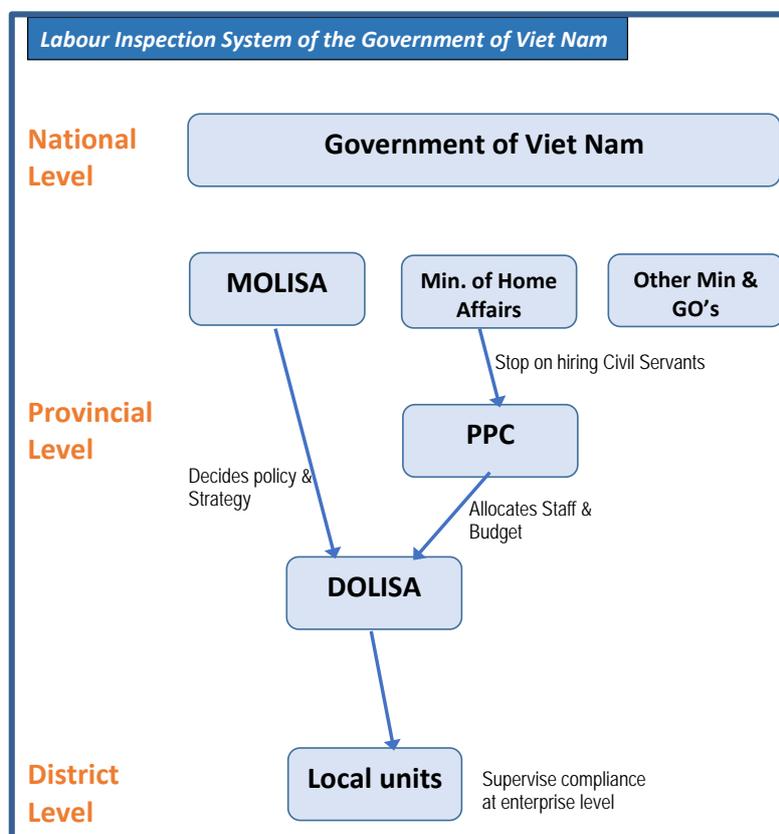
*Disabling factors* for achievement of the outcomes can also be identified. Firstly, the urgently required increase in the number of staff members for the MOLISA and DOLISA Inspectorates was not achieved because of some structural problems illustrated in Figure 1 below. The bottom

line is that there is a general stop on hiring civil servants and that this is organized by the PPC's at provincial level completely bypassing MOLISA's policies and strategies. So, even if the high motivation and commitment of the MI and of MOLISA will continue the lack of sufficient human resources will inevitable affect the speed of handling and of approving plans and policies.

The second disabling factor relate to some delays due to personnel changes, both within the project, i.e. the departure of the international project manager in July 2015, and within the MOLISA Inspectorate after the retirement of the previous Chief Inspector.

Thirdly, the organisation of joint activities between BWV's Enterprise Advisors (EA) and labour inspectors, such as exchanging expertise, joint advisory sessions and cooperation concerning persistently non-compliant enterprises, remained a challenge because of the heavy workload of BWV Enterprise Advisors.

**Figure 1: Labour Inspection System Viet Nam (selected aspects)**



Source: Schematic representation by authors based on information from stakeholders.

Fourthly, there is a contradiction in the legal framework regarding inspection visits: while the Trade Union Law of 2012 stipulates that VGCL has the right to participate in LI visits, the Labour Inspection Law speaks only of inspectors. In addition both these laws and the labour Code do not go all that well with ILO Convention 81 on Labour inspection already ratified by Vietnam in 1994.

Lastly, the collaboration between the MOLISA Inspectorate (MI) and the Bureau of Safe Work (BSW) is currently in the process of being further articulated. Both organizations are collaborating in labour inspection visits and other tasks regularly, although it took time to incorporate the BSW

into the LI project as their involvement was not explicitly foreseen in the design of the project. In addition, the BSW, which is responsible for OSH, in itself does not have an inspection function, but has indicated that they would prefer to have their own inspectors in future. The reason for this is that the inspection of technical OSH issues is considered to be quite different from other inspection work especially now that there is a new OSH Law since the 1<sup>st</sup> of July 2016 (which is, by the way, quite ambitious in that it intends, for example, to include the coverage of about 27 million informal economy workers). Currently, the two organisations are in the process of submitting a joint request to the Government for establishing a specific inspection system on OSH in the BSW in order to enhance this activity in Vietnam while MI still have the function and duty on OSH inspection in the whole country. Coordination between MI and BSW is further being strengthened through joint involvement in activities and project consultations in an effort to promote mutual understanding, information sharing and improved partnership; this cooperation extended to the coordination within the new ILO project 'Safety and Health for Youth' whose main MOLISA counterpart is the Bureau of Safe Work.

Another conclusion that was drawn by some DOLISA's related to the structure as indicated in Figure 1, is that the involvement of provinces/DOLISAs was an important element in the project, and that this needs to continue, but that involvement of the lower, district level would lead to further integration and to more synergy. In itself, this seems a valid suggestion although the implications would be huge in a country the size of Vietnam especially considering the very low capacities at the district level.

From the above, it can be concluded that the LI project has clearly succeeded in contributing substantively and innovatively to the two project objectives despite being faced with important disabling factors hampering at times the smooth achievement of outcomes. The gender dimension was somewhat neglected from the design stage but gradually specific gender issues were included in the project activities.

## Efficiency of resource use

The financial resources for the LI project were provided by the Government of the Netherlands to a total of US\$ 1.3 million in two clear instalments, each about half the total (one in early 2014 and one in 2015). This predictable payment schedule has benefited the planning process of the project.

In general, it can be concluded that these financial resources were used efficiently for achieving the intended results, and that project initiatives have generally been cost effective. With a relatively small Project Team, a substantial number of activities have been undertaken.<sup>3</sup> Activities were delayed substantially in the first half year of 2014 because the recruitment of the Project team took a long time, with the International Project Manager arriving only in June 2014. The first year of the project therefore shows relatively small amounts of expenditures. In the second part of 2015 substantial savings were made by not replacing the departing international project manager by another international expert, but after a few months by a National Project Officer. Overall, the project delivery took place within the originally expected time duration of a total of two years, and did not rely on the no-cost extension period (January to June 2016) to absorb additional unspent resources or carry out pending activities.

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<sup>3</sup> The internal ILO project 'delivery rate' was even around 99%, in other words, it delivered almost all that was programmed for in the ProDoc but as we have seen in Section 3.2 this ProDoc and the associated LogFrame had its clear limitations.

Table 2 below provides a summary of the project expenditures in the years 2014 to 2016 as per the calculations on 6 June 2016, whereby we need to keep in mind that the project deadline has been extended budget-neutrally until the end of June 2016. The allocation balance is what is remaining and might in some cases still be spent in the coming months. The table shows clearly the slow spending in the first year (with less than one fifth of the total amount in 2014), but then quickly picked up pace in 2015.

A substantial 44% is spent on specific activities, such as project subcontracts, seminars and fellowships (items 6 - 8 in Table 2), while about 40% is used for personnel and support costs (items 1 - 5). Savings have been made here because the international project manager was employed for only one year instead of the planned two years. The remaining parts are spent for sundries, communication and equipment (item 9), and for the ILO Overhead (13%).

On the whole, activities were completed on-time and according to work plans, although the disabling factors discussed in the previous section resulted in periodic delays of a number of activities. In itself, the funding and timeframe were sufficient to achieve the intended outcomes as specified in the LogFrame. It needs to be mentioned that because no specific gender-related activities were included in the ProDoc, there were also no specific resources allocated to achieve such activities; this will need explicit attention in any follow-up activity.

**Table 2: A Summary of the Project Expenditures 2014 – 2016 (as per 6 June 2016).**

Description	2014	2015	2016	Allocation Balance	TOTAL	%
<b>1-International Experts</b>	83,572	82,952	0	0	<b>166,524</b>	12.8%
<b>2-International consultants</b>	8,916	31,361	0	0	<b>40,277</b>	3.1%
<b>3-Admin./travel/mission support pers. act. cost</b>	28,192	49,906	59,386	8,121	<b>145,605</b>	11.2%
<b>4-National officers</b>	3,723	30,707	45,706	7,294	<b>87,430</b>	6.7%
<b>5-National consultants</b>	7,214	42,332	25,433	3,566	<b>78,546</b>	6.0%
<b>6-Sub-Contracts</b>	0	146,287	101,069	32,089	<b>279,445</b>	21.5%
<b>7-Fellowships</b>	11,752	33,701	0	0	<b>45,453</b>	3.5%
<b>8-Seminars</b>	38,347	110,036	83,212	10,288	<b>241,883</b>	18.6%
<b>9-Equipment &amp; Sundries</b>	13,614	16,465	34,490	709	<b>65,279</b>	5.0%
<b>10-Program supp. costs 13 %</b>	25,393	70,687	22,835	30,641	<b>149,557</b>	11.5%
<b>11-Provision for cost increases</b>	0	0	0	1	<b>1</b>	0.0%
<b>T O T A L</b>	<b>220,723</b>	<b>614,434</b>	<b>372,132</b>	<b>92,711</b>	<b>1,300,000</b>	<b>100.0%</b>
	17.0%	47.3%	28.6%	7.1%	<b>100.0%</b>	

Source: Summarised overview by evaluators based on data provided by the LI Project Management (6 June 2016).

The Project has to a certain extent been able to build upon or leverage national resources or resources of other ILO Projects. The close cooperation with the MI was able to leverage national resources, for example the organization of the LIC's by the MI. Regarding other ILO projects, it has been discussed already that relations were intended to be close with Better Work Vietnam, but due to the busy schedule of the EA's of BWV cooperation did not relay intensify, while relations with the IR project were only on an ad hoc basis.

On the whole, the use of resources available has been efficient and well-balanced, even arriving at considerable savings allocated to budget categories for national project staff and for activities, and being able to leverage some resources from national partners and from other ILO projects

## Effectiveness of management arrangements

The timeframes and work plans of the Project have generally been adhered to although there were some delays as a result of the disabling factors discussed in Section 3.3. The Project is well documented with progress reports, work plans, etc., and the results were communicated intensively with MOLISA Inspectorate, however, much less with the other tripartite constituents. One of the great strengths of the project has been the way they have cooperated with the MOLISA Inspectorate (MI), and for example aligned project activities to MOLISA's Master Plan. Therefore, it was a bit surprising to learn that the ProDoc was not shared in its entirety (only the LogFrame was shared) with MI, either in English or in Vietnamese (although it was translated informally), which is a missed opportunity to enhance ownership further. Since the Arrangement between the Government of the Netherlands and ILO does not specify reporting requirements in very much detail, the funder generally has less oversight at their end, but the ILO did their due diligence and submitted reports timely through PARDEV at ILO Geneva.

The distribution of resources between activities and staff was quite optimal as discussed in Section 3.4 and as was confirmed by most of the stakeholders interviewed.

The management capacities and arrangements were adequate to facilitate expected results. At the outset it was envisaged to have an international project manager (IPM) for two full years but when this manager left the project in July 2015 only half a year was remaining of the originally scheduled project duration. Hiring a new IPM would have taken a lot of time, while the project was well on the way and the National Project Manager could take over directly, while project oversight was provided also by the LI expert from DWT Bangkok, as well as by ILO CO Hanoi. International expertise was guaranteed through the same DWT expert. Therefore, in hindsight this decision can be considered as logical. The savings made were among others used to enhance delivery by the addition of a new National Project Officer from September 2015 to strengthen team capacity, which has proven to be the case as delivery was generally on schedule. Substantial parts of the savings made from this staffing decision were allocated to technical activities.

The monitoring of project performance and results as it was defined originally in the LogFrame of the ProDoc left much to be desired because yearly milestones were lacking and indicators and means of verification were not detailed enough. However, in the course of the project this M&E system has been substantially improved through detailed work plans and the inclusion of milestones, baselines and targets in the progress reports (see Annex 7).

The LI management team has interacted closely in particular with the LI expert in the ILO DWT Bangkok, and also with others at DWT, HQ Geneva and ITC Turin.

The Project Team has in itself substantial gender expertise demonstrated by the inclusion of the gender dimension in several activities discussed in Section 3.3 despite the fact that gender was

not dealt with in the ProDoc. The gender specialists in HQ Geneva and in DWT Bangkok were at times involved in the project, for example for advice on the sexual harassment activity.

The LI project is not governed by a kind of overall project steering committee including all the three tripartite partners and other crucial stakeholders ('tripartite-plus', including for example BWV, BSW and VCA). One can understand the reason why this oversight occurred, since the activities contributing to Objective 1 involved almost exclusively the MOLISA Inspectorate (MI), and therefore regular meetings (firstly monthly, and later quarterly) were set up with MI. The participants are the LI teams, MI leaders and staff, and sometimes BWV-staff and the DWT Specialist. However, the other tripartite partners were left out of any management decision and that clearly affected their involvement and participation; in fact they only became meaningfully involved in the LI project half through the project duration with the LIC in the garment sector in 2015. It must also be said however, that there was a clear learning curve in that social partners indicated they were involved in the discussions leading to the selection of the construction sector for the second LIC in 2016! In sum, it is strongly advisable to have a tripartite-plus committee in order to involve the main stakeholders from the beginning and to enhance ownership among them.

## Impact

Ownership has been very high from the beginning in MOLISA, especially the Inspectorate, and has continued to be sustained throughout the project duration with monthly/quarterly meetings to discuss progress and planning for future activities, and to discuss inclusion of elements of the Master Plan. However, ownership among the other two tripartite partners has only gradually arisen from mid-2015 or so during the Labour Inspection Campaign (LIC) in the garment sector and subsequently further strengthened during the still ongoing campaign in the construction sector. The respective stakeholders, VGCL and VCCI, have indicated that their involvement from the inception of the program would have enhanced the effectiveness and efficiency substantially.

The Project has clearly reached sufficient scale to justify the investments made, and all stakeholders are very positive about the lasting effects of the projects activities on awareness raising related to workplace compliance issues, and of the preventive and information sharing aspects of labour inspection. In other words, attention for and awareness of labour inspection and workplace compliance have received a substantial boost which seems to be irreversible, and a basis for further promoting these important issues.

Gender has been put on the map with the MOLISA Inspectorate, and awareness in MI has increased that more female inspectors are required urgently. Through the two Labour Inspection Campaigns and the various training and other activities, the importance of gender issues has been raised with all three tripartite partners and this outcome is genuinely sustainable.

There was no exit strategy of the Project formulated in the ProDoc. During the course of the project no attempt at such an exit strategy was done, as it gradually became more and more likely that LI would become one of the topics, next to such topics as Industrial Relations, Social Dialogue, OSH and Social protection, to be merged in a possible larger project with MOLISA, VGCL and VCCI. This became increasingly the subject of discussions between the Government of Vietnam, ILO and different funders (in particular USDOL, Government of Canada and EU) after the signing of the TPP and the negotiations on the Vietnam-EU FTA. The stakeholders

interviewed have all indicated the importance of continuing the work on LI and acknowledged that such a broader framework could be mutually reinforcing.

## Sustainability

The Project was certainly designed to have a sustainable impact on issues of labour inspection and workplace compliance in Vietnam by an emphasis on such activities as training, awareness raising and tools development. Certain project achievements are more or less permanent, such as the policies and practices developed, the capacity building tools produced and the capacities enhanced.

Future priority interventions are clearly in the area of enhanced and up-scaled training programs both for inspectors and for workers' and employers' organizations, as well as the continuation of the Labour Inspection Campaign, in particular its awareness raising aspect. In addition, specific activities of the Project are likely to be replicated, firstly, the MOLISA Inspectorate is already planning a third Labour Inspection Campaign (LIC) for 2017 in the electronics sector, and perhaps even a fourth one in the sea-food processing sector, both are labour-intensive, non-compliant sectors with relatively many violations; secondly, the job description and positioning will be scaled-up in 62 other provinces from the lessons learnt in Dong Nai; and, thirdly, the cooperation between BWV and the MI has intensified in the weeks following the project's conclusion as a result of the groundwork prepared during the project.<sup>4</sup> A different kind of sustainability was also reached through the close involvement of the LI expert from DWT Bangkok, who will be able to continue to work with project outputs, and adapt them to different settings and regions in Asia and the Pacific.

As already discussed, sustainability of the results of the project could have been further enhanced if all three tripartite partners of the ILO had been involved in the project from its inception phase and would have been involved in the management structure (e.g. in a project steering committee). For gender issues reference is made to section 3.6.

On the whole, the LI project has with modest means achieved positive contributions to both impact and sustainability especially in terms of awareness raising, policies and practices developed, capacity building tools produced and capacities enhanced all closely aligned with the MOLISA Master Plan. In a way, the LI project can bring about a kind of strategic continuity having investigated and piloted crucial activities that can now be identified in more detail and depth for a follow-up phase which is very timely considering the possible start of the TPP and the Vietnam-EU Free Trade Agreement (FTA). In fact, the project has contributed to the very content of the bilateral consistency plan under the TPP with the US and Vietnam (e.g. the proposed "training centre") allowing the MI to identify quantifiable targets for strengthening LI in the country in the context of the TPP.

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<sup>4</sup> For example, the Zero Tolerance Protocol in BW factories is expected to be signed by MI, and a proposal for an initiative to address "persistently non-compliant" BWV factories together with the MI is now in advanced stages of negotiation and Vietnam appears to be the focus of efforts of Global BW to test new approaches and models of compliance.

# Conclusions and Recommendations

## Conclusions

The main conclusions of this final independent evaluation can be summarized according to the seven Evaluation Criteria used throughout this report. Concerning the *relevance* of the LI project, all stakeholders interviewed have indicated explicitly that the focus on Workplace Compliance and Labour Inspection is considered very relevant by them for the current phase of development of Vietnam, and that this relevance will only increase with the signing of the Trans-Pacific Partnership (TPP) and other trade agreements. The Project also contributes to the overall objectives of the Government of the Netherlands' international development cooperation and its standing 'Arrangement' with the ILO, and also to the Outcomes of the ILO Decent Work Country Programme - DWCP (2012-16) for Vietnam and of the ILO Strategic Policy Framework (2010-15). Lastly, there is a clear alignment with some of the Sustainable Development Goals (SDGs), especially Goal 8. All in all, the Labour Inspection (LI) project scores quite high on the evaluation criteria of Relevance.

The *validity of design* of the LI project is substantial because it was based on a prior needs assessment as well as on MOLISA's Master Plan. The Design is clear in its Approach towards Labour Inspection with the two main objectives listed in the above, which are divided respectively into five and four relevant outputs (and each of these nine outputs are further divided into a number of activities). However, the validity would have benefited substantially, firstly, by the inclusion of clear *milestones* in the original LogFrame of the ProDoc; secondly, by a more structured involvement of the social partners from the inception of the project; and thirdly by the inclusion of a gender dimension in the ProDoc and LogFrame.

Concerning *effectiveness*, it can be concluded that the LI project has clearly succeeded in contributing substantively and innovatively to the two project objectives despite being faced with important disabling factors (explained below). The *successes* included that MOLISA's institutional and technical capacities have clearly improved as a result of various training activities following the design and initial implementation of the national training plan for the period 2012 to 2020; in addition, the cooperation between MOLISA and DOLISA *in the pilot provinces* has certainly improved; workplace compliance was strengthened among others by raising awareness among government organisations and social partners in this area through the Labour Inspection Campaigns (LIC). Among the *disabling factors* hampering at times the smooth achievement of outcomes, the general stop on hiring civil servants is quite pervasive, while other factors include delays due to personnel changes both within the project and within the MI, delays in the joint activities between BWV's Enterprise Advisors (EA) and labour inspectors, contradictions within the legal framework (see for details Section 3.3), and, lastly, the collaboration between the MOLISA Inspectorate (MI) and the Bureau of Safe Work (BSW) is in the process of being further articulated. The gender dimension was somewhat neglected from the design stage but gradually specific gender issues were included in the project activities.

The *use of resources* has been generally efficient and well-balanced, even arriving at considerable savings which were allocated to budget categories for project activities and for *national* project staff. Table 2 (in Section 3.4) provides a summary of the project expenditures in

the years 2014 to 2016 and shows clearly the slow spending in the first year, which then quickly picked up pace in 2015. On the whole, activities were completed on-time and according to work plans, although the disabling factors discussed above resulted in periodic delays. The Project has to a certain extent been able to build upon or leverage national resources (especially due to cooperation with MI), or resources of other ILO Projects (mainly some cooperation with Better Work Vietnam).

The *effectiveness of management arrangements* has been satisfactory, supported by reliable funding from the Government of Netherlands, and by the continuity of the *national* project staff in the relatively small project team who were well able to take over the management functions of the international project manager who left after one year, while the technical advisory functions were undertaken by the LI expert from the DWT in Bangkok. The Project is well documented with progress reports, work plans, etc., and the results were communicated intensively with MOLISA Inspectorate (although the ProDoc was not shared with them), however, much less with the other tripartite constituents. The LI project has been governed by a bilateral regular meeting (monthly to quarterly) with the MI which has functioned well in itself, but tended to exclude the other tripartite partners. It would have been beneficial if overall project strategy and policy had been governed through a kind of overall (half-yearly) project steering committee including all of the tripartite and other crucial partners.

The potential *impact* of the project is expected to be substantial since ownership has been very high from the beginning in MOLISA, especially in the Inspectorate. At the same time, it must be underlined that ownership has only gradually arisen among the other two tripartite partners. Nevertheless, on the whole the stakeholders agree that attention for and awareness of labour inspection and workplace compliance have received a substantial boost by the LI project which seems to be irreversible, and a good basis for further promoting these important issues. Gender has also been put on the map with the MOLISA Inspectorate. There was no exit strategy of the Project formulated in the ProDoc, and during the project no attempt at such an exit strategy was made, as it gradually became more and more likely that LI would become one of the topics next to such topics as Trade, Fundamental Principles and Rights at Work (FPRW), Industrial Relations, Social Dialogue, OSH and Social protection, to be merged in a possible larger project proposal following the progress in the TPP and the Vietnam-EU Free Trade Agreement (FTA) agreements (see further Section 4.3).

On the whole, the LI project has with modest means achieved positive contributions to *sustainability* especially in terms of:

- Awareness raising,
- Policies and practices developed,
- Capacity building tools produced, and
- Capacities enhanced.

Specific activities of the Project are already in the process of being replicated, e.g. the MOLISA Inspectorate is planning a third Labour Inspection Campaign (LIC) for 2017 in the electronics sector, and perhaps even a fourth one in the sea-food processing sector. Sustainability of the results of the project could have been further enhanced if all three tripartite partners of the ILO had been involved in the project from its inception phase and would have met regularly in a project steering committee. In a way, the LI project can bring about a kind of *strategic continuity* having investigated and piloted crucial activities that can now be identified in more detail and depth for a

follow-up phase which is very timely considering the possible start of the TPP and the Vietnam-EU FTA.

## Recommendations

The recommendations will be presented in this section according to the seven Evaluation Criteria distinguished throughout this report, except that there is no recommendation for the criteria 'Efficiency of resource use'. In addition, recommendations are also formulated related to the cross-cutting issue of gender and related to future ILO TC Projects in Vietnam. As the LI project has come to an end on June 30, 2016, most recommendations are directed at potential future and/or follow-up project phases.

### Relevance

- 1) **Make sure that the objectives and outputs of the Project are relevant to the specific needs of all three ILO constituents, i.e. Government, Workers' and Employers' Organizations, and make every effort to try to involve *all three partners* from the beginning in project design and planning.**

Responsible Unit	Priority	Time Implication	Resource Implication
ILO, MOLISA, VGCL and VCCI	High	Start immediately	Part of writing of proposal for follow-up (cf. Section 4.3).

### Validity of Design

- 2) **Improve the Logical Framework and the Performance Monitoring System for a possible follow-up (sub-)project by adding clearly defined indicators, baselines and especially yearly milestones, to more closely adhere to standard Logical Framework approaches.**

Responsible Unit	Priority	Time Implication	Resource Implication
ILO and tripartite partners	Medium	Include in the drafting of the Project Document for a follow-up Phase	None.

### Effectiveness

- 3) **Continue and expand certain components of the LI project that were particularly useful and highly valued by the stakeholders, such as the LICs, the organisational as well as professional and technical capacity building including ToT, the work on the Legal framework and the cooperation between MOLISA and DOLISA in the pilot provinces, and, at the same time, include new areas of focus, such as the setting up the Training Centre proposed through a feasibility study as part of the LI project, and the web-based online training.**

Several disabling factors are beyond the reach of the project such as the general stop on hiring civil servants, while it may be useful to **explore ways to impact positively** on some of the other disabling factors, such as the delays in the joint activities between BWV's Enterprise Advisors (EA) and labour inspectors, the contradictions within the legal framework, and the collaboration between MOLISA Inspectorate and the Bureau of Safe Work (BSW).

Responsible Unit	Priority	Time Implication	Resource Implication
ILO, with support from all tripartite partners, DOLISAs, BWV and BSW	Medium	Include in the drafting of the Project Document for a follow-up Phase	None.

- 4) Promote the *bilateral* interaction between Workers' and Employers' Organisations (esp. VGCL and VCCI) at national, provincial and workplace level by supporting these organisations in their reform processes and by substantially strengthening their social dialogue capacities.

Responsible Unit	Priority	Time Implication	Resource Implication
ILO, VGCL and VCCI	Medium	Include in the drafting of the Project Document for a follow-up phase	To be included in Budget

#### *Effectiveness of Management Arrangement*

- 5) Install in any follow-up project a **Project Steering Committee (PSC)**, preferably with half-yearly meetings, in order to make sure that all tripartite and other crucial partners are involved from the beginning of the project enhancing ownership among them. Share with all these partners the various drafts and final versions of the ProDoc from the inception period. Such a PSC will also contribute to improving social dialogue in the country around the issue of workplace compliance and as such have a broader policy impact.

Responsible Unit	Priority	Time Implication	Resource Implication
Project Management, Donor(s), Tripartite Partners and other crucial partners	High	Include in the inception phase of the Project	PSC budget to be included in the project budget.

#### *Impact*

- 6) Maintain the high levels of ownership at the MOLISA Inspectorate of the LI project activities and methods, and enhance this ownership among VGCL and VCCI which started to increase during the first LIC, in order to further increase the attention for and awareness of labour inspection and workplace compliance. **This would then foster one of the principles of ILO Convention 81 on labour inspection, i.e. the engagement of VGCL and VCCI in issues of workplace compliance and labour inspection collaboration.**

Responsible Unit	Priority	Time Implication	Resource Implication
ILO, MOLISA Inspectorate, VGCL and VCCI	Medium	2016	To be assessed

#### *Sustainability*

- 7) Support the MOLISA Inspectorate in planning the replication of specific elements of the LI Project, in particular the Labour Inspection Campaigns (LIC) for 2017 in the electronics and the sea-food processing sectors, and continue or enhance the way VGCL and VCCI were involved from the inception phase in the second LIC in the Construction sector.

Responsible Unit	Priority	Time Implication	Resource Implication
ILO, MI, VGCL and VCCI	Medium	Include in Project Document for next phase	To be assessed

### Cross-Cutting Issue of Gender

- 8) **Make sure gender issues are included in the project design phase and explicitly in the project document (ProDoc)**, whereby clearly defined baselines and yearly milestones are included explicitly, as well as separate budget items.

Responsible Unit	Priority	Time Implication	Resource Implication
ILO	High	Include in the drafting of the Project Document	To be included explicitly in clearly defined budget lines for a follow-up phase.

## Recommendations related to Future ILO TC Projects in Vietnam

The purpose of the present evaluation as laid down in the ToR also includes providing recommendations for future ILO TC projects in the area of workplace compliance through labour inspection, and in particular, for anticipated ILO support of Vietnam's commitments to strengthen labour inspection under the Trans-Pacific Partnership (TPP) trade agreement and the corresponding bilateral labour 'Consistency Plan' (cf. Annex 1). This will be detailed further below, followed by a discussion on the importance of several other trade agreements.

### Trans-Pacific Partnership (TPP)

TPP's Consistency Plan has a special section on Labour Inspection (Section C), which stipulates the following commitments (cf. Robert 2016):

- i. Revision of inspection and enforcement procedures,
- ii. Establishment of a complaints mechanism,
- iii. Increase in the number of inspectors,
- iv. (Reduce/eliminate) forced labour and child labour, and
- v. (Improve) statistics on labour inspection.

These are very important and long-term commitments, and the challenge will be to mobilize coordinated multi-stakeholder support and multi-year secured funding of at least 5 to 10 years. ILO should be coordinating with MOLISA, VGCL and VCCI as well as with Donors to propose such a project to assist Vietnam in meeting the objectives of this consistency plan. Technical cooperation should include and integrate next to Labour Inspection (LI) also such topics as Fundamental Principles and Rights at Work (FPRW), Industrial Relations (IR) and Social Dialogue (SD). Other topics, such as OSH and Social Protection, are related but embedded institutionally in a different way, and therefore should be investigated and, if possible, be included. A number of important possible *project outputs* have been identified for discussions with the main stakeholders (see Box 3). The stakeholders interviewed during the present evaluation have all indicated the importance of continuing the work on LI and acknowledged that such a broader framework could be mutually reinforcing.

**Box 3: Possible Project Outputs of a multi-year TPP support program.**

**1) Institutional Capacity:**

- Strategic plan review in light of LI Master Plan (2020), Consistency Plan, and LI project assessments (2012, performance management, training centre study).
- Recruitment and selection tools
- Strengthened DOLISA inspection function with LI action plans for recruitment
- Streamline inspection work to increase coverage
- Development of an information system
- Annual inspection plans and reporting
- Development of new LI tools
- LI activities related to the anticipated new industrial relations framework

**2) Vertical and Horizontal Coordination:**

- MOLISA-DOLISA coordination and tripartite consultation
- Regular experience sharing activities
- Collaboration with Better Work Viet Nam

**3) LI Capacity Development:**

- Capacity development strategy for LI
- Continue to develop/revise training tools for LIs esp. on IR issues
- Further training on fundamental principles and rights at work (FPRW)
- Train pilot province LIs as a priority and scale up in other provinces

*Source: Robert (2016).*

The above leads to the following recommendation for follow-up:

- 9) Intensify and integrate the support for Labour Inspection and Workplace Compliance by coordinating with MOLISA, VGCL and VCCI as well as with Donors to design a multi-year program to assist Vietnam in meeting the objectives of the consistency plan. Technical cooperation should include and integrate next to Labour Inspection (LI) also such topics as Trade, Fundamental Principles and Rights at Work (FPRW), Industrial Relations (IR) and Social Dialogue (SD).** Other related topics, such as OSH and Social protection, should be included in discussions and assessed in how far these could be integrated or are better targeted separately. Make sure the new project proposal has an explicit **exit strategy** included.

Responsible Unit	Priority	Time Implication	Resource Implication
<b>ILO and Donors, with support from tripartite partners</b>	High	2016: Include in Project Document for next phase	To be assessed

**Other Trade Agreements**

The TPP is not the only trade agreement in which Vietnam is involved, and some would argue that implementation is further away than for some of the other agreements; in fact, the US Congress still has to approve the TPP. Therefore, in developing a multi-year support program for Vietnam the focus should not be exclusively on TPP, but explicitly *include* other trade agreements, such as the ASEAN Economic Community (AEC) initiated in early 2016, and the EU-Vietnam

Free Trade Agreement (FTA) of which the official text was published on the 1<sup>st</sup> of February 2016.<sup>5</sup> Therefore, the final recommendation can be formulated as follows:

**10) Include *explicitly* in the analysis for the multi-year support program for Vietnam not only the TPP but also the EU-FTA, the AEC and other trade agreements.**

Responsible Unit	Priority	Time Implication	Resource Implication
ILO	High	2016: Include in Project Document for next phase	To be assessed

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<sup>5</sup> <http://ec.europa.eu/trade/policy/countries-and-regions/countries/vietnam/>

# Lessons Learnt and Emerging Good Practices

This chapter compiles four lessons learned (LL) and three good practices (GP) from the experience gained by evaluating the LI project, namely:

*LL1: Regular bilateral meetings with the main Government partner enhances project progress and ownership on the side of the government.*

*LL2: A regular Project Steering Committee (PSC) is crucial to involve all main stakeholders in the project.*

*LL3: In situations whereby the donor organisation is the headquarter or a regional office located outside the country where the project takes place, it is important to make sure that the local representative of the donor is also provided with all the relevant progress documents.*

*LL4: The specific approach, whereby interventions at the central level are combined with engagement with provincial level authorities, has created avenues for engagement.*

*GP1: The Labour Inspection Campaign (LIC) Approach can be replicated elsewhere in order to raise awareness and enhance tripartite and social dialogue.*

*GP2: Regular collaboration with the Media encourages their involvement to disseminate the message on awareness of workplace compliance and labour inspection.*

*GP3: Base the project proposal on a solid needs assessment and align it to the plans and policies of the main partners.*

These lessons learned and good practices will be discussed in detail in the following two sections (5.1 and 5.2).

## Lessons Learnt

One of the purposes of evaluations in the ILO is to improve project or programme performance and promote organizational learning. Evaluations are expected to generate lessons that can be applied elsewhere to improve programme or project performance, outcome, or impact. The ILO/EVAL Templates are used below for the four identified lessons learnt.

**LL1: Regular bilateral meetings with the main Government partner enhances project progress and ownership on the side of the government.**

## ILO Lesson Learned Template

Project Title: Final Independent Evaluation: Increasing Workplace Compliance Through Labour Inspection, Viet Nam

Project TC/SYMBOL: VIE/13/02/NET

Name of Evaluator: Theo van der Loop and Dao Ngoc Nga

Date: 22 September 2016

The following lesson learned has been identified during the course of the evaluation. Further text explaining the lesson may be included in the full evaluation report.

LL Element	Text
<b>Brief description of lesson learned (link to specific action or task)</b>	<p><i>Regular (i.e. monthly to quarterly) bilateral meetings with the main Government partner, i.e. the Inspectorate of the Ministry of Labour, Invalids and Social Affairs (MOLISA), enhances project progress and ownership on the side of the government.</i></p> <p><i>It has been established in this evaluation that at the same time care should be taken that the other tripartite partners are fully integrated as well in project management and implementation from the inception of the project.</i></p>
<b>Context and any related preconditions</b>	<p><i>One of two objectives of the Project as laid down in the Project Document (ProDoc) was exclusively directed at cooperation with the MOLISA Inspectorate (MI), and the first activities started were part of this first objective. It concerned especially organizational, and professional and technical capacity building of the MOLISA Inspectorate.</i></p>
<b>Targeted users / Beneficiaries</b>	<p><i>MOLISA Inspectorate</i></p>
<b>Challenges /negative lessons - Causal factors</b>	<p><i>The negative lesson is that in this project the other tripartite partners, i.e. the employers' and workers' organizations, were involved at a very late stage of the project (in this case, about halfway through).</i></p>
<b>Success / Positive Issues - Causal factors</b>	<p><i>The success of the project was that the MOLISA Inspectorate had become very much involved in and committed to the Labour Inspection Project, and that ownership of project activities was very high. It could have been even higher if the ProDoc had been shared with them from the beginning.</i></p>
<b>ILO Administrative Issues (staff, resources, design, implementation)</b>	<p><i>ILO needs to take the lead in this, and bring the stakeholders together.</i></p>

**LL2: A regular Project Steering Committee (PSC) is crucial to involve all main stakeholders in the project.**

## ILO Lesson Learned Template

Project Title: Final Independent Evaluation: Increasing Workplace Compliance Through Labour Inspection, Viet Nam

Project TC/SYMBOL: VIE/13/02/NET

Name of Evaluator: Theo van der Loop and Dao Ngoc Nga

Date: 22 September 2016

The following lesson learned has been identified during the course of the evaluation. Further text explaining the lesson may be included in the full evaluation report.

LL Element	Text
<b>Brief description of lesson learned (link to specific action or task)</b>	<i>A regular Project Steering Committee (PSC), with preferably half-yearly meetings, is crucial to involve all main stakeholders in the project.</i>
<b>Context and any related preconditions</b>	<i>In every multi-year project it is crucial to have regular PSC meetings in order to decide in joint agreement on the direction of decision-making for the project activities, the future of the project and the follow-up or exit strategy.</i>
<b>Targeted users / Beneficiaries</b>	<i>Participants in the PSC Meetings are the Tripartite Stakeholders, the Donor(s), ILO representatives, project team and other relevant stakeholders.</i>
<b>Challenges /negative lessons - Causal factors</b>	<i>The effectiveness of activities (for example the Labour Inspection Campaigns – LIC, in this project) can be limited or not as high as it could be with the involvement of all tripartite stakeholders from inception.</i>
<b>Success / Positive Issues - Causal factors</b>	<i>The involvement of all crucial stakeholders in such a PSC also leads to enhanced ownership of the project and to sustained commitment.</i>
<b>ILO Administrative Issues (staff, resources, design, implementation)</b>	<i>This Good Practice is linked to the DWCP (2012-16) for Vietnam Outcome 6 (Country Priority 3), and to the ILO Strategic Policy Framework (2010-15) Outcome 7 (Promoting Workplace Compliance through Labour Inspection). It also is aligned with SDG Goal 8, in particular Indicator 8.8.</i>

**LL3:** *In situations whereby the donor organisation is the headquarter or a regional office located outside the country where the project takes place, it is important to make sure that the local representative of the donor is also provided with all the relevant progress documents.*

## ILO Lesson Learned Template

**Project Title:** Final Independent Evaluation: Increasing Workplace Compliance Through Labour Inspection, Viet Nam

**Project TC/SYMBOL:** VIE/13/02/NET

**Name of Evaluator:** Theo van der Loop and Dao Ngoc Nga

**Date:** 22 September 2016

The following lesson learned has been identified during the course of the evaluation. Further text explaining the lesson may be included in the full evaluation report.

LL Element	Text
<b>Brief description of lesson learned (link to specific action or task)</b>	<i>In situations whereby the donor organisation is the headquarter or a regional office located outside the country where the project takes place, it is important to make sure that the local representative of the donor is also provided with all the relevant progress documents.</i>
<b>Context and any related preconditions</b>	<i>In some situations, the donor takes care of distribution of the relevant documents to its local representative (the ideal situation), but if not, as in the case of the present project, the Project Team is advised to undertake this task up itself.</i>
<b>Targeted users / Beneficiaries</b>	<i>Donor organizations (HQ, Regional and local representatives) and the project team.</i>
<b>Challenges /negative lessons - Causal factors</b>	<i>No knowledge of the project at the local level of the donor organization leads to decreased understanding of ongoing project achievements, and thus it becomes more difficult to gain their support for follow-up activities.</i>
<b>Success / Positive Issues - Causal factors</b>	<i>Knowledge and understanding of project achievements leads to enhanced support for possible follow-up activities.</i>
<b>ILO Administrative Issues (staff, resources, design, implementation)</b>	<i>Not applicable.</i>

**LL4: The specific approach, whereby interventions at the central level are combined with engagement with provincial level authorities, has created avenues for engagement.**

## ILO Lesson Learned Template

Project Title: Final Independent Evaluation: Increasing Workplace Compliance Through Labour Inspection, Viet Nam

Project TC/SYMBOL: VIE/13/02/NET

Name of Evaluator: Theo van der Loop and Dao Ngoc Nga

Date: 22 September 2016

The following lesson learned has been identified during the course of the evaluation. Further text explaining the lesson may be included in the full evaluation report.

LL Element	Text
<b>Brief description of lesson learned (link to specific action or task)</b>	<p><i>The specific approach, whereby interventions at the central level are combined with engagement with provincial level authorities, has created avenues for engagement.</i></p> <p><i>The closer engagement with provincial level authorities is recommended at both project design and implementation stage, particularly given the challenges of coordination and implementation between the central and provincial levels.</i></p>
<b>Context and any related preconditions</b>	<p><i>While the project design focused more on intervention at the central level, the project team found that working at local level could bring significant outputs which could be tested and scaled-up later.</i></p>
<b>Targeted users / Beneficiaries</b>	<p><i>Ministry and its Provincial Departments</i></p>
<b>Challenges /negative lessons - Causal factors</b>	<p><i>It works best if it starts from project inception and is implemented throughout the project duration. The big challenge for the future is to bring the coordination further down to the district level.</i></p>
<b>Success / Positive Issues - Causal factors</b>	<p><i>Enhanced coordination between the way the Inspectorate works at the Central level and the operations of the Provincial Inspectorates.</i></p>
<b>ILO Administrative Issues (staff, resources, design, implementation)</b>	<p><i>The ILO project can clearly play a catalytic role here.</i></p>

## Emerging Good Practices

ILO evaluation sees lessons learned and emerging good practices as part of a continuum, beginning with the objective of assessing what has been learned, and then identifying successful practices from those lessons which are worthy of replication. The ILO/EVAL Templates are used below. There are three Good Practices that emerged in the Labour Inspection Project that could well be replicated under certain conditions in other projects and/or countries.

**GP1: The Labour Inspection Campaign (LIC) Approach can be replicated elsewhere in order to raise awareness and enhance tripartite and social dialogue.**

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GP Element	Text
<b>Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)</b>	<i>The Labour Inspection Campaign (LIC) Approach can be replicated elsewhere in order to raise awareness in this case on Labour Inspection and Workplace Compliance, and to enhance tripartite and social dialogue at central, regional and workplace levels. The LIC Approach is sectoral, regional, integrated, Tripartite-plus and media-inclusive.</i>
<b>Relevant conditions and Context: limitations or advice in terms of applicability and replicability</b>	<i>When knowledge of such topics as labour inspection and workplace compliance are limited, the LIC Approach can in a matter of several months substantially increase awareness on a relatively large and quickly spreading scale, especially when the media have become well involved. Publicizing the Award Ceremony for the best journalistic article on the topic at hand has been proven in this project to be quite effective. A learning curve has also been established as the LIC was first implemented in the Garment Sector in 2015, followed by a second LIC in the Construction Sector in 2016; was the first campaign more or less decided and the sector selected by the Government organization in cooperation with the project team, in the second LIC all tripartite partners had been involved from the inception of the campaign.</i>
<b>Establish a clear cause-effect relationship</b>	<i>The campaigns have clearly contributed to raising the awareness and spreading the knowledge of issues related to labour inspection and workplace compliance among tripartite partners, provincial departments, workers and employers.</i>
<b>Indicate measurable impact and targeted beneficiaries</b>	<i>Awareness raising is difficult to measure exactly, although interviews/surveys among direct and indirect beneficiaries will be revealing. Beneficiaries are tripartite partners at central level, selected provincial government departments (e.g. in the first LIC there were 12 participating provinces and cities), as well as workers and employers.</i>
<b>Potential for replication and by whom</b>	<i>This Good Practice can be replicated in any sector in the country in question, i.e. Vietnam; it has already been replicated in 2016, and will be replicated in different sectors in 2017. With the necessary modifications this Good Practice can also be replicated in any country where knowledge of labour inspection and workplace compliance is relatively low.</i>
<b>Upward links to higher ILO Goals (DWCPs, Country Program Outcomes or ILO's Strategic Program Framework)</b>	<i>This Good Practice is linked to the DWCP (2012-16) for Vietnam Outcome 6 (Country Priority 3), i.e. "The labour administration system more effectively applies labour law and provide gender-responsive services at national and local levels, including to workers and enterprises in the informal economy.", and to the ILO Strategic Policy Framework (2010-15) and the 2012/13 Programme and Budget, especially ILO Strategic Outcome 7 (Promoting Workplace Compliance through Labour Inspection). It also is aligned with SDG Goal 8, in particular Indicator 8.8.</i>
<b>Other documents or relevant comments</b>	<i>See the Project Report of the LIC 2015 Garment Sector.</i>

**GP2: Regular collaboration with the Media encourages their involvement to disseminate the message on awareness of workplace compliance and labour inspection.**

### ILO Emerging Good Practice Template

**Project Title:** Final Independent Evaluation: Increasing Workplace Compliance Through Labour Inspection, Viet Nam

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**Name of Evaluator:** Theo van der Loop and Dao Ngoc Nga

**Date:** 22 September 2016

The following emerging good practice has been identified during the course of the evaluation. Further text can be found in the full evaluation report.

GP Element	Text
<b>Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)</b>	<i>Regular collaboration with the Media, including in particular journalists, encourages their involvement to disseminate the message on awareness of workplace compliance and labour inspection. Encouraging closer collaboration between the Inspectorate of the Ministry of Labour, Invalids and Social Affairs (MOLISA), the Provincial Departments of Labour, Invalids and Social Affairs (DOLISA), and the Media can make important contributions to disseminating key workplace compliance messages and policies.</i>
<b>Relevant conditions and Context: limitations or advice in terms of applicability and replicability</b>	<i>As part of the project's two Labour Inspection Campaigns (LIC), one in the garment and one in the construction sector, close relations were established with the Media and in particular Journalist, which included for example an award ceremony for the best journalistic article on labour inspection in these sectors. The exposure in the media did help a lot in raising awareness in the country on LI issues.</i>
<b>Establish a clear cause-effect relationship</b>	<i>The cooperation with the Media in the LICs has enhanced the dissemination of the project outcomes, and in particular has raised awareness of labour inspection and workplace compliance substantially among government staff as well as among employers and workers.</i>
<b>Indicate measurable impact and targeted beneficiaries</b>	<i>The Beneficiaries are the Ministries, Provincial departments, Employers and Workers' organizations and employers and workers themselves, and the Media/Journalists.</i>
<b>Potential for replication and by whom</b>	<i>The involvement of the workers' and employers' organization from the inception of the LIC in the garment sector would have enhanced the positive results further, as was demonstrated by the second LIC, the one in construction when they were involved from the inception of the campaign. The involvement of ILO regular communication staff, who have their networks with the media, will be a substantial contributor to success.</i>
<b>Upward links to higher ILO Goals (DWCPs, Country Program Outcomes or ILO's Strategic Program Framework)</b>	<i>This Good Practice is linked to the DWCP (2012-16) for Vietnam Outcome 6 (Country Priority 3), and to the ILO Strategic Policy Framework (2010-15) Outcome 7 (Promoting Workplace Compliance through Labour Inspection). It also is aligned with SDG Goal 8, in particular Indicator 8.8.</i>
<b>Other documents or relevant comments</b>	<i>Project documents, and the report of the different LIC's written by the project staff.</i>

**GP3: Base the project proposal on a solid needs assessment and align it to the plans and policies of the main partners.**

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**Date:** 22 September 2016

The following emerging good practice has been identified during the course of the evaluation. Further text can be found in the full evaluation report.

GP Element	Text
<b>Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)</b>	<i>Base the project proposal on a solid needs assessment and align it to the plans and policies of the main partners.  This seems quite obvious, but in the project under consideration a very comprehensive needs assessment laid a solid foundation for a very relevant project which was also aligned closely with the Master Plan on Labour Inspection of the involved ministry.</i>
<b>Relevant conditions and Context: limitations or advice in terms of applicability and replicability</b>	<i>A solid needs assessment and alignment with the plans of the main stakeholders are obvious general conditions not always as fully adhered to as in the case of this Labour Inspection project.</i>
<b>Establish a clear cause-effect relationship</b>	<i>The relevance of the project and the commitment of the partner involved are clearly related to a proper preparation (i.e. the needs assessment) and to the alignment with the government's plans.</i>
<b>Indicate measurable impact and targeted beneficiaries</b>	<i>The measurable impact will be demonstrated in excellent commitment and a real sense of ownership among the involved stakeholders (in this case, initially primarily the Inspectorate of the relevant ministry, and later extended to the workers' and employers' organizations).</i>
<b>Potential for replication and by whom</b>	<i>As indicated in the above, it is a general condition of importance for all projects.</i>
<b>Upward links to higher ILO Goals (DWCPs, Country Program Outcomes or ILO's Strategic Program Framework)</b>	<i>This Good Practice is linked to the DWCP (2012-16) for Vietnam Outcome 6 (Country Priority 3), and to the ILO Strategic Policy Framework (2010-15) Outcome 7 (Promoting Workplace Compliance through Labour Inspection). It also is aligned with SDG Goal 8, in particular Indicator 8.8.</i>
<b>Other documents or relevant comments</b>	<i>Not applicable.</i>

# Terms of Reference (TOR)

Insert here the Final TOR.

# Schedule of Field Mission and Agenda of Final Review Workshop

## TENTATIVE ITINERARY OF FINAL INDEPENDENT EVALUATION MISSION

8 June – 17 June 2016

Date	Confirmation	Activity	Address
<b>Wednesday 8 June</b>			
09:00 – 11:00	Confirmed	Meeting with LI Team	CO Ha Noi, 50 Nguyen Thai Hoc, Ba Dinh, Ha Noi
11:00 – 12:00	Confirmed	Meeting with ILO Staff Mr. Nguyen Hoang Ha, PU Ms. Nguyen Ngoc Duyen, OSH Project Ms. Nguyen Hai Yen, IR Project	CO Ha Noi
12:00 – 13:30		Lunch break	
13:30 -15:30	Confirmed	Meeting with MOLISA Inspectorate (1) Ms. Nguyen Hong Diep, Head of Information and Administration Division (focal point)	Room 201, Bulding B-MOLISA No. 12 Ngo Quyen, Hoan Kiem, Ha Noi
15:45 -17:00	Confirmed	Mr. Phan Dang Tho, Deputy Chief Inspector Mr. Hoang Trung Thong, Head of OSH Division	
<b>Thursday 9 June</b>			
08:30-9:30	Confirmed	skype call with Kim Kyung-Hun, expert on OSH, Decent Work BKK	Skype ID: Kim.mike917
09:30- 10:00	Confirmed	Meeting with Chang-Hee Lee, Country Director	CO Ha Noi
10:30-12:00	Confirmed	Meeting with DOLISA Ha Noi Inspectorate Mr. Nguyen Van Thanh, Chief Inspector Mr. Phan Van Mau, Deputy Chief Inspector	No. 75 Nguyen Chi Thanh, Dong Da, Ha Noi
12:00-14:00		Lunch break	
14:00-16:00	Confirmed	Meeting with VGCL Mr. Le Dinh Quang, Deputy Director of the IR Department	5 <sup>th</sup> Floor, No. 1A Yet Kieu, Hoan Kiem, Ha Noi
<b>Evening</b>		Travel to HCMc	
<b>Friday 10 June</b>			
08:30-10:30	Confirmed	Meeting with DOLISA HCM Inspectorate Mr. Huynh Tan Dung, Chief Inspector,	No.378 Dien Bien Phu street, Ward 11, District 10, Ho Chi Minh
11:00- 12:00	Confirmed	Meeting with Better Work Viet Nam Ms. Nguyen Hong Ha, Program Manager, BWV in HCMc	1 <sup>st</sup> Floor No.106 Nguyen Van Troi, Phu Nhuan District, Ho Chi Minh
12:00- 13:30		Lunch break	
13:30- 15:00		Travel to Dong Nai	

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15:00-16:30	Confirmed	Meeting with Dong Nai DOLISA Inspectorate Mr. Nguyen Van Canh, Chief Inspector Ms. Nguyen Thi Kim Ngan, Deputy Chief Inspector	No.5 Phan Dinh Phung, Bien Hoa city, Dong Nai province
<b>Evening</b>	Travel back to HCM-HN		
<b>Saturday 11 June</b>			
		Drafting report	
<b>Sunday 12 June</b>			
		Drafting report	
<b>Monday 13 June</b>			
08:30-09:30	Confirmed	Meeting with ILO Communication Officer Ms. Tran Quynh Hoa	CO Ha Noi
10:00-11:30	Confirmed	Meeting with ILSAT Ms. Nguyen Thi Van, Deputy Director	No. 8B Ton That Thuyet, Cau Giay, Ha Noi
12:00-13:30	Lunch break		
13:30-15:30	Confirmed	Meeting with MOLISA Inspectorate (2) Mr. Nguyen Tien Tung, Chief Inspector	MOLISA, No. 12 Ngo Quyen, Hoan Kiem, Ha Noi
16:00-17:00	Confirmed	Meeting with LI project team	CO Ha Noi
<b>Tuesday 14 June</b>			
08:00 -09:30	Travel to Ha Nam		
09:30- 10:30	Confirmed	Meeting with Ha Nam FOL Mr. Vu Tat Thanh, Deputy chairman	Ly Thai To Street, Ward Le Hong Phong, Phu Ly, Ha Nam
10:30-11:30	Confirmed	Meeting with Ha Nam DOLISA Inspectorate Mr. Dang Xuan Hai, Chief Inspector	No.163, Truong Chinh, Ward Minh Khai, Phu Ly, Ha Nam
12:00-13:00	Lunch break		
13:30-15:00	Confirmed	Visit Kinh Bac garment enterprise	Cau Giat Industrial zone, Commune Chuyen Ngoai, District Duy Tien, Ha Nam
<b>Evening</b>	Travel back to Ha Noi		
<b>Wednesday 15 June</b>			
08:00-09:00	Confirmed	Meeting with Department of Safe Work Mr. Nguyen Anh Tho, Deputy Director	12 <sup>th</sup> Floor, No.8B Ton That Thuyet, Cau Giay, Ha Noi
10:30-12:00	<b>Delayed</b>	Meeting with VCCI Ms. Tran Thi Lan Anh, Acting Director of Bureau for Employers' Activities Ms. Mai Hong Ngoc, Head of Division, BEA	No. 7 Dao Duy Anh, Dong Da, Ha Noi
12:00-13:30	Lunch break		
13:30- 15:30	<b>Delayed</b>	Meeting with Mr. Rene Robert, ILO LI Specialist	CO- Ha Noi
15:30-17:00		Report Preparation/ meetings/skype call	
<b>Thursday 16 June</b>			
08:30-09:00		Report Preparation/ meetings/skype call	
09:30 -10:30	<b>Delayed</b>	Meeting with Netherlands Embassy in Ha Noi Ms. Nienke Trooster, Dutch Ambassador Or Mr. Marc van Der Linden	BIDV Tower, 7th floor, 194 Tran Quang Khai Street Hoan Kiem District, Hanoi

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<b>12:00-13:30</b>	Lunch break		
<b>13:30- 15:00</b>		Report Preparation/meetings/skype call	
<b>15:30-17:00</b>		Report Preparation/meetings/skype call	
<b>Friday 17 June</b>			
<b>8:00-16:00</b>	Confirmed	Attend Final Review Workshop Share initial findings of the evaluation mission	Hilton hotel, Ha Noi
<b>16:30-17:30</b>	Confirmed	Wrap-up meeting with LI team	Hilton hotel, Ha Noi
<b>Saturday 18 June</b>			
<b>a.m.</b>		Departure	

**Skype interviews:**

<b>Thursday 30 June</b>			
<b>16:00-17:00 Ha Noi time</b>	Confirmed	Interview with Tran Thi Lan Anh Acting Director of Bureau for Employers' Activities	Lananh_siyb
<b>Friday 1 July</b>			
<b>15:00-16:00 Ha Noi time</b>	Confirmed	Interview with Mr. Cas van der Horst Deputy Chief of Mission and Mr. Marc van der Linden First Secretary Economic and Commercial Affairs Dutch Embassy	NetherlandsEmbassyVietnam
<b>16:00-17:20 BKK time</b>	Confirmed	Interview with Mr. Rene Robert, ILO/DWT Bangkok, LI Specialist	rene_robert

**FINAL REVIEW WORKSHOP: TENTATIVE AGENDA**

*Ha Noi, 17 June 2016*

<b>TIME</b>	<b>AGENDA ITEM</b>	<b>IMPLEMENTER</b>
<b>08:00 - 08:30</b>	Registration	
<b>08:30 - 08:50</b>	Introduction and Opening	MOLISA, ILO, Dutch Embassy
<b>SESSION 1</b>	<b>Project Review</b>	
<b>08:50 - 09:10</b>	Project Overview	ILO
<b>09:10 - 09:30</b>	Project achievements, impacts and lessons learnt from MOLISA	MI
<b>09:30 - 10:00</b>	Initial findings of the independent final evaluation	Evaluation team
<b>10:00 – 10:15</b>	Break	
<b>10:15 – 11:15</b>	Implementation experiences from social partners and other stakeholders at central and local level	VGCL, VCCI, one DOLISA and one FOL
<b>11:15 – 11:50</b>	General Discussion	

<b>11:50 – 12:00</b>	Session Summary
<b>12:00 – 13:30</b>	Lunch
<b>SESSION 2</b>	<b>Possible future collaboration</b>
<b>13:30 – 14:15</b>	Proposal for future collaboration on capacity development of the labour inspectorate MOLISA (and social partners)
<b>14:15 – 14:45</b>	Compliance promotion ideas and efforts from the ILO ILO Specialist
<b>14:45 – 15:15</b>	Ideas for future collaboration from the ILO ILO CO Ha Noi
<b>15:15 – 15:30</b>	Break
<b>15:30 – 16:30</b>	Discussion
<b>16:30 - 16:45</b>	Final Remarks

# Analytical Framework

Criteria and Questions to be addressed	Sources of data	Which stakeholder
<b>A. Relevance</b>		
1. Were the objectives and outputs of the Project relevant to the specific needs of ILO constituents and the country?	ProDoc, DWCP, Interviews,	Tripartite constituents
2. To what extent do the stakeholders take ownership of the Project?	Interviews stakeholder	Government & Social partners
3. How does the project align with and support ILO's overall strategies (DWCP, gender mainstreaming and Strategic Programme Framework)	ProDoc & Progress Reports	ILO/Project Team and DWT experts
4. Does the Project support and contribute to overall objectives of the Netherlands international development cooperation including gender equality and its partnership strategy with the ILO?	Donor documents; Agreement with ILO	Donor
5. Is the intervention strategy appropriate for achieving the stated Project purpose and what are the lessons learnt in the design and implementation of the Project?	ProDoc, Progress Reports	All stakeholders
<b>B. Validity of design</b>		
6. To what extent is the design of the Project linked to the Master Plan for building the capacity of the labour inspection system?	ProDoc, Master Plan	Project Team, MOLISA
7. How was the baseline for the Project's objectives established?	ProDoc, CO Hanoi	Project Team
8. Does the Project complement other ILO Projects and interventions in the country? If so, how?	ProDoc, CO Hanoi	Project Team, CO Hanoi
9. Are the objectives clearly stated, describing the solutions to the identified problems and needs?	Pro Doc	
10. Are the indicators of achievements clearly defined, describing the changes to be brought about?	Pro Doc	Project Team, CO Hanoi
11. Did the project design adequately consider the gender dimension of the planned interventions and how?	Pro Doc, progress reports	Project Team, CO Hanoi
<b>C. Effectiveness (and Project Progress)</b>		
12. In how far have the Project objectives been achieved?	ProDoc, progress reports	All stakeholders
13. Has sufficient technical support been sought from the relevant ILO units and offices globally?	Progress reports	DWT, CO Hanoi, project team
14. Has the MOLISA in Vietnam been strengthened through the Project interventions?	Interviews MOLISA	MOLISA
15. Has the Project sufficiently leveraged the role of industrial relations to achieve workplace compliance?	Interviews, Progress reports	Project Team, IR Staff

16. How effective was collaboration and coordination of the Project with other ILO technical Units in Geneva and Bangkok?	Progress reports	ILO-Geneva & Turin, DWT Bangkok
17. How effective and strategic was the collaboration and coordination of the Project with other ILO projects and programmes working on labour compliance issues?	Progress reports,	CO Hanoi, BWV, IR project, SH@W, etc
18. Did the project achieve its gender-related objectives? What kind of progress was made and what were the challenges?	ProDoc, Progress Reports	Project team & key stakeholders
<b>D. Efficiency of resource use</b>		
19. To what extent have the project initiatives been cost effective?	Financial reports & Progress Reports	Project team, selected Stakeholders
20. To what extent has the Project been able to build upon or leverage national resources or resources of other ILO Projects?	Financial reports & Progress Reports	CO Hanoi, DWT, Project team
21. Were activities completed in-time/according to work plans? If not, what were the factors that hindered timely delivery and what were the counter measures taken to address this issue?	Partners work plans, Financial reports,	Project team, Key Partners
22. Was the funding and timeframe sufficient to achieve the intended outcomes?	Financial reports	Project team, Key Partners
23. Were resources allocated strategically to achieve gender-related objectives?	ProDoc, Progress reports	Project team, Key Partners
<b>E. Effectiveness of Management Arrangement</b>		
24. Have the timeframes and work plans of the Project been adhered to?	ProDoc, Progress reports	Project team, Key Partners
25. Is the Project documented? Have results, including on gender, been communicated at the country level?	ProDoc, Progress reports	Project team, Key Partners
26. Is the distribution of resources between activities and staff been optimal?	ProDoc, Progress reports	Project team, CO Hanoi, Key Partners
27. Was institutional arrangement with the partners, the role of tripartite constituents appropriate and effective?	Progress reports	Tripartite stakeholders
28. Does the Project Team have adequate gender expertise, and/or was technical backstopping sought and received from gender specialists when needed?	Progress reports	Project team, CO Hanoi, DWT
29. Were the management capacities and arrangements adequate to facilitate expected results?	Pro Doc, & Progress reports	Project team, Key Partners
30. How effectively did the Project management and ILO monitor project performance and results? a. Is a monitoring and evaluation system in place?	Pro Doc & Progress reports	Project team, ILO Regional Evaluation Officer

b. How appropriate were the means of verification for tracking progress, performance and indicators?		(ROAP), DWT, Key Stakeholders
c. Is relevant information and data systematically being collected and collated?		
d. Is reporting satisfactory? Is data disaggregated by sex (and by other relevant characteristics)?		
<b>F. Impact</b>		
31. How effectively has the Project been able to build national ownership?	Progress Reports, Work plans of partners	Project team, Key Partners, CO Hanoi, DWT
32. Has the Project reached sufficient scale to justify the investments made?	Progress Reports, Work plans of partners	Project team, Key Partners, CO Hanoi, DWT
33. What are the possible long-term effects on gender quality and are the gender related outcomes likely to be sustainable?	Progress reports	Project team, Key Partners, CO Hanoi, DWT
34. Is there any planned exit strategy of the Project?	Progress Reports	Project team, CO Hanoi
<b>G. Sustainability</b>		
35. Did the Project have a sustainability strategy in place at the inception of the Project?	ProDoc	Project team, CO Hanoi
36. Are the results of the Project likely to be replicated or up-scaled?	Progress reports	Project team, Key partners, CO Hanoi, DWR
37. As a learning for the future: could anything have been done differently to achieve improved sustainability of the results of the Project?	Progress reports, Interviews	Project team, Key partners, CO Hanoi, DWR, Donor
38. What are the possible priority interventions or general recommendations, after the project, which could further ensure sustainability of project's achievements and contribute to the development of constituent?	Progress reports, Interviews	
39. What further actions are required for sustainability of the Project supported initiatives?	Interviews	Project team, Key partners, CO Hanoi, DWR, Donor

# Recommendations of the Needs Assessment

The Needs Assessment undertaken by ILO and MOLISA in 2012 resulted in ten recommendations as follows:

## **1. Legislation.**

The following changes to the Labour Code should be considered on an urgent basis by the legal office of MOLISA in the context of the current legislative reform:

- The level of sanctions set out by law should be increased to be adequately dissuasive.
- A provision should be introduced that better regulates against the obstruction of labour inspectors in the performance of their duties.
- There is a need that current law and regulations have a provision to enforce the enterprises to report the self-assessment when they are requested by the labour inspectorates
- Existing provisions in the law should be revised to ensure that labour inspectors have clear powers to enter workplaces freely and without previous notice at any hour of the day or night in line with Convention No. 81.

*Possible ILO Action:* The ILO will support the introduction of these (and other) provisions in line with this assessment through the already planned technical advisory activities and meetings ahead of the adoption of the new Labour Code. It will also support work on a proposal for improving the capacity of labour inspectors to be submitted to the Prime Minister in November 2012.

## **2. International Labour Standards.**

Given the large number of workers employed in the agricultural sector, Viet Nam might also consider the ratification of the Labour Inspection (Agriculture) Convention, 1969 (No. 129).

*Possible ILO Action:* The ILO is available to assist the Government of Viet Nam with technical assistance to consider the possible ratification of Convention No. 129.

## **3. Structure and scope of labour inspection system; planning and programming.**

MOLISA should consider the establishment of Labour Inspection units at the MOLISA and DOLISA level that are separate from the other functions of the Inspection Department/Divisions. This new unit should have officers whose only competence is over labour inspection although there could further specialize based on the different technical components (e.g. OSH, working conditions, social security etc.). This will help to strengthen the central authority of the labour inspection system in line with Convention No. 81. Linked to the distinct role of the central authority for labour inspection, a separate planning and programming process for labour inspection should be introduced. In this process, the working methods with other inspection units and officers can be clarified.

*Possible ILO Action:* The ILO can offer technical advice on the institutional structure and arrangements for labour inspection within the MOLISA and DOLISAs.

## **4. Human Resources.**

The MOLISA/DOLISAs should propose to the competent authorities raising the quota for labour inspectors in a progressive but concerted manner to achieve a level that is more reasonable relative to the number of enterprises and workers in the country. In subsequent recruitment and promotion of labour inspectors, the MOLISA/DOLISAs should also strive to achieve a more equal balance between male and female officers including among managers. Moreover, MOLISA should continue pursuing reforms to individual performance management for labour inspectors that will help to improve accountability and professional development.

*Possible ILO Action:* The ILO can provide technical assistance in the design of performance evaluation tools for labour inspectors.

### **5. Equipment:**

An inventory and evaluation of technical equipment available to labour inspectors should be carried out by MOLISA/DOLISAs. Based on the needs identified in this process, the MOLISA/DOLISAs should procure the necessary equipment and provide relevant training for its proper use.

### **6. Training.**

Within the context of existing training activities and tools, the MOLISA should consider designing and adopting a comprehensive strategic national training plan adapted to the real needs of labour inspectors, including a treatment of both technical and social skills.

*Possible ILO Action:* The ILO can provide assistance in the development of the plan based on other national experiences and can make available its existing training curriculum on labour inspection to complement the training materials already in place in Viet Nam (in the context of a related proposal to be submitted to the Prime Minister in November 2012). The ILO may also assist in the organization and carrying out of training of trainer activities to assist in the effective and sustainable delivery of these training tools.

### **7. Inspection Visits**

The methods for planning labour inspection visits should be revised to increase the rate of inspections carried out per inspector and focus on those enterprises where the greatest risks or gaps in labour law compliance are identified (e.g. small and medium sized enterprises; agricultural sector; Industrial Processing Zones). New tools such as standard checklists should be developed to make labour inspection visits more systematic and comparable. Also, labour inspection campaigns should be used to complement the inspection visits and to develop the preventive role of the labour inspection system.

*Possible ILO Action:* The ILO can assist in the design of labour inspection checklists and campaigns.

### **8. Registries and self-assessment reports.**

A comprehensive, unified and accessible national registry of enterprises should be developed in coordination, where necessary, with other agencies that have complementary information. This registry should include information gathered from self-assessment reports; the results of labour inspection visits; occupational accident figures (including from the Department of Occupational Safety and Health); and social security data. In this context, the digitization of the self-assessment reports should be seen as a starting point through which a broader registry could be established gathering together these other data that are relevant to the work of labour inspectors. Self-assessments should also be used to map general trends and challenges of labour law compliance in workplaces which can be used not only to plan more strategic follow-up visits but also broader preventive action. Moreover reports should be used for evaluating working conditions and occupational safety and health among small and medium sized enterprises.

*Possible ILO Action:* Linked to the process of digitizing the self-assessment forms, the ILO can assist in the design and implementation of a broader registry system and in determining the training needs of possible users.

### **9. Accidents.**

Labour inspectors need tailored training to improve their technical knowledge and skills in investigating occupational accidents and diseases. Specific campaigns should also be launched to improve the reporting obligations of enterprises when occupational accidents or diseases occur.

*Possible ILO Action:* This recommendation will be considered in the context of possible ILO assistance on training and inspection visits.

### **10. Preventive function, advice and coordination with social partners.**

A strategy should be developed to improve the preventive culture in partnership with employers' and workers' organizations. This can contribute to improved labour law compliance and complement the work of labour inspectors through publicity and awareness raising campaigns.

*Possible ILO Action:* This recommendation will be considered in the context of possible ILO assistance on inspection visits.

# MOLISA Master Plan 2012-2020

Excerpts from the MOLISA Master Plan 2012-2020:

## **II. DUTIES OF THE SCHEME**

1. Complete the legal framework for the organisation, operations and policies for the inspectors of the Labour - Invalids and Social Affairs sector:

- a) Review, amend and supplement relevant legal documents on the organisation, operation, regulations and policies for the inspectors of the Labour - Invalids and Social Affairs sector;
- b) Develop criteria of titles, professional ranks for the inspectors of the Labour - Invalids and Social Affairs sector;
- c) Develop and apply consistently the process and content of administrative inspection, specialized inspection under state management of the Labour - Invalids and Social Affairs management.

2. To strengthen the organisation of the Labour - Invalids and Social Affairs inspection sector

a) On the payroll:

- Review the staff of inspectors and public officials to set the basis for staffing plan;
- Develop long-term staffing plan as a basis for developing annual staffing plan;
- Develop annual staffing plan based on job position and structure of public servants rankings, in line with long-term staffing plan.

b) On the organisational apparatus:

- Strengthen the institutional apparatus based on the functions assigned to MOLISA Inspectorate; the agencies assigned to perform the function of specialised inspection in the fields of labour, invalids and social affairs; Inspectorates of DOLISAs;
- Research and pilot organisations of DOLISA Inspectorates for the region with the large number of firms and employees;
- Analyse to set up the representatives of MOLISA inspectorate in some key economic regions to promptly handle issues arised in the field of labour, invalids and social affairs.

3. To foster capacity building for inspectors and public officers in the sector:

- a) Review the qualification and professional competence of inspectors and public officers in the sector as a basis for developing training and fostering, professional refreshing training each year and for five-year period;
- b) Develop the list of trainers to perform the tasks of training on professional skills for inspectors and public officers in the sector;
- c) Develop programs, content, plans of training, professional refreshing training on professional skills in the field of inspection in the Labour, Invalids and Social Affairs sector for the inspectors, public officers in the sector and the trainers.

# Labour Inspection Campaign (LIC) in Garment Sector in 2015

As part of the 2015 Labour Inspection Campaign (LIC), MOLISA Inspectorate worked with partners in communication efforts to improve employers' and workers' awareness of workplace compliance. The LIC took place from April to October 2015, and these efforts include:

1. Organization of a workshop on implementation of the 2015 labour inspection campaign in Hanoi, which was participated by tripartite partners (Vietnam General Confederation of Labour, Vietnam Chamber of Commerce and Industry) and communication agencies.
  - As a result, the news on implementation of the campaign in the garment sector was covered by more than 30 websites.
2. Distribution of 400 posters, 2,500 leaflets, 800 manuals to 360 garment enterprises in 12 participating provinces and cities. These publications were delivered to employers and workers prior to on-site inspections in enterprises.
3. Organization of 10 workshops in participating provinces and cities for implementation of the campaign:

Representatives of the tripartite partners at the local level, employers' and workers' representatives and local communication agencies were also invited to the workshops. Totally, 320 enterprises were invited to the workshops. The workshops aimed at communicating and promoting the implications and purposes of the campaign and highlighted the areas of attention in performing inspections in the participating provinces and cities. The workshops also offered employers and workers opportunities to raise their voices regarding difficulties, gaps and ambiguity in complying with the labour legislation.
4. Collaborating with communication agencies to publish news on the campaign, its objectives and details:

The news of the campaign and its implementation in localities was published by 50 newspapers, journals and websites at central and local levels in total. In addition, 04 broadcasts on the campaign were aired by Vietnam Television (VTV) apart from various broadcasts made by local televisions such as Ha Nam, Hai Duong, Dong Nai, etc.
5. Publication of information on websites and professional newspapers of the tripartite partners:
  - For MOLISA: Labour and Social Affairs Magazine, People's Livelihood website, MOLISA website.
  - For Vietnam General Confederation of Labour: 04 articles on the campaign were published on the website of this body.
  - For Vietnam Chamber of Commerce and Industry: 09 articles were published on the Enterprise Forum newspaper – the mouthpiece of Vietnam Chamber of Commerce and Industry.
6. Organization of promotion courses for better awareness of compliance:

Within the 2015 labour inspection campaign, Vietnam General Confederation of Labour organized 04 training courses for better awareness of compliance with labour legislation among both grassroots trade union officers with the participation of workers'

representatives in enterprises and employers with the participation of Directors of enterprises.

**In addition, labour inspectors collaborated with partners conducting inspection in 152 enterprises across 12 provinces from July to August 2015.** In total, 1786 violations were found, 19 records of administrative violations were made and 594 million dong of fines were proposed to competent authorities by the inspection teams. The data collected were compared with an earlier risk assessment or 'Risk Mapping' undertaken in November 2014, whereby 25 enterprises were investigated in 4 provinces. The focus was on non-compliance or limited compliance of textile and garment firms with regulations on labour, salary and OSH policies. In many cases, the two inspections found similar levels of violations or improvements in compliance, while in several instances increases of violations were established (for example, working hours for female employees having babies under 12 months old, for female employees during menstrual period, weekend, holiday, annual leave, paid leave and overtime hours). Further details are available in the Report of the LIC 2015 Garment Sector.

# Annual Progress Report LI Project 2015

Excerpts from the 2015 Annual Progress Report of the LI Project:

4. Summary Immediate Objectives				
IMMEDIATE OBJECTIVE ACHIEVEMENT <sup>6</sup>				
Indicator	Baseline	Indicator Milestone (compare planned against actual)	Target (end-of-project total)	Immediate Objective summary
Immediate Objective 1: MOLISA's institutional and technical capacity to effectively operationalize labour inspection activities is improved.				
<p>The training strategy integrates at least 2/3 of the recommendations of the training review.</p> <p>Future training activities are carried out in line with the new training strategy</p>	<p>There is no systematic training for labour inspectors or a written training strategy.</p> <p>There is no strategy for labour inspectors' training and thus no reference point for training activities.</p>	<p>Review of training needs, policies and materials covering labour inspectors, managerial and support staff at all career stages including with respect to induction training, on-the-job training and professional development.</p> <p>Review of recruitment policies and procedures looking also at competency standards (job descriptions)</p> <p>Training needs assessment.</p> <p>First draft of finding and recommendations;</p> <p>Collection of training materials and TOTs already implemented and the available trainers.</p> <p>National survey carried out in 63 provinces containing the description of the activities undertaken by the labour inspectorate at each province, the labour inspectors job descriptions and present tasks, recommendations for training.</p> <p>MOLISA review on national survey.</p> <p>MOLISA review on recruitment, appointment policies and training needs.</p> <p>Vietnamese Labour Inspection Training Strategy.</p> <p>Feasibility study on establishment of a training centre for labour inspectors under MOLISA</p>	<p>A National Labour Inspection Strategy is developed and endorsed.</p>	On track
<p># of inspectors trained 60% or more of trained inspectors indicate that the training has helped improve their knowledge and skills</p>	<p>No inspectors have yet been trained under the project.</p>	<p>Labour Inspectors training Plan</p> <p>Training for labour inspectors at management level conducted.</p> <p>Fellowships abroad for selected potential inspectors provided.</p> <p>Study Tours for management level implemented</p> <p>At the training for manager 95% of inspectors trained indicate that the training has helped improved their knowledge and skills; 77% indicates that the contents of the training are applicable in their daily work.</p>	<p>Directors and managers of Labour Inspectorate trained</p> <p>Trainers are identified and trained</p> <p>Labour inspectors are trained</p>	

<sup>6</sup> Based on the M&E plan

<p>The revised tools are understood and used by inspectors in the course of their inspection duties. The consistency and quality of data collected on labour inspection activities improve.</p>	<p>Lack of systematic performance appraisal of labour inspectors.</p> <p>Low number of visits carried out by inspectors.</p> <p>Poor and unsystematic data collection, especially across all regions</p>	<p>Compile existing checklists and regulatory guidelines used.</p> <p>Workshop on labour inspection technical tools in light of ILO standards, international good practice; and the standardized statistical methodology.</p> <p>Recommendations for revising the documents and improving their usefulness.</p> <p>Labour inspectors' tools action plan.</p> <p>Review the enterprise self-assessment form in collaboration with MOLISA and employers and workers.</p> <p>Workshop on enterprise self- assessment forms.</p>	<p>New checklists for labour inspectors and procedural guides on OSH and on other working conditions.</p> <p>Handbook for labour inspectors.</p> <p>On line reporting tool.</p> <p>9 revised self -assessment forms</p> <p>Promotional activities.</p>	
<p>Information on labour inspection laws, policies and activities improves in reliability and quality between the MOLISA and DOLISAs (upstream and downstream)</p>	<p>Difficult and inconsistent sharing of information between DOLISAs and MOLISA.</p>	<p>Web site project introduced to ILO project staff.</p> <p>LI Official website launched.</p> <p>Online reporting tools application developed and introduced to local labour inspectors</p>	<p>IT-based information system is developed and pilot in 3 DOLISAs</p>	
<p>Increase in the institutional and individual performances</p>	<p>Lack of systematic performance appraisal of LI system and individual labour inspectors.</p>	<p>International expert external consultant contract term of reference developed and agreed.</p> <p>Performance Management System Reviewed and recommendation submitted.</p> <p>Standard job analysis, job descriptions and job position scheme under development.</p>	<p>Vietnamese Labour Inspectorate performance management system at the central and provincial levels, in light of ILO standards and the international comparative experience, proposal developed by the ILO project</p>	
<p><b>Immediate Objective 2: Workplace compliance is strengthened through the combination of increased law enforcement, the development of prevention measures and improved industrial relations.</b></p>				
<p>The inspectorate has a better understanding of the particular risks</p>	<p>Currently the approaches to risk assessment are limited and not systematic.</p>	<p>A sector-focus risk assessment methodology developed.</p> <p>Risk mapping exercise implemented in the ready-made garment (RMG) sector for the risk mapping exercise in consultation with MOLISA and Better Work.</p> <p>Report of the mapping exercise that analyses the data gathered and draws evidence-based conclusions as to the main risks for which campaigns and advisory services would help to prevent or minimize.</p>	<p>25 enterprises visited by Vietnamese labour inspectors through a new prioritization preventative based approach.</p>	<p>On track</p>
<p>Employer and worker attitudes and behaviours change with respect to the key risks identified in the risk mapping exercise</p>	<p>Inadequate awareness among workers and employers on workplace hazards and their attendant risks.</p>	<p>Sector-wide promotional campaign strategy to improve compliance in the priority areas identified by the risk mapping has been object of an external consultancy contract.</p> <p>Awareness raising activities are conducted to encourage the involvement of social partners.</p>	<p>Sector wide labour inspection campaign is developed with a social marketing component.</p> <p>Survey is implemented to assess the success of the campaign.</p>	

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Employers and workers have increased understanding about the compliance risks in the workplace and how social dialogue can address these risks	Social dialogue is not commonly used as a means to address workplace compliance matters.	BWV EA and LI meeting is agreed to design the advisory workshop. BWV and LI agreed to use resources on capacity building for labour inspector.	Advisory workshops on preventative approaches carried out joint with BWV EA.  Advisory workshops developed by labour inspectors through bipartite committees.  Training activities carried out for workers and employers on identified compliance challenges from the risk mapping exercise to consider the use of social dialogue	
There is more regular and meaningful collaboration between BW EAs and labour inspectors	Minimal collaboration between EAs and labour inspectors largely owing to BWV design.	Review of information sharing protocols and other forms of collaboration between Better Work and MOLISA. Meeting senior MOLISA and Better Work management to consider any necessary changes to cooperation arrangements and to discuss new approaches to collaboration between the inspectorate and Better Work. Joint advisory training session for Better Work enterprise with involvement of labour inspectors.	Written protocol of understanding between BWV and Labour Inspectorate.  Joint activities with involvement of labour inspectors.	

**IMMEDIATE OBJECTIVE ACHIEVEMENT CLASSIFICATION (This is a self-assessment).**

<input checked="" type="checkbox"/> <b>Highly probable</b> Almost all (>80%) reporting period milestones have been met. Based on the indicators, it is highly probable all immediate objectives will be achieved by the end of the project.	<input type="checkbox"/> <b>Probable</b> The majority (60-80%) of reporting period milestones have been met. Based on the indicators, it is probable the majority of immediate objectives will be achieved.
<input type="checkbox"/> <b>Low probability</b> Some (40-60%) reporting period milestones have been. Progress is being made on the immediate objectives but based on the indicators only some immediate objectives will be achieved.	<input type="checkbox"/> <b>Improbable</b> Few (<40%) reporting period milestones have been met. Limited progress is being made on the immediate objectives and based on the indicators only a few immediate objectives will be achieved.

Briefly explain the major factors taken into account to justify the immediate objective classification and provide any other comments (2000 characters maximum):

# Selection of Documents Consulted

## ***Selection of Documents consulted for the evaluation:***

- 1) Project Document (ProDoc);
- 2) Agreement between the Netherlands Minister for Foreign Trade and Development Cooperation and the ILO;
- 3) ILO (2012): Technical Memorandum - Vietnam Labour Inspection Needs Assessment. See at: [www.ilo.org/wcmsp5/groups/public/---ed\\_dialogue/---lab\\_admin/documents/publication/wcms\\_194431.pdf](http://www.ilo.org/wcmsp5/groups/public/---ed_dialogue/---lab_admin/documents/publication/wcms_194431.pdf);
- 4) Technical Cooperation Progress Reports
- 5) Project Work plan 2014 – 2016
- 6) ILO Decent Work Country Programme Viet Nam 2012-2016
- 7) Robert, R. (2016): Workplace Compliance through Labour Inspection in Viet Nam; Continuous improvement and opportunities for further ILO collaboration. Powerpoint presentation at the LI Project Final Review Workshop, 17 June 2016, Hanoi, Vietnam.
- 8) Project documents and relevant documents of linked Projects and initiatives; and
- 9) Any other document(s) that might be useful for the evaluation.