ILO EVALUATION

Evaluation Title: **Joint ILO-EU Project to Improve Knowledge Base and Safety and Health in Global Supply Chains to Support G20 Work on Safer Workplaces.**

ILO TC/SYMBOL: **GLO/15/39/EUR**

Type of Evaluation: **Final Internal Evaluation**

Countries: **Colombia, Indonesia and Madagascar**

Date of the evaluation: **16 March 2018**

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Date project ends: **31 December 2017**

Donor: country and budget US$ **European Commission – 600,000 EUR & International Labour Office – 209,000 EUR**

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Key Words: **Occupational safety and health; data collection and analysis; working conditions; OSH in global supply chains.**

This internal evaluation has been conducted according to ILO's evaluation policies and procedures.

Contents

Executive Summary

Within the framework of the Occupational Safety and Health - Global Action for Prevention (OSH-GAP) Flagship Programme, the project identified constraints and drivers for the improvement of occupational safety and health (OSH) in global supply chains (GSCs).

The project undertook pioneering work on OSH improvements in supply chains which required an in-depth understanding of the situation in a given context. To this end, the ILO proposed to work with international research partners through sub-contracting arrangements in order to carry out background research, define the methodology and implement the analytical work. As a result, three case studies were commissioned in order to identify the main issues and underpinning causes and processes: one case study per country, covering each one sector. A high-level meeting was convened in Geneva bringing together G20 members as well as other relevant partners at international level to discuss the findings of the case studies.

In essence, through the project's immediate objective 1, the project took steps to improve the knowledge base on working conditions and OSH in selected global supply chains in target developing countries, by carrying out case studies in Colombia, Indonesia and Madagascar. A research methodology for the case studies was designed with research partners, allowing for cross-country comparisons. Throughout its implementation, the project coordinated closely with other relevant ILO projects at global and country levels. The project's immediate objective 2 aimed at providing recommendations to develop coherent actions among public and private stakeholders to improve compliance with OSH standards –this was done through the development and publication of a global report on the basis of the findings of the three case studies. The project finally aimed to disseminate these findings and encouraged the adoption of the global report's recommendations via a global meeting and country-levels consultations.

1. Project description

The project "Joint ILO-EU Project to Improve Knowledge Base and Safety and Health in Global Supply Chains to Support G20 Work on Safer Workplaces" aimed to identify constraints and drivers for the improvement of occupational safety and health (OSH) in global supply chains (GSCs) under the ILO Flagship programme on Occupational Safety and Health - Global Action for Prevention (OSH GAP). Creating synergies with other global and regional projects, some of them also part of the OSH-GAP Flagship Programme, this results of this project was particularly relevant to G7-initiated public-private partnerships, and projects developed by the ILO under the Vision Zero Fund initiative (VZF).

The project ran from 1 March 2016 to 31 December 2017, and completed both an inception phase report and an interim report. The countries covered by the project are Colombia, Indonesia and Madagascar, where the following supply chains where selected –coffee in Colombia; palm oil in Indonesia; and lychee in Madagascar.

While the ultimate beneficiaries of the project are men and women workers in selected sectors of the supply chains mentioned above –who are at risk of being injured at work or become ill from work-related exposures in their working life—the direct recipients of the project's interventions are government representatives, namely relevant Ministries, employers' and workers' organizations, as well as factories and companies in selected global supply chain sectors.

The main objective of the project was to address the governance gap on OSH in sector supply chains by enhancing data collection and analysis and proposing recommendations to improve working conditions. The project followed a two-pronged approach: a) improve the knowledge base on working conditions and OSH in selected global supply chains; and b) provide key recommendations capable of ultimately improving compliance to OSH standards.

The main deliverables of the project were a) a research methodology for the case studies designed with research partners and stakeholders; b) three case studies in Colombia, Indonesia and Madagascar developed and rolled out; and c) a global report on the basis of the findings of the three case studies –with main findings and recommendations for scale-up/ replication of the intervention models.

2. Approach and methodology

The final internal evaluation covered the period, 1 March 2016 to 31 December 2017, and followed the principles, rules and procedures described in the [ILO evaluation policy](). Under this optic, the final internal evaluation used the criteria proposed by the OECD/DAC –relevance, efficiency, effectiveness, and sustainability. During the evaluation, each criteria was addressed by asking the following questions:

Relevance – Relevance is concerned with: Are we doing the right thing? How important is the relevance or significance of the project intervention regarding local and national requirements and priorities?

Efficiency – Efficiency is concerned with: Are the objectives being achieved economically by the project intervention? How big the efficiency or utilisation ratio of the resources is used (e.g. comparing resources applied versus results)?

Effectiveness – Effectiveness is concerned with: Are the objectives of the development interventions being achieved? How big the effectiveness or impact of the project compared to the objectives is planned (e.g. comparing result vs. planning)?

Sustainability and potential for impact – Sustainability is concerned with: Are the positive effects or impacts sustainable? How is the sustainability or permanence of the intervention assessed? Does the project intervention contribute to reaching higher level development objectives (preferably, overall objective)? What is the effect of the intervention in proportion to the overall situation of the target group or those effected? During the evaluation steps, such as desk review and interviews, special attention was afforded to sex-disaggregated data, and the different needs of women and men and of marginalized groups targeted by the project

In essence, the final internal evaluation aimed to a) determine project effectiveness, i.e. the achievement of the project's outcomes and overall objective –whilst highlighting how and why have they or not been achieved; b) assess the project implementation efficiency; c) verify the relevance of the project outcomes and its usefulness at country level; d) provide recommendations building on the findings of the evaluation; and e) underscore potential good practices and lessons learned for key stakeholders.

The evaluation methodology was anchored in a desk review to be followed by interviews in person, by phone and/or through Skype for the three targeted countries' stakeholders, the resource partner and other relevant stakeholders identified in the table below. The information gathered through these channels fed and supported the evaluation questions (please refer to Annex II – data collection plan). The data gathered followed a qualitative methodology.

During the evaluation, data was available from progress reports, meeting minutes, records from national workshops and high level meetings, as well as from the project's outputs. Through the desk review (October 20 – November 10), data was gathered on both the findings and results of the project. The following documents were reviewed:

o   Project output documents, such as research methodology; value chain assessments; material disseminated through the various events and trainings delivered by the project; 3 case studies; global report on drivers and constraints for OSH improvement*;* and

o   Communication materials, such as project presentation leaflet; LABADMIN/OSH webpages; and project factsheets.

Both quantitative and qualitative information were needed in order to provide the answer to the evaluation questions and reply to the indicators selected (Annex II). To arrive at these potential findings, a series of interviews were conducted from 18 January – 12 February. The interviews were organized by both the targeted evaluation questions and the direct recipients. Please see below table for a summary of how / when the direct recipients were contacted:

Target group interviewed	Relevance	Effectiveness	Efficiency	Sustainability	Design	When?
Research institutes (CRECE, CATIE, CWERC, and University of Northern Sumatra).		X		X		18 – 24 January
Project team (Project coordinator, OSH technical backstopping team, Relevant Country Offices (DWT/CO-Peru, CO-Antananarivo and CO-Jakarta).	X	X	X	X	X	18 – 24 January
Relevant units and departments (i.e. ILO-Brussels, SECTOR, FUNDAMENTALS and SME)	X	X	X	X		24 January – 12 February
EC (DG Employment in Brussels)		X	X		X	24 January – 12 February

In addition, ethics codes were respected during the evaluation. Most writings on ethics in evaluations emphasize similar themes: participation, consent, confidentiality, anonymity and respect. Participation was instrumental for the gathering and analysis of data. It was essential to go directly to the source and this is why the evaluation included a series of interviews aimed at the direct recipients of the project. Through the interviews, the evaluation explained the importance of their views and inputs –this contributed to a feeling of empowerment and that their ideas and participation are valuable. As mention above, the interview questions were adapted to the language and context of each target group.

Although an evaluation requires obtaining information and data, the direct recipients also had the freedom to decide if they wanted to provide this information and, if they decided not to participate, their motives were not questioned. In effect, the evaluation kept in mind that the basis of informed consent and a genuine ethical evaluation does not imply merely following the formality of asking participants if they wish to participate. Informed consent is also based on offering the necessary information in a language that is understood by the interviewees, and with a demeanour that communicates that the ultimate decision on their participation lies with them.

Through its data collection methods, the evaluation did not require names or recognizable personal data to obtain valid findings. An important component of the ethical treatment of the evaluation is to conceal the participants' identities in reports. The purpose of this is to protect participants so that they cannot be singled out at a later date, and also so that the information they provide cannot be used against them in an incriminating or negative manner.

The findings gathered from the desk review and interviews, mentioned above, refined the agenda and facilitation of a stakeholders' workshop. The aim of the stakeholders' workshop, conducted on the 13 February 2018, was to share and summarize key findings, conclusions, recommendations, lessons and global products identified by the interviewees. The workshop included participation of HQ related staff, namely the project team (e.g. project coordinator, OSH technical backstopping team, relevant

Country Offices (DWT/CO-Peru, CO-Antananarivo and CO-Jakarta); and relevant units and departments (e.g. SECTOR, FUNDAMENTALS and SME).

Finally, the evaluation acknowledged the formatting requirements of an internal evaluation report – within which the report included and reflected the findings from the data collection and the stakeholders' workshop. The evaluation report (of 47 pages maximum) was prepared following this guidelines and submitted to the evaluation manager 16 March 2018 for methodology review and circulation among stakeholders. By 07 May 2018, the final version will be completed integrating relevant stakeholders' comments.

The evaluation report includes a) a brief evaluation summary which will be posted on the ILO's website; b) clearly identified findings; c) a section on recommendations; and e) lessons learned and good practices identified throughout the project's lifetime. Lessons learned and good practices have been introduced in the relevant templates –to be uploaded in EVAL's intranet—and the executive summary will be available in English, French and Spanish. As annexes, this report encloses 1) terms of reference (TOR); 2) the inception report; 3) list of stakeholders interviewed; 4) the data collection plan work sheet; 5) timeline of the evaluation; 6) the stakeholders' workshop agenda; and 7) the project's logical framework.

It is important to highlight that this internal evaluation was carried out within a framework of certain limitations. The evaluation took up a considerable amount of organisational time, also taking note of the project's no-cost extension, which ultimately moved deadlines accordingly. While there were no costs incurred in the evaluation, this one depended on the responsiveness and availability of relevant stakeholders –for example, this was felt the most during the scheduling of interviews with stakeholders at field office level and external partners.

3. Findings

Overall, the findings highlighted the need and great potential of global supply chains (GSC) to enhance and improve occupational safety and health (OSH) of workers. Though examples of initiatives to accomplish this are limited, it was found that by strengthening data collection and analysis in this sector, the ground was fertile to tackle the deficiencies in working conditions, safety and health of workers. The marriage of OSH and GSCs also provided the space to dialogue and exchange on other topics beyond the scope of this project –such as areas related to global economic growth and job opportunities.

3.1. Design

The project design was found to be valid and the methodologies and strategies employed for it effective. The design was regarded as logical, coherent, and in line with the stakeholders' priorities. The project staff followed what was presented in the project document each step; in fact, it was stated numerous times during the interviews, that there was little need to reshuffle and change substantially

the logical framework. The practice showed that the design methodology was relevant, and easy to follow through during implementation –proving that it was well conceived.

The project design met the ILO guidance on results-based project design –providing SMART, and gender sensitive indicators and targets, describing assumptions and identifying mitigation measures for each assumption with a high, or medium, risk rate. The assumptions on the implementation and management aspects of the project held true; for instance, the level of security in the countries was stable and specific commitments made by the concerned authorities were forthcoming. Ultimately, this facilitated implementation.

The project document also described a strategy for sustainability of project results. Stakeholders' and resource partners' consultations –for example, via the support of the project idea and validation of certain decisions during the design—later increased the level of ownership by the target groups. The project document described also an exit strategy and identified potential interventions where efforts could continue after the project's end.

Overall, the project's objectives were considered to be clear, realistic and likely to be achieved within the established time schedule and with the allocated resources –please see section above on efficiency where the project no-cost extension is described.

3.2. Relevance

The contribution to the OSH GAP Flagship Programme, particularly its strategic fit, is evident. When the Flagship Programme was developed, the Vision Zero Fund did not exist, therefore work in the area of OSH was done under the flagship programme. With the creation of the Vision Zero Fund, now the Office has a fund that focus on OSH and global supply chains. In this way the relevance of this project has expanded, as now there is an initiative with a very specific focus on OSH in GSCs. In this sense, the project grew in relevance. In addition, the project contributed to ILO objectives, as stated in the Programme and Budget (outcome 7) and the relevant Decent Work Country Programmes. The project proposal clearly stated how its objectives are compatible with and contributed to the achievement of P&B 2018-19 on promoting safe work and workplace compliance including in global supply chains. It was referenced during the interviews that the project was coherent with UNDAF (United Nations Development Assistance Framework) and contributed to the areas for which the ILO is accountable.

In addition, the project was developed prior to the International Labour Conference discussion on global supply chains, and of course the plan of action that resulted from that ILC meeting approved by the GB. This project, however, became very relevant to the work undertaken within the framework of this plan, as it fits very well with the deliverables outlined in this one. As a result, the relevance to the Flagship Programme and to the International Labour Conference discussion was also spot on for these two initiatives. This underscored the relevance of the project to other initiatives undertaken within the department. In effect, the project was presented as a knowledge development on OSH, this way meeting the deliverables under the International Labour Conference plan of action. These examples serve to prove the synergies and complementarities of the project with other interventions under the OSH GAP Flagship Programme.

The project contributed to ILO's objectives as well as to the priorities envisaged by key stakeholders. For example, through interviews, it was evident that the research project was able to fill key knowledge gaps in OSH deficits and governance. This was extremely appreciated, since OSH in global supply chains has been little documented or studied in a general fashion. It was also highlighted as very positive that the research methodology for the case studies was designed with research partners. This allowed for cross-country comparisons and a sense of ownership by the direct recipients of the project.

A great number of stakeholders interviewed were of the opinion that there is little that has been done in regards to OSH in global supply chain, whereas if we refer to the priorities of the international buyer community, it is noticeable that through the use of audits, PPPs, etc. --which have the potential to cover many aspects of compliance—OSH is in general a low hanging fruit, where it can be possible to rapidly make improvements on OSH concerns. Many stated that this is the case because OSH is oftentimes not well understood, and it is not analysed within the context of global supply chains. This project presented the opportunity to dwell on these issues and created a tool which enable the Office the knowledge to consider what should be done within the framework of GSCs. It also provided a methodology for stakeholders to define interventions –interventions that could really focus at the cause of the OSH deficiencies, not only at the consequences of why they are happening, but concentrating instead on a system's approach to tackle OSH issues.

The project presented a timely tool because both OSH and GSCs are key priorities for the Office, as it combines two initiatives in one and allows the Office to provide an explanation for vulnerabilities to OSH risks. By understanding the root causes, the Office can develop more suitable, results-focus, interventions. Many interviewees declared that the element of assessing first the situation (through the methodology developed) helped to make available an intelligence that was not there previously; it provided the know-how to design interventions that are not only nuanced and targeted but also sustainable.

The project refined a tool developed by the SME Lab project and integrated OSH lenses. This was seen as innovative by many of the interviewees because it ensured cross fertilization inside the Office – capitalizing this way on past and on-going strategies, good practices and lessons learned from other ILO projects. Because of the relevance of the project approach and strategy, the project's findings and deliverables are now embedded in ILO projects that are funded by the Vision Zero Fund. Through the LABADMIN/OSH Branch and Vision Zero Fund, resources have been made available to develop a toolkit compiling the project's methodology and findings. By this step-by-step guide with examples (toolkit), the know-how will be available to be replicated by other stakeholders in similar GSCs.

3.3. Efficiency

All interviewees agreed that the project reached the results obtained with the allocated resources. In general, it was stated that the results obtained justify the costs incurred. The project was extended for three months (a no cost extension), where internal LABADMIN/OSH Branch resources, were used to package the tool and guides so that the methodology could be disseminated to others. The financial and technical support from the regular budget (25% - (209,000 €) of the branch shows as well the commitment of the branch and the project staff toward reaching results beyond the scope of the project –please refer to section on sustainability below.

There were, however, a number of delays recorded due to the terms and conditions of contracts with universities and research institutions, particularly as it pertains to intellectual property and the respect of PAGODA-specific clauses. Also, due to the political context in Colombia –which saw a referendum of the peace agreement and rural development in conflict-affected areas—and the sensitive and controversial nature of the palm oil sector in Indonesia, the project suffered from minor delays during field research. These, however, were mitigated by the adequate administrative, technical and political support from the ILO field offices. It was stated, during the interviews, that technical specialists from relevant country offices supported the project very well, were responsive, and backstopped the project effectively via revisions, inputs, feedback, and stakeholders' outreach and consultations during project implementation.

Many praised the project for not being excessively dependent on the use of consultancies; in this regard, inside expertise was employed to the highest degree and served to move the project forward. All missions were justified as evidenced by mission reports and follow up activities within the framework of the project.

One comment highlighted throughout the interviews was how efficiently the project addressed a diverse geographic coverage within the budgetary allocation. Country selection was made on the basis of data collection methods, corresponding to criteria defined by the project, and extensive consultations with Headquarters and field specialists on OSH and with the donor itself - DG Employment. In this regard, the resource partners' interest and inputs on country selection was instrumental to build a list of countries with the political will and capacities appropriate for the research. The selection of the supply chains, on food and agriculture, was also praised as it aligns with the future reporting the Office will do within the framework of Sustainable Development Goals (in particular 3, 8 and 12).

The fact that the project did not concentrated on the garment supply chains was regarded by many as innovative and ground-breaking, as there is little information and studies on OSH vulnerabilities within the food and agriculture sector. The mapping of the supply chain selection was also mentioned numerous times during the interviews. This exercise was done jointly with research partners in each country, allowing them to provide inputs and revise the scale and typology of actors in the supply chains –this in turn built the level of engagement within a number of Ministries of Labour as well as within key research institutions,[1] and the National Federation of Coffee Growers in Colombia.

3.4. Effectiveness

The respondents of the interviews all agreed that project's deliverables (outputs) were of good quality, quantity, were gender-sensitive and were delivered on time. It was affirmed that with the delivery of the stakeholders' workshop and the private sector meeting, the project went beyond the activities originally planned in the project document. The deliverables were considered of high value; for instance, during implementation, the project reached out to private sector actors for consultation and support on the methodology development –and thus assessing their contribution and the richness of

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[1] Namely, Cardiff Work Environment Research Centre (CWERC); the University of Northern Sumatra in Indonesia, Centre Technique Horticole de Tamatave (CTHT) for Madagascar and Centro de Estudios Regionales Cafeteros y Empresariales (CRECE) for Colombia.

their experience it was found suitable to disseminate their support to the research tools and findings to a wider audience.

The project achieved its specific objectives. The development of the methodology; the report of the three case studies and the global research report, describing the findings and recommendations for scale-up/ replication of the intervention models, allowed a) to increase the knowledge base on working conditions and OSH in the selected global supply chains, and b) provided recommendations among public and private stakeholders to improve OSH management strategies.

The outputs were considered of high quality; however, many interviewees highlighted that these documentations, though of high academic value, were heavy and dense for the reader, making it more difficult to take the theory and findings to the practice. To mitigate this, the project developed executive summaries, and translated them in English, Bahasa, French and Spanish, so the key highlights of the research will be easily accessible and understood. These executive summaries were developed as independent products –allowing for a more straight-forward communication and dissemination of the project's results.

There was evidence that the project's deliverables ensured the inclusion of a gender dimension and the consideration for vulnerable groups (people with disabilities and children). This was proven first, during project design, by the project document which included referenced to existing gender roles and targets disaggregated by sex. During project implementation, the interview and focus group questions also kept these issues in the forefront, and by this via, advanced gender equality.

During the interviews, there was an overall good rating of the contribution of local, international, public and private actors, particularly during data collection and analysis, and joint-construction of the intervention models. It was also mentioned that more engagement and involvement from key Ministries would have been instrumental and useful to bring more visibility to the project topic; however, the project conducted a thorough assessment of the institutions and partners involved in the implementation –this facilitated buy-in from them and allowed for an agreement on their obligations and responsibilities. Through this assessment, it was also possible for the project to appraise the research partners' capacities to ensure sustainability of results in a cost-effective manner. However, it was mentioned that special attention should have been given to the review of the partners' terms of reference (TOR), with the view to make sure there is a solid balance between what they could offer and the internal OSH expertise in the department.

Other than points mentioned above (section on efficiency), no negative factors outside of the control of the project affected project implementation and project objectives.

One unexpected result is that the project methodology was automatically embedded in a broader intervention, the Vision Zero Fund, and that it was recognized as the tool to be used systematically before any intervention aimed at identifying constraints and drivers for the improvement of occupational safety and health (OSH) in global supply chains (GSCs) –please refer to the sustainability section below for more information.

In this regard, it was repeated numerous times that this was a research project, and that the challenge is to reply to the question of what happens after research. Beyond the methodology and the vast knowledge and information gathered, the project proved that there is an interest to build further on

the findings, and that resource partners see an added value in investing in this work. This in and of itself speaks highly of the project. Through the Vision Zero Fund, there is now a strong potential to continue the work started by the research and move forward on implementation of the intervention models.

3.5. Sustainability

The project results have continued after the support from the European Commission ended. For instance, a standardized toolkit for implementers has been developed to make available the research tools developed by the project to practitioners assessing drivers and constraints for OSH in GSCs. This deliverable will be part of the branch work plan for biennium 2018-2019. The Vision Zero Fund adopted the approach and methodology in order to scope its interventions at country level; for instance, the tools are currently being used in Myanmar (ginger and garment value chains) and in Madagascar (textile value chain).

In effect, in Madagascar, the Vision Zero Fund is implementing with the stakeholders of the lychee value chain pilot interventions to improve OSH based on the recommendations of the case study. In Indonesia, a project financed by the Dutch government on decent work in palm oil plantations is implemented by the ILO Country Office in Jakarta. This project decided, on the basis of the work already done, to focus on implementing key recommendations on OSH and labour inspection in 2018. In Colombia, a concept note was submitted to the Vision Zero Fund Steering Committee in November 2017 aiming at implementing the intervention models developed by the project in collaboration with the National Federation of Coffee Growers and the Ministries of Labour and Trade. The same Federation has already integrated the results of the study within an OSH capacity building programme, conceptualized at the national level, to raise awareness about a new OSH law in the country.

Another follow-up activity that ensures sustainability of the project's results will be a synthesis of the results of the interviews conducted with over fifty multinational companies and private sector initiatives on OSH on sustainable sourcing policies. This report will also be published as part of the branch work plan for the biennium 2018-19, and it is expected that those results will feed the Vision Zero Fund private sector engagement strategy.

The project findings and recommendations have also been integrated into the logical framework of the one ILO PRODOC for Ethiopia, titled ETH/17/51/MUL "Advancing Decent Work and Inclusive Industrialization in Ethiopia."

Throughout all these activities, a gender perspective and social inclusion of the vulnerable groups have been considered and integrated as much as possible. In addition, the dissemination activities mentioned above have stimulated an environment to further OSH promotion in GSCs. For example, through the case studies, it was proven that the investment on OSH data needed to be re-directed to a rural context for a broader, more inclusive approach; and that the business case for OSH creates a potential for advocacy linking OSH and productivity improvement in GSC –this in turn encourages countries to view OSH beyond a purely compliance and legal angle.

4. Conclusions

The project is relevant and aligned to the ILO objectives as stated in the Programme & Budget, SPF and DWCPs. It is likewise aligned with UNDAF and other cooperation frameworks, including SDGs. The evaluation found that the project took into account previous experiences (i.e. as demonstrated by the reference and use of the Lab methodology and approaches; SECTOR's work items such as literature review in preparation of the ILC 2016 discussion on [Decent Work in Global Supply Chains](#), palm oil plantation surveys; and [Area of Critical Importance (ACI) conclusions on rural economy 2014-15](#)) and built on ongoing initiatives undertaken by other development partners and sister UN agencies, namely UNICEF and FAO.

As regards effectiveness and efficiency, the project achieved what it set out to accomplish, within the budget, timeline and scope originally proposed. It effectively delivered a) a comprehensive research framework to carry out case studies; b) a report from the three case studies; and c) global research report, with main findings and recommendations for scale-up and replication of the intervention models. The project also made use of and supported tripartism and social dialogue via the numerous consultations with ILO constituents, ACT/EMP and ACTRAV specialists. Likewise, through its implementation and the delivery of activities and outputs, the project makes clear reference to all stakeholders (e.g. government, workers, producers, private sector, research institutions, etc.) and provides relevant information on each of them, as well as their role and responsibility in project design, implementation and monitoring. The evaluation also remarked that gender mainstreaming was taken into account in the project strategy and rolled out during project implementation –via references to targets disaggregated by sex and research considerations that could contribute to advancing gender equality.

In terms of sustainability, the project's results have continued after the support from the resource partner concluded; for example, a standardized toolkit for implementers is being developed to put at the disposal of practitioners the research tools designed by the project. Also, the Vision Zero Fund has adopted the approach and methodology developed by the project in order to scope its interventions at country level, and the tools are currently being used in Myanmar (ginger and garment value chains) and in Madagascar (textile value chain). In Colombia, a concept note was submitted to the Vision Zero Fund Steering Committee in November 2017 with the goal to implement the intervention models developed by the project in collaboration with the National Federation of Coffee Growers and relevant Ministries. In Indonesia, the findings of this project provided the inputs to develop further and reinforce the work plan and strategy of other ILO interventions, such as the project [Promoting Decent Work on Oil Palm Plantation in Indonesia](#) (funded by the Kingdom of the Netherlands), which started in March 2017.

5. Recommendations

1. **Considering existing systems for data collection and indicators in a rural setting:** Through the desk review and the interviews, it was clear that stakeholders and project staff alike recognized the untapped potential to advocate for OSH in a rural setting. The lack of consolidated, comprehensive and reliable OSH data at the various stages of the production of

supply chains creates a barrier to raising awareness and building consensus on priority prevention actions. In a rural setting, the issue of informality and the detachment of certain actors from an institutional supporting environment on OSH can exacerbate this situation and create greater deterrent to understand and stimulate OSH-compliance. However, it is in these situations where the Office should continue to work, to face and try to address these challenges – by proposing activities to increase and/or improve availability of OH services, such as health surveillance for example. *(Recommendation aimed at ILO project staff, national partners and constituents; timeline 2018 onwards).*

2. **Prioritizing communication and dissemination**: The level of appreciation for the translations and the development of the executive summaries spoke of the outreach of the research findings, and how the readers are using these products. It also brought to the forefront the need to provide clear and concise information; where extraneous details is absent; where the information is available in the practitioners' language; and where the core ideas are written in a straightforward manner. These are definitely points to remember when designing future research proposal and budgets. In addition, a great number of interviewees remarked on the effective coordination between the project staff and the resource partner, as an example to follow in order to nurture both transparency and information sharing, which in turn facilitates processes and requirements at the time of reporting. *(Recommendation aimed at ILO project staff, national partners and constituents; timeline 2018 onwards).*

3. **Capitalizing on past and/or on-going projects:** The project identified possible synergies with other ILO projects and programmes. In reference to this alignment, there were divergent perspectives from interviewees. On one hand, colleagues mentioned that synergies in regards to the research methodologies, findings and country operations were very well established, as they afforded the opportunity to integrate research products into other projects' tools and deliverables. It was also well noted, from the interviews, that throughout its implementation, the project coordinated closely with other relevant ILO projects at global and country levels. On the other hand, certain views pointed out to a project in Indonesia with a similar approach and levels of intervention (i.e. decent work in palm oil plantations) where synergies could have been highlighted in more detail. However, the evaluation later took note that this project decided, on the basis of the work already done by GLO/15/39/EUR, to focus on implementing some key recommendations on OSH and labour inspection in 2018 –providing this way the opportunity to build on earlier and ongoing initiatives. *(Recommendation aimed at ILO project staff; timeline 2018 onwards).*

4. *Considering other value chains*: During the interviews, it was underscored that future interventions on this same topic could envisage other supply chains, such as coal mining in China, the informal economy, etc. which represent a significant amount of OSH risks and practices. Greater clarity on what the Office defines as global supply chains was also underscored, as a point to tackle before projects in this sector, as opposed to trade, can be implemented. The leverage, spotlight or pressure from some companies –due to their own standards—could be a useful entry point for the Office to develop projects aimed at improving OSH practices in a particular country or sector, but caution was given that this should not mean that those OSH risks or practices are unique to only exporters, as opposed to the domestic industry. It is essential to point out, however, that this analysis is more suitable for policy level work –which goes beyond the boundaries and scope of the project. *(Recommendation aimed at ILO project staff; timeline 2018 onwards).*

6. Lessons learned

1. **Effective coordination with the resource partner**: The relationship with the stakeholders and the resource partner (EC) was underscored many times during the interviews as a very positive aspect of the project. They were consulted at every stage of the project, supply chain and country selection, development of the methodology, etc. This definitely was cited as an example to follow. This active and thorough consultation fostered participation, involvement and engagement during implementation, and allowed for the stakeholders to see this intervention as "their" project –their efforts, challenges and results.
2. **Beyond the life of the project**: The compilation of research findings into the development of a toolkit, within the framework of the Vision Zero Fund, was cited numerous times by interviewees as the example to point to in order to prove the sustainability of the project, but more importantly, it was cited as further evidence that capitalization of on-going projects and synergies can indeed raise the ILO comparative advantage (vis-à-vis other agencies) to deliver services and products on the theme of OSH in GSCs.
3. **Capitalizing in other projects, experiences and lessons learned in the same theme:** The project linked up internally and externally with other projects, at both global level and country level. In particular, the project coordinated actions regularly with other ILO units involved in projects on global supply chains, in particular SME, SECTOR, RESEARCH and GOVERNANCE. The project was also able to link its actions with a number of UN sister agencies working on the same issues, in particular the project was in contact with the team in charge of value chain development in FAO and with the team in charge of private sector engagement in UNICEF.

7. Good practices

1. **Follow up tools and initiatives**: The development of a roster of consultants capable of applying and implementing the project methodology in other global supply chains was quoted numerous times as a very positive step. The training of these consultants, so as to raise and ensure their understanding of the complexity and nuance of the methodology, was also mentioned and recognized as a good practice to be taken up within the framework of the Vision Zero Fund.
2. **A situation analysis before implementation**: Last but not least, the project provided the space and occasion to conduct a thorough situation analysis of the OSH vulnerabilities in a given sector, in different countries. This situation analysis –gleamed through by the research findings – provided the key foundation to set the best course of action (e.g. strategies, entry points, partnerships, etc.) which are currently taking form, for further implementation, within the Vision Zero Fund initiatives.

Annex I – Terms of Reference

Joint ILO-EU Project to Improve Knowledge Base and Safety and Health in Global Supply Chains to Support G20 Work on Safer Workplaces

Internal Final Evaluation

Project Title	**Joint ILO-EU Project to Improve Knowledge Base and Safety and Health in Global Supply Chains to Support G20 Work on Safer Workplaces**
ILO Project Code	GLO/15/39/EUR
ILO IRIS Code	105591
Project dates	22 months - March 2016 – December 2017
Administrative Unit in charge of the project	LABADMIN/OSH Branch, Governance Department
Unit in charge of backstopping	LABADMIN/OSH Branch, Governance Department
Timing of evaluation	Final
Type of Evaluation	Internal
Donor	European Commission, DG Employment
Budget	Total eligible costs EUR 809 000 – Total EU Funding EUR 600 000
Evaluation dates	November-February 2018

Introduction

The objective of this final internal evaluation is to assess the relevance, effectiveness, efficiency, coherence, potential impact and sustainability of the ILO's actions taken under this project aimed at identifying constraints and drivers for the improvement of occupational safety and health in global supply chains.

This project falls under the ILO's Flagship Programme: Global Action for Prevention on Occupational Safety and Health (OSH-GAP Programme) piloted by the LABADMIN/OSH Branch of the ILO. This global programme seeks to foster the creation of a global culture of prevention, with the objective of achieving reductions in the incidence of work related deaths, injuries and diseases.

Five core development cooperation projects currently fall under the OSH-GAP Flagship Programme:

1. The project under evaluation also called "OSH in Global Supply Chains ";
2. "SafeYouth@Work ", to improve the health and safety of young workers, funded by the United States Department of Labor;
3. "Modernizing international networking in occupational safety and health knowledge and information ", supporting international, regional and national networks active in the area of OSH, funded by the Ministry of Labour of Korea;
4. "OSH for Young Workers and Young Employers in Global Supply Chains—Building a Culture of Prevention ", a project funded by Disney Worldwide Services, Inc. via the USCIB Foundation aiming to Support the health and safety of young workers and employers in Global Supply Chains of South East Asia.
5. "Enhancing Occupational Safety and Health Standards in Construction Sector in Cambodia", funded by the Government of Japan and addressing the need to improve occupational safety and health of workers and workplaces in Cambodia's construction sector with a focus on the construction of commercial and residential buildings.

In addition, it is particularly relevant the G7-initiated public-private partnership, Vision Zero Fund initiative (VZF) that aims to prevent work-related deaths, injuries and diseases in global supply chains,. The Fund works towards structural improvements in safety and health practices at the work place. The Fund aims to strengthen capacity in both public and private spheres, realising that public compliance activities and private practices at the sector and company level are interdependent.

Moreover for the European Union improving OSH worldwide is also part of the EU OSH strategic framework 2014-2020 (http://ec.europa.eu/social/main.jsp?catId=151)

Background and description of the project

According to ILO estimates, approximately 60 to 80 per cent of global trade involves global supply chains (GSCs). While the contribution of these trade mechanisms to global economic growth and job opportunities is evident, their impact on the working conditions and safety and health of workers involved in GSCs in developing countries raise concerns.

There is a growing body of research on various actions and interventions and their impact on working conditions. However, there is a lack of evidence-based information on the effectiveness of auditing and monitoring mechanisms in improving working conditions and OSH.

Therefore, the project responded to the need to gain better understanding of working conditions and OSH throughout the supply chain (including both formal and informal suppliers) as an entry point for the protection of the most vulnerable workers.

The project development objective is to address the gap on OSH in sector supply chains by enhancing data collection and analysis and proposing recommendations to improve working conditions.

The two strategic objectives are that at the end of the project:

1. Knowledge base on working conditions and OSH in selected sectors of supply chain in target developing countries is improved
2. Recommendations to develop coherent and concerted actions among public and private stakeholders to improve compliance with OSH standards in supply chains are disseminated to a large audience.

The project was implemented following the following steps:

1. Sector selection: the project selected Food and Agriculture global supply chains as an area of focus based on a review of the existing literature on the topic as well as a review of ILO interventions in GSCs. Food and agriculture was identified as an area where a knowledge gap existed.
2. Country selection: **Colombia, Indonesia and Madagascar** on the basis of background research and consultations with ILO field specialists and the donor;
3. Rapid supply chain assessment in order to select one supply chain in each target country (desk review of three supply chains per country and subsequent consultations with countries) – selection results: **coffee in Colombia, palm oil in Indonesia, lychee in Madagascar**;
4. Research partners' selection - for the case study research methodology, Cardiff Work Environment Research Centre (CWERC), and for the field research in the three countries of project implementation: University of Northern Sumatra in Indonesia, Centre Technique Horticole de Tamatave (CTHT) for Madagascar and Centro de Estudios Regionales Cafeteros y Empresariales (CRECE) for Colombia;
5. Initial sector review and supply chain mapping in the three target countries (based on both a compilation of available information and a field research in each country to collect primary qualitative data);
6. Identification of drivers and constraints underlying OSH deficits and governance gaps in each supply chain identified through case studies in each of the target countries. This case studies were carried out based on a defined research framework and methodology for collecting data, allowing comparative assessment and cross-analysis of the supply chains;
7. Organization of stakeholders' workshops at country level to share the project findings and get their inputs on the development of intervention models;
8. Publication and dissemination of the case studies at global and country levels (ongoing at the time of drafting);
9. Based on the results of the case studies, drafting and publication of a global report including recommendations to develop coherent and concerted actions among public and private actors (not implemented at the time of writing);
10. Dissemination of the project's results through various means such as: dissemination of the methodology used to assess drivers and constraints for OSH in GSCs, organization of a high level meeting to present findings in Geneva; and national level dissemination (not implemented at the time of writing).

Purpose and scope of the evaluation

Purpose

The main purpose of the final internal evaluation is to promote accountability to ILO key stakeholders and donor and also to promote learning within the ILO. The main objectives of this evaluation are as follows: -

- Determine project effectiveness: achievement of Project strategic objectives (outcome) and overall objective (initial/potential impact), and understanding how and why have/have not been achieved. Identify relevant unintended/unexpected results due to the project outputs
- Assess the project implementation efficiency;
- Establish the relevance of the project outcomes and its usefulness at country and global level;
- Provide recommendations regarding relevant stakeholders' engagement, building on the findings of the Project;
- Identify emerging potential good practices and lessons learned for key stakeholders.

Scope

The evaluation should focus on all the activities that have been implemented since the start of the project to the moment of the evaluation. In analysing and documenting how the outcome has been achieved or not, an integral step will be the assessment of main activities leading to this outcome (i.e. their relevance for the outcome). To the extent possible, the evaluation should pay particular attention to the project flow and strategic organization of activities to achieve results.

The evaluation should cover expected (i.e. planned) and unexpected results in terms of non-planned outputs and outcomes (i.e. side effects or externalities). Some of these unexpected changes could be as relevant as the ones planned. Therefore, the consultant should reflect on them for learning purposes.

The analytical scope should include identifying levels of achievement of objectives and explaining how and why they have been attained in such ways (and not in other alternative expected ways, if this would be the case).

The gender dimension should be considered as a cross-cutting concern throughout the project from implementation to outcomes and impact). Moreover the evaluators should review data and information that is disaggregated by sex in the research reports and dissemination work and assess will contribute to men as well as to women lives.

Clients

The tripartite constituents, the ILO LABADMIN/OSH Branch and the donor –EC DG EMPLOYMENT as well as all other parties interested in developing and implementing approaches to address OSH in GSCs will use the findings of this internal evaluation.

The Vision Zero Fund[2] staff, who will use the methodology developed under this project to design country level interventions, as well as other ILO initiatives on Global Supply Chains, will also benefit from lessons learned and good practices identified in this evaluation.

Suggested aspects to be addressed

The evaluation should be carried out in adherence with the ILO Evaluation Policy, the UN System Evaluation Standards and Norms, and the OECD/DAC Evaluation Quality Standard.

The evaluation will address the overall ILO evaluation concerns such as relevance, effectiveness, efficiency and sustainability (and potential impact) to the extent possible as defined in the ILO Policy Guidelines for Results-Based Evaluation: Principles, Rationale, Planning and Managing for Evaluations (i-eval resource kit), 2013.

Gender concerns should be addressed in accordance with ILO Guidance note 4: "Considering gender in the monitoring and evaluation of projects" All data should be sex-disaggregated and different needs of women and men and of marginalized groups targeted by the programme should be considered throughout the evaluation process.

Below are the main categories that need to be addressed:

1. **Design (the extent to which the design is logical and coherent)**

   ➤ Determine the validity of the project design, particularly the methodologies and strategies employed for it and whether it assisted or hindered the achievement of the project's goals as set out in the Project Document.
   ➤ Were the objectives of the project clear, realistic and likely to be achieved within the established time schedule and with the allocated resources (including human resources)?
   ➤ Was the project design logical and coherent (both internal and external level taking into consideration other stakeholders initiatives on the issue)? Does the project design meet the ILO guidance on Results-Based project design?
   ➤ How appropriate and useful were the indicators (and targets) established in the project's proposal in terms of assessing project progress?
   ➤ To what extent were external factors and assumptions identified at the time of design? Have these underlying assumptions on which the project has been based proven to be true?
   ➤ Assess whether the problems and needs were adequately analysed, taking gender issues into concern. Has the strategy for sustainability of project results/ further ownership of project results by stakeholders been defined clearly at the design stage of the project?

2. **Effectiveness (the extent to which the intervention's immediate objectives were achieved taking into account their relative importance)**

   ➤ Examine delivery of project outputs in terms of quality, quantity and timing.
   ➤ Has the project achieved its specific objectives at outcome and impact levels?
   ➤ How did positive and negative factors outside of the control of the project affect project implementation, and project objectives and how did the project deal with these external factors?

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[2] Please see for more details: http://www.ilo.org/safework/projects/WCMS_517539/lang--en/index.htm

- ➢ Assess the contribution from local, international, public and private actors to the research? What was the scope, relevance, and consequences of their contributions?
- ➢ How were research partners identified?
- ➢ Elaborate on how the research partners' experience and capacities were assessed vis-à-vis the research topic?

3. Efficiency (A measure of how economically resources/inputs i.e. funds, expertise, time etc. are converted to result)

- ➢ Compare the allocated resources with results obtained (i.e. a) the rapid assessment mapping to select the GSC sectors in each target country and b) the development of the global report (based on the case studies).
- ➢ What are the more relevant lessons on how the project addressed a diverse geographic coverage with a limited budget?
- ➢ Has the project received adequate administrative, technical and- if needed- political support from the relevant ILO offices in the field, technical specialists in the field and the responsible technical unit at headquarters?

4. Relevance

- ➢ To which extent does this research project contribute to the ILO's objectives and priorities as well as to the key stakeholders' ones?
- ➢ Examine the project contribution to the OSH GAP Flagship Programme, particularly on its strategic fit and synergies/ complementarities with other projects implemented under this programme.
- ➢ Examine whether the project responded to the needs of the ILO in terms of developing interventions on OSH in Global Supply Chains.

5. Sustainability and potential impact

- ➢ Assess what steps were taken to ensure sustainability and ownership of the project outcomes by the targeted stakeholders.
- ➢ To what extent was the sustainability strategy sensitive to gender and social inclusion of vulnerable groups?
- ➢ Assess if/how the project's dissemination and communication activities created/stimulated an environment to further OSH promotion in the selected GSCs.
- ➢ Have the study findings and recommendations in the three GSC selected been used/adapted/referred to/taken on board?
- ➢ Are the sustainability elements likely to be sufficient for key stakeholders to move project results at impact level beyond the life of the project?

Expected outputs of the evaluation

The expected outputs to be delivered by the evaluator are:

1. Inception report: this report based on the Desk review should describe the evaluation instruments, reflecting the combination of tools and detailed instruments needed to address the range of selected aspects (i.e. interviews and review of reports) and present the evaluation

indicators table. It will present the methodology and initial draft agenda of the workshop and the outline of the report.

2. Quantitative and qualitative data collected through interviews with project stakeholders to be integrated in the report.
3. Stakeholders' workshops in ILO HQ summarizing key findings, conclusions, recommendations and Lessons and GPs identified by the participants.
4. Draft evaluation report for the project: the evaluation report should include and reflect on findings from the data collection and the stakeholders' workshop.
5. Final evaluation report after comments from stakeholders.
6. Upon finalization of the overall evaluation report, the evaluator will be responsible for writing a brief evaluation summary which will be posted on the ILO's website. This report should be prepared following the guidelines included in Annex and submitted to the evaluation manager.

Draft and Final evaluation reports include the following sections:

➢ Executive Summary *(standard ILO format)* with key findings, conclusions, recommendations, lessons learned and good practices *(each lesson learn and good practice need to be annexed using standard ILO format)*
➢ Clearly identified findings
➢ A table presenting the key results (i.e. figures and qualitative results) achieved per objective (expected and unexpected)
➢ Clearly identified conclusions and recommendations (i.e. specifying to which actor(s) apply)
➢ Lessons learned
➢ Potential good practices.
➢ Appropriate Annexes including present TORs, persons interviewed, evaluation schedule, etc.
➢ Inception report

The entire draft and final reports (including key annexes) have to be submitted in English. The executive summary with key findings, conclusions, recommendations, lessons learned and good practices should be in English, French and Spanish.

The total length of the report should be a maximum of 30 pages. This is excluding annexes; additional annexes can provide background and details on specific components of the project evaluated.

The report should be sent as one complete document and the file size should not exceed 3 megabytes. Photos, if appropriate to be included, should be inserted using lower resolution to keep overall file size low.

All drafts and final outputs, including supporting documents, analytical reports and raw data should be provided in electronic version compatible for Word for Windows. Ownership of data from the evaluation rests jointly with ILO and the EC DG EMPLOYMENT. The copyright of the evaluation report will rest exclusively with the ILO. Use of the data for publication and other presentations can only be made with the written agreement of ILO. Key stakeholders can make appropriate use of the evaluation report in line with the original purpose and with appropriate acknowledgement.

Methodology

a. Sources of information and data collection

The evaluator will conduct a desk review first to be followed by interviews in person in ILO HQ and on phone/Skype for the three target countries, donor and other relevant stakeholders identified during the briefing.

1. Sources of information

1.1 Documents review

The evaluator will review the following documents to be provided by the project management through e-mail:

1. Project management documents
   - Project Document package;
   - Inception Report;
   - Mid Term report.
2. Project output documents
   - Research methodology;
   - Value Chain assessments;
   - Material disseminated through the various events and trainings delivered by the project;
   - 3 case studies;
   - Global report (not available at time of writing).
3. Communication materials
   - Project presentation leaflet;
   - Project publications (not available at time of writing);
   - Project factsheets, including infographics (not available at time of writing).

1.2 Consultation of LABADMIN/OSH webpages

http://www.ilo.org/safework/projects/WCMS_522931/lang--en/index.htm

1.3 Individual interviews

Individual interviews in person at ILO HQ, by phone, e-mail or Skype and/or a questionnaire survey can be conducted with the following:

a) ILO staff from LABADMIN/OSH Branch, GOVERNANCE Department and DDG/P's Office in Geneva, as well as from other relevant technical departments/ units, such as SECTOR, FUNDAMENTALS and SMEs ;
b) ILO-Brussels;
c) ILO staff from relevant ILO Country Offices in Indonesia, Madagascar and Peru;
d) EC: DG Employment in Brussels, its Health, Safety and Hygiene at Work Unit in Luxemburg.

b. Stakeholders' Workshop

Being this an internal evaluation the main focus will be the workshop facilitated by the evaluator. Data collection in the previous step will be developed to refine the agenda and facilitation the workshop.

The workshop will include participation of the HQ related staff and of the three targeted countries through Skype or VC.

c. Development of the evaluation report

The draft reports will be circulated to key stakeholders (including EC DG Employment as the donor, the tripartite constituents, other key stakeholders and partners and ILO staff at LABADMIN/OSH in Geneva and relevant ILO Country Offices in Madagascar, Peru and Indonesia) and the donor for comments by the evaluation manager with support of the project.

Comments from stakeholders will be consolidated by the evaluation manager and will be sent to the evaluator to incorporate them into the revised evaluation report. The evaluation report will be considered final only when it gets final approval by ILO Evaluation Office.

d. The evaluator responsibilities and profile

Responsibilities	Profile
• Desk review of project documents • Development of the evaluation instruments • Briefing with project director • Interviews with relevant stakeholders • Draft evaluation report • Finalize evaluation • Draft stand-alone evaluation summary as per standard ILO format	• Not have been involved in the project. • Relevant background in social and/or economic development. • Experience in the design, management and evaluation of development projects, in particular with research and policy level work, and institutional building. • Experience in the area of labour inspection/workplace compliance is an asset. • Experience in the UN system or similar international development experience including preferably international and national development frameworks and UNDAF. • Fluency in English, French and Spanish an asset • Experience facilitating workshops for evaluation findings.

Management arrangements

The evaluator will report to the *Evaluation* Manager for this evaluation. The evaluation manager takes the responsibility in drafting and finalizing the TORs in consultation with all concerned and will manage the whole evaluation process and will review evaluation report to make sure it has complied with the quality checklist of ILO evaluation report.

EVAL/ILO will do quality assurance of the report and give approval of the final evaluation report.

Roles of other key stakeholders: All stakeholders, particularly the relevant ILO staff, the donors, tripartite constituents, relevant government agencies, NGOs and other key partners will be consulted throughout the process and will be engaged at different stages during the process. They will have the opportunities to provide inputs to the TOR and to the draft final evaluation report.

Calendar

The duration of this evaluation is 35 working days between 12 November 2017 and 24 February 2018 (tentative dates). Those dates are suggested on the basis of the project schedule of activities. By end December 2017 it is anticipated that the project will have delivered most of the documents and activities that need to be evaluated.

Phase	Responsible Person	Tasks	Proposed timeline	Number of days
I	Evaluator	o Desk Review of project related documents o Briefing with the evaluation manager and LABADMIN-OSH Branch o Preparation of the inception report	13-15 November	3
II	Evaluator (logistical support by the project and COs)	o Interviews with stakeholders	15-19 January	5
III	Evaluator	o Preparation of the workshop o Workshop with the project management and relevant stakeholders (date 09 Feb TBC)	29 Jan – 07 Feb	8
IV	Evaluator	o Draft report based on desk review interviews /questionnaires with stakeholders and workshop discussions o Debriefing	1 – 9 February	7
V	Evaluation manager	o Circulate draft report to key stakeholders o Stakeholders provide comments o Consolidate comments of stakeholders and send to team leader	12 – 23 February	10
VI	Evaluator	o Finalize the report including explanations on why comments were not included	23 February	1
VII	Evaluation Manager	o Review the revised report and submit it to EVAL for final approval	24 February	1
		Total no. of working days for Evaluator		**35**

Annex II Inception Report

Date: Submitted 30 October 2017 – Revised (based on TOR changes) 17 Jan 2018

Project title: Joint ILO-EU Project to Improve Knowledge Base and Safety and Health in Global Supply Chains to Support G20 Work on Safer Workplaces

1. Introduction/Project background

1.1. Project background:

The project "Joint ILO-EU Project to Improve Knowledge Base and Safety and Health in Global Supply Chains to Support G20 Work on Safer Workplaces" seeks to identify constraints and drivers for the improvement of occupational safety and health (OSH) in global supply chains (GSCs). Creating synergies with other global and regional projects, which are in turn are also part of the OSH-GAP Flagship Programme, this project is particularly relevant to G7-initiated public-private partnerships, Vision Zero Fund initiative (VZF).

The project, running from 1 March 2016 to 31 December 2017, is now in its second (final) year, and has completed both an inception phase report and an interim report. The countries covered by the project are Colombia, Indonesia and Madagascar, where the following supply chains where selected –coffee in Colombia; palm oil in Indonesia; and lychee in Madagascar.

While the ultimate beneficiaries of the project are men and women workers in selected sectors of the supply chains mentioned above –who are at risk of being injured at work or become ill from work-related exposures in their working life—the direct recipients of the project's interventions are government representatives, namely relevant Ministries, employers' and workers' organizations, as well as factories and companies in selected global supply chain sectors.

The main objective of the project is to address the governance gap on OSH in sector supply chains by enhancing data collection and analysis and proposing recommendations to improve working conditions. The project planned to do this through a two-pronged approach: a) by improving the knowledge base on working conditions and OSH in selected global supply chains; and b) by providing key recommendations capable of ultimately improving OSH standards compliance.

1.2. The internal final evaluation

This inception report thus describes the conceptual framework for the final internal evaluation, covering the period, 1 March 2016 to 31 December 2017. This framework is based on the ILO Evaluation policy. Under this optic, the final internal evaluation for this project will use the criteria proposed by the OECD/DAC –relevance, efficiency, effectiveness, sustainability and impact. During the evaluation, we will address each criteria in the following way –

Relevance – Relevance is concerned with: Are we doing the right thing? How important is the relevance or significance of the project intervention regarding local and national requirements and priorities?

Efficiency – Efficiency is concerned with: Are the objectives being achieved economically by the project intervention? How big the efficiency or utilisation ratio of the resources is used (e.g. comparing resources applied versus results)?

Effectiveness – Effectiveness is concerned with: Are the objectives of the development interventions being achieved? How big the effectiveness or impact of the project compared to the objectives is planned (e.g. comparing result vs. planning)?

Sustainability – Sustainability is concerned with: Are the positive effects or impacts sustainable? How is the sustainability or permanence of the intervention assessed?

Impact – Impact is concerned with: Does the project intervention contribute to reaching higher level development objectives (preferably, overall objective)? What is the effect of the intervention in proportion to the overall situation of the target group or those effected?

In the evaluation report, all data will be sex-disaggregated and different needs of women and men and of marginalized groups targeted by the programme will be considered throughout the evaluation process.

In essence, the final internal evaluation will aim to a) determine project effectiveness, i.e. the achievement of the project's outcomes and overall objective –whilst highlighting how and why have/have they not been achieved; b) assess the project implementation efficiency; c) verify the relevance of the project outcomes and its usefulness at country level; d) provide recommendations building on the findings of the evaluation; and e) underscore potential good practices and lessons learned for key stakeholders.

2. Evaluation methodology

The evaluation methodology will be anchored in a desk review to be followed by interviews in person and/or by phone / Skype for the three targeted countries, the donor and other relevant stakeholders identified in the table below. The information gathered through these channels will feed and support the evaluation questions. The data will be gathered through mostly in a qualitative methodology.

What type of data might be already available and from whom?

There is available data from progress reports, meeting minutes, records from national workshops and high level meetings, as well as from the project's outputs. Through this **desk review** (October 20 – November 10), data will be gathered on both the findings and results of the project. The following documents will be reviewed:

o Project output documents, such as research methodology; value chain assessments; material disseminated through the various events and trainings delivered by the project; 3 case studies; Global report on drivers and constraints for OSH improvement*;* and

o Communication materials, such as project presentation leaflet; any project publications; LABADMIN/OSH webpages; and project factsheets.

a) *What type of data we will need to collect?*

Both quantitative and qualitative information will be needed in order to provide the answer to the evaluation questions (please see Annex I) and reply to the indicators selected. To arrive at these potential findings, **a series of interviews** will be conducted from 18 January – 12 February. The interviews will be organized by both the targeted evaluation questions and the direct recipients.

The findings gathered from the desk review and interviews mentioned above will refine the agenda and facilitation of a **stakeholders' workshop**. The aim of the stakeholders' workshop, to be conducted on 13 February 2018 (TBC), will be to share and summarize key findings, conclusions, recommendations, lessons and global products identified by the participants as the main input for the participant discussion (taking into consideration that this is an internal evaluation). The workshop will include participation of HQ related staff and as many as possible, the stakeholders of the three targeted countries through Skype or VC –namely:

- Research institutes (CRECE, CATIE, CWERC, University of Northern Sumatra);
- Project team (Project coordinator, OSH technical backstopping team, relevant Country Offices (DWT/CO-Peru, CO-Antananarivo and CO-Jakarta).
- Relevant units and departments (i.e. ILO-Brussels, SECTOR, FUNDAMENTALS and SME).
- EC (DG Employment in Brussels).

b) What ethic codes will be maintained?

Most writings on ethics in evaluations emphasize similar themes: participation, consent, confidentiality, anonymity and respect. Participation is instrumental for the gathering and analysis of data. It is essential to go directly to the source and that is why this internal evaluation include a series of interviews aimed at the direct recipients of the project –mentioned in section 1 above. Through the interviews, the evaluator will explain the importance of their views and inputs –this will contribute to a feeling of empowerment and that their ideas and participation are valuable. As mention above (section 2b), the interview's questions will be adapted to the language and context of each target group.

Consent is at the core of a respectful and ethical treatment of the individuals that are the subject of the evaluation. Although an evaluation requires obtaining information and data, the direct recipients have the freedom to decide if they want to provide this information and, should they decide not to participate, their motives should not be questioned. During this evaluation, the evaluator will bear in mind that the basis of informed consent and a genuine ethical evaluation does not imply merely following the formality of asking participants if they wish to participate. Informed consent is also based on offering the necessary information in a language that is understood by the interviewees, and with a demeanour that communicates that the ultimate decision on their participation lies with them.

Through its data collection methods, the evaluation does not require names or recognizable personal data to obtain valid findings. An important component of the ethical treatment of the evaluation is to conceal the participants' identities in reports. The purpose of this is to protect participants so that they cannot be singled out at a later date, and also so that the information they provide cannot be used against them in an incriminating or negative manner.

3. **Work plan**

Please refer to Annexes titled "data collection work plan" and "timeline", below.

4. Adherence to ILO guidance and formatting requirements.

The evaluator acknowledges the formatting requirements of an internal evaluation report –within which the report will include and reflect the findings from the data collection and the stakeholders' workshop. The draft evaluation report (of 30 pages max) will be prepared following this guidelines and submitted to the evaluation manager 09 February 2018 for methodology review and circulation among stakeholders. By 23 February 2018, the final version will be completed integrating as relevant those comments.

The evaluation report will include a) a brief evaluation summary which will be posted on the ILO's website; b) clearly identified findings; c) a table presenting the key results (i.e. figures and qualitative results) achieved per objective (expected and unexpected); d) a section on recommendations, and e) lessons learned and good practices identified throughout the project's lifetime. The evaluation report will also make sure lessons learned and good practices are introduced by filling in the relevant templates in EVAL's intranet, and the executive summary is available in English, French and Spanish. As annex, the evaluation report will enclose the TOR, inception report, list of persons interviewed, and schedule of the evaluation. All documents described in the Checklist 10 will be provided to the evaluation manager by 23 February 2018 and will follow the format and guidelines here described.

Annex III List of stakeholders interviewed

Name	Position	Institution	Comment
International Labour Organization (ILO) Geneva			
Nancy LEPPINK		LABADMIN/OSH, ILO Geneva	
Laetitia DUMAS		LABADMIN/OSH, ILO Geneva	
Frank Muchiri		LABADMIN/OSH, ILO Geneva	
Ockert DUPPER		LABADMIN/OSH, VZF, ILO Geneva	
Benjamin Smith		FUNDAMENTALS, ILO Geneva	*Contacted but no interview was conducted (scheduling differences)*
Steve Hartrich		SMEs/ The Lab, ILO Geneva	
Adam GREENE		ACTEMP, ILO Geneva	
Vera Guseva		ACT/TRAV, ILO Geneva	
Wael Issa		DDG/P	
International Labour Organization (ILO) Field Offices			
Audrey LE GUÉVEL		ILO Brussels	
Italo CARDONA		ILO Lima (Colombia based)	
Michiko Miyamoto		ILO Jakarta	*Contacted but no interview was conducted (scheduling differences)*
Christian NTSAY		ILO Antananarivo	*(Contacted but did not respond to the interview request)*
Severine DEBOOS		ILO Antananarivo	
European Commission			
Rudi DELARUE		European Commission	
Antonio CAMMAROTA		European Commission	
Stakeholders in Colombia			
Carlos Ariel GARCIA		Centro de Estudios Regionales Cafeteros y Empresariales (CRECE)	
Catalina Zarate		Centro de Estudios Regionales Cafeteros y Empresariales (CRECE)	
Luisa Guerrero		Independent consultant	
Stakeholders in Indonesia			
Henri Sitorus		University of Northern Sumatra	*(Contacted but did not respond to the interview request)*
Marian Boquiren		International consultant	*(Contacted but did not respond to the interview request)*
Stakeholders in Madagascar			
Michel Jahiel		Centre Technique Horticole de Tamatave	*(Contacted but did not respond to the interview request)*

Annex IV Data collection plan work sheet

	Evaluation questions	Indicator	Sources of data	Method	Who will analyse?
1	Has the project contributed to the OSH GAP Flagship Programme, particularly on its strategic fit and synergies/ complementarities with other projects implemented under this programme? *Relevance*	Level of demand from (workers in the coffee in Colombia, palm oil in Indonesia, lychee in Madagascar) to increase and improve the knowledge base on working conditions and OSH in the selected GSC (score: high, medium or low).	PRODOC Progress reports Project outputs (reports, case studies, etc.) Interviewee's answers.	Desk review and targeted interview	Internal evaluator
2	To which extent does this research project contribute to the ILO's objectives and priorities as well as to the key stakeholders' ones? *Relevance*	Number of synergies established with other OSH GAP Flagship Programme projects.	PRODOC Progress reports Project outputs (reports, case studies, etc.) Interviewee's answers.	Desk review and targeted interview	Internal evaluator
3	Has the project responded to the needs of the ILO in terms of developing interventions on OSH in Global Supply Chains? *Relevance*	Extent of endorsement from relevant stakeholders vis-à-vis the development of 1) the research protocol to assess OSH deficits and governance gaps in global supply chains dynamics; and 2) the development of the three case studies (score: high, medium or low).	PRODOC Progress reports Project outputs (reports, case studies, etc.) Interviewee's answers.	Desk review and targeted interview	Internal evaluator
4	Do you feel the project reached the results obtained with the allocated resources? In general, did the results obtained justify the costs incurred? (it pertains to the evaluation question - Compare the allocated resources with results obtained (i.e. a) the rapid assessment mapping to select the GSC sectors in each target country and b) the development of the global report (based on the case studies). *Efficiency*	Extent of access among country-level policy makers and GSC actors (i.e. companies, workers, regulating agencies) to the a) case studies results and b) global report recommendations at project end and in the 3 GSCs. (score: yes or no)	Interviewee's answers.	Targeted interview	Internal evaluator

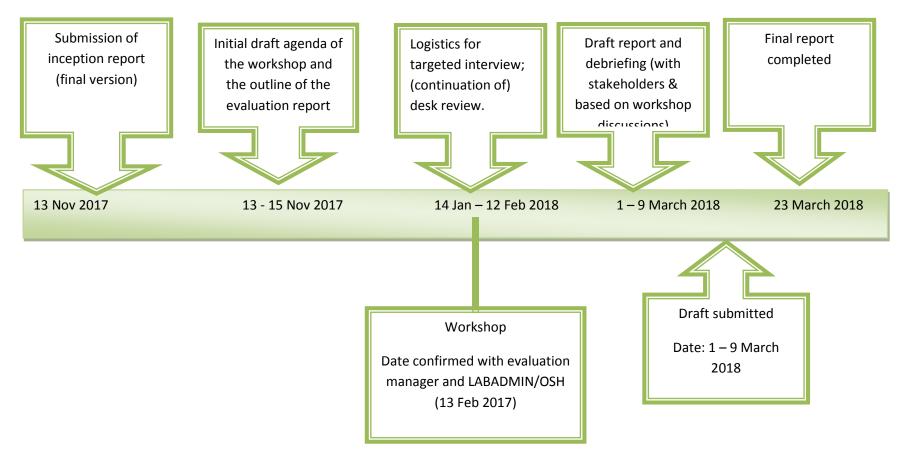|	Evaluation questions	Indicator	Sources of data	Method	Who will analyse?
5	What are the more relevant lessons on how the project addressed a diverse geographic coverage with a limited budget? *Efficiency*	Number of lessons learned identified.	Interviewee's answers.	Targeted interview	Internal evaluator
6	Has the project received adequate administrative, technical and -if needed- political support from the ILO office in the field, technical specialists in the field and the responsible technical unit at headquarters? *Efficiency*	Number of inputs, revisions, feedback provided during the two-years' project by the OSH technical backstopping team and relevant Country Offices (DWT/CO-Peru, CO-Antananarivo and CO-Jakarta) Delivery rate of the project as of August 2017.	Interviewee's answers.	Targeted interview	Internal evaluator
7	Are the project's deliverables (outputs) of good quality, quantity, been gender-sensitive and were they delivered on time? Were there any unplanned output delivered, and to what extend it was necessary to include it/them in order to achieve the specific objectives? *Effectiveness*	3 supply chain assessments completed on time. 3 supply chain mapping available. Number of OSH deficits and governance gaps identified in the three (3) supply chain case studies. 1 global report available in X ministries' and research / practitioner's community databases. Number of visits to ILO webpage on the project. Level of media coverage of the high level meeting and national events (score of visibility: high, medium or low)	Interviewee's answers.	Targeted interview	Internal evaluator
8	Has the project achieved its specific objectives? Were there any unplanned outcomes/results achieved, and to what extend it was necessary to include it/them in order to achieve the development objective? *Effectiveness*	Number of recommendations validated / endorsed by relevant Ministries and/or factory(ies) to improve compliance with OSH standards in one/two supply chains Number of recommendations disseminated to a larger audience by (target group) to improve compliance with OSH standards in one/two supply chains	Interviewee's answers.	Targeted interview	Internal evaluator

	Evaluation questions	Indicator	Sources of data	Method	Who will analyse?
		Number of references to the global report's recommendations and case studies' findings by relevant Ministries and/or factory(ies) Extend of collaboration among G20, EC and this project to increase awareness and knowledge sharing on OSH issues in supply chains (score: high, medium or low)			
9	How did positive and negative factors outside of the control of the project affect project implementation and project objectives and how did the project deal with these external factors? *Effectiveness*	Number of national research institutes identified and available to carry out the project interventions –namely under objectives 1 and 2. Level of political stability in the selected countries (score: high, medium or low).	Interviewee's answers.	Targeted interview	Internal evaluator
10	How would you rate the contribution from local, international, public and private actors to the research? What was the scope, relevance, and consequences of their contributions? *Effectiveness*	Extent of the local, international, public and private actors' contribution to the research project.	Interviewee's answers.	Targeted interview	Internal evaluator
11	How were research partners identified? And how were the research partners' experience and capacities assessed vis-à-vis the research topic? *Effectiveness*	Number of assessments/studies/interviews conducted to identify potential/relevant research institutions.	Interviewee's answers.	Targeted interview	Internal evaluator
12	To which extent the project sustainability strategy includes a gender perspective and a social inclusion of the vulnerable groups, especially at the outcome level? *Sustainability and potential impact*	At least one (1) project objective mainstreamed gender equality and/or inclusion of disability issues in its deliverables and/or activities.	Interviewee's answers.	Targeted interview	Internal evaluator
13	What steps were taken to ensure sustainability? To what extent have these strategies been articulated/explained to stakeholders? *Sustainability and potential impact*	Number of follow-up actions taken by the target groups (please see "who" column) on the basis of the findings from the research work and report recommendations.	Interviewee's answers.	Targeted interview	Internal evaluator

	Evaluation questions	Indicator	Sources of data	Method	Who will analyse?
14	How the project's dissemination and communication activities created/stimulated an environment to further OSH promotion in the selected GSCs, if any? *Sustainability and potential impact*	Existence of an environment conducive to further OSH promotion (y/n)	Interviewee's answers.	Targeted interview	Internal evaluator
15	Have the study findings and recommendations in the three GSC selected been used/adapted/referred to/taken on board? *Sustainability and potential impact*	Extent to which project findings and recommendations were referred to / adopted/ used?	Interviewee's answers.	Targeted interview	Internal evaluator
16	Are the sustainability elements likely to be sufficient for key stakeholders to move project results at impact level beyond the life of the project? *Sustainability and potential impact*	Extent to which project findings and recommendations were referred to / adopted/ used?	Interviewee's answers.	Targeted interview	Internal evaluator
17	To what extent you consider the project design valid, are the methodologies and strategies employed for it effective, and have these methodologies/strategies assisted or hindered the achievement of the project's goals as set out in the Project Document? *Design*	Project strategy / methods validated by X by factories and companies in selected global supply chain sectors.	PRODOC Progress reports Project outputs (reports, case studies, etc.) Interviewee's answers.	Desk review and targeted interview	Internal evaluator
18	Was the project design logical and coherent (both internal and external level taking into consideration other stakeholders initiatives on the issue)? Does the project design meet the ILO guidance on Results-Based project design? *Design*	Number of donor or project stakeholders (factories and companies in selected global supply chain sectors) recommendations / modifications taken on board in the logical framework.	PRODOC Progress reports Project outputs (reports, case studies, etc.) Interviewee's answers.	Desk review and targeted interview	Internal evaluator
19	How appropriate and useful were the indicators (and targets) established in the project's performance monitoring plan (PMP) in terms of assessing project progress? *Design*	Number of targets reached by the end of the project. Number of PMP revisions during the life-span of the project.	PRODOC Progress reports Project outputs (reports, case studies, etc.) Interviewee's answers.	Desk review and targeted interview	Internal evaluator

	Evaluation questions	Indicator	Sources of data	Method	Who will analyse?
20	To what extent were external factors and assumptions identified at the time of design? Have these underlying assumptions on which the project has been based proven to be true? *Design*	Extent to which delays in the project were caused by external factors.	PRODOC Progress reports Project outputs (reports, case studies, etc.) Interviewee's answers.	Desk review and targeted interview	Internal evaluator
21	To what extent the problems and needs (institutional arrangements, roles, capacity and commitment of stakeholders) were adequately analysed? Were the needs, constraints, resources and access to services of the different beneficiaries were clearly identified –taking gender issues into concern (if yes, describe one example of how this was done) *Design*	Extent to which the project stakeholders (factories and companies in selected global supply chain sectors) reviewed and/or endorsed the background and justification of the proposal.	PRODOC Progress reports Project outputs (reports, case studies, etc.) Interviewee's answers.	Desk review and targeted interview	Internal evaluator
22	Has the strategy for sustainability of project results been defined clearly at the design stage of the project? *Design*	Extent to which the project stakeholders (factories and companies in selected global supply chain sectors) reviewed and/or endorsed the sustainability section of the proposal.	PRODOC Progress reports Project outputs (reports, case studies, etc.) Interviewee's answers.	Desk review and targeted interview	Internal evaluator
23	Were the objectives of the project clear, realistic and likely to be achieved within the established time schedule and with the allocated resources (including human resources)? *Design*	Extent to which the project stakeholders (factories and companies in selected global supply chain sectors) reviewed and/or endorsed the project's objectives.	PRODOC Progress reports Project outputs (reports, case studies, etc.) Interviewee's answers.	Desk review and targeted interview	Internal evaluator

Annex V Timeline

Evaluation: Joint ILO-EU Project to Improve Knowledge Base and Safety and Health in Global Supply Chains to Support G20 Work on Safer Workplaces

Submission of inception report (final version)	Initial draft agenda of the workshop and the outline of the evaluation report	Logistics for targeted interview; (continuation of) desk review.	Draft report and debriefing (with stakeholders & based on workshop discussions)	Final report completed
13 Nov 2017	**13 - 15 Nov 2017**	**14 Jan – 12 Feb 2018**	**1 – 9 March 2018**	**23 March 2018**

Workshop

Date confirmed with evaluation manager and LABADMIN/OSH (13 Feb 2017)

Draft submitted

Date: 1 – 9 March 2018

Annex VI Stakeholders' workshop

Joint ILO-EU Project to Improve Knowledge Base and Safety and Health in Global Supply Chains to Support G20 Work on Safer Workplaces
- Half-day workshop

Geneva, 13 February 2018
Meeting room 5-114
15:00 –16:30

Agenda

Objective: To produce a participatory final evaluation analysis of the project results

15:00 – 16:00	***Findings & discussion***

Introduction & brief presentation of ILO project - Joint ILO-EU Project to Improve Knowledge Base and Safety and Health in Global Supply Chains to Support G20 Work on Safer Workplaces

Summary of the internal final evaluation methodology, initial findings, recommendations

Discussion.

16:00 – 16:30	***Next steps***

Debriefing on the evaluation report –with particular focus on the report's outline; timeline for comments & deadline.

Annex VI Stakeholders' workshop

Annex VII Logical Framework

<table>
<tr><th colspan="5">LOGICAL FRAMEWORK FOR THE PROJECT</th></tr>
<tr><th></th><th>Intervention logic</th><th>Objectively verifiable indicators of achievement</th><th>Sources and means of verification</th><th>Assumptions</th></tr>
<tr>
<td>Overall objective</td>
<td>To address the governance gap on OSH in supply chains by enhancing data collection and analysis and proposing recommendations to improve working conditions</td>
<td>OO "Indicator 1": # of follow up actions taken by national and/or international stakeholders/ market players on the basis of the findings from the research work and recommendations from the report</td>
<td>- Records from the national restitution workshops

- Records from the high level meeting

- Information provided directly by stakeholders/market players</td>
<td>Commitment from national stakeholders/ market players</td>
</tr>
<tr>
<td>Specific objective</td>
<td>SO1: Knowledge base on working conditions and OSH in selected sectors of supply chains in target developing countries is improved

SO2: Recommendations to develop coherent and concerted actions among public and private stakeholders to improve compliance with OSH standards in supply chains are produced and disseminated to a large audience</td>
<td>SO1 "Indicator 1": Existence of 3 case studies

SO2 "Indicator 1": # of visits to ILO webpage on the Project

SO2 "Indicator 2": # of downloads

SO2 "Indicator 3": # of printed copies of the report distributed</td>
<td>- Case study reports (electronic format available at Project Office)

- ILO records

- ILO records

- Project management files</td>
<td>Reputed national research institutes are identified and available

Political stability in selected countries</td>
</tr>
</table>

Expected results	ER 1.1: A rapid assessment is carried out in order to select two to three sectors in each target country	1.1.1 "Indicator 1" (ER 1.1): Existence of rapid assessments	- Assessment documents (electronic format available at Project Office)	N/A
	ER 1.2: Initial review and supply chain mapping of selected sectors in target countries are available	1.2.1 "Indicator 1" (ER 1.2): Existence of initial review and supply chain mapping	- Initial review and supply chain mapping (electronic format available at Project Office)	
	ER 1.3: OSH deficits and governance gaps are identified through focussed research (case studies) in selected sectors of target countries	1.3.1 "Indicator 1" (ER 1.3): Existence of reports of case studies (3)	- Case studies (electronic format available at Project Office)	
	ER 2.1: Based on the case studies, a global report with findings and recommendations to develop coherent and concerted actions among public and private actors to improve working conditions and OSH in supply chains is produced	2.1.1 "Indicator 1" (ER 2.1): Existence of Global report	- Global report (hard copies of printed report at Project Office, reports available on the ILO website)	
	ER 2.2: Findings and recommendations are presented to a high level meeting with representatives from the G20	2.2.1 "Indicator 1" (ER 2.2): # of participants to the high level meeting	- List of participants - Records from the meeting	

Activities		Means	Costs (in euros)	
	A 0.1: Induction of Project Manager (Technical Officer) (inception phase)	*- Recruitment of TC*	*- Salary: 244,800*	
	A 0.2: Office set-up (inception phase)	*- Purchase of equipment*	*- Equipment: 2,000*	
	A 0.3: Preparation of Project Management documents (inception phase)	*- Done by TC*		
	A 0.4: Identification of three target countries in consultation with staff from relevant departments at HQ working on supply chain issues, field offices, ILO constituents, and the donor (inception phase)	*- Done by TC, in consultation with staff from relevant departments at HQ working on supply chain issues, field offices, ILO constituents, and the donor*	*- Admin Support costs: 15,300* *- Technical backstopping: 52,365*	
	A 0.5: Identify research partner through competitive bidding process following ILO procurement policies and procedures (inception phase)	*- Done by TC*		
	A 1.1.1: Define selection criteria (ER 1.1)	*- Sub-contracted to reputed international research partner*	*- Sub-contract:55,000*	
	A 1.1.2: Carry out rapid assessment of existing sectors linked to GSCs/value chains in targeted countries based on existing information, scientific literature, good practices and other relevant data on OSH in supply chains (ER 1.1)	*- Sub-contracted to reputed international research partner*		
	A 1.2.1: Collect available data and information relevant to the selected sectors (ER 1.2)	*- Sub-contracted to reputed international research partner*		
	A 1.2.2: Undertake an initial supply chain mapping of the key actors in selected sectors (ER 1.2)	*- Sub-contracted to reputed international research partner*		

	A 1.2.3: Organize workshops with main stakeholders in targeted countries to make an initial overall assessment of the selected sectors (ER 1.2)	- *TC mission in 3 countries* - *Consultation workshop in 3 countries*	- *Missions: (travel: € 5,000 + per diem: € 300 x 4 days + car rental: € 130x a days)= € 6,720 x 3 missions= € 20'160* - *Consultation workshop in 3 countries (€ 4,000 x 3)= € 12,000*
	A 1.2.4: Based on discussions with stakeholders, refine the supply chain mapping for each selected sector (ER 1.2)	- *Sub-contracted to reputed international research partner*	
	A 1.3.1: Define the research framework and methodology for collecting the required information that will allow for a comparative assessment and cross-analysis of the case studies (ER 1.3)	- *Sub-contracted to reputed international research partner*	
	A 1.3.2: Carry out case-studies through a combination of interviews and focus groups discussions, as well as direct observations, visits to target enterprises and secondary research (ER 1.3)	- *Service contract with reputed national research partners*	- *3 countries (€ 50,000 x 3)= € 150,000*
	A 1.3.3: Produce a report by country on each case study (ER 1.3)	- *Sub-contracted to reputed national research partners*	
	A 2.1.1: Review and compare findings and results from case studies, and make recommendations for increased compliance with OSH standards (ER 2.1)	- *Sub-contracted to reputed international research partner*	
	A 2.1.2: Produce and publish the report in English (ER 2.1)	*The report will be printed and published for wide dissemination*	- *Design/layout of report + printing (500 copies) of report in English= : € 7,400*

	A 2.2.1: Organize high-level meeting (in Brussels or Geneva) to present the findings and recommendations of the report (ER 2.2)	*Done by TC with support from ILO high-level officials*	*- Costs for high level meeting: € 35, 028* *- Visibility action: € 5,000*	
	A 2.2.2: Support adoption of conclusions from the high-level meeting (ER 2.2) *A 2.2.3: Organize national workshops in target countries to present results of case studies and recommendations*	*Done by TC with support from ILO high-level officials* *- TC mission in 3 countries*	*- PC mission in 3 countries: (travel: € 5,000 + per diem: € 300 x 4 days + car rental: € 130x a days)= € 6,720 x 3 missions= € 20'160* *- Workshop in 3 countries (€ 4,000 x 3)= € 12,000* *- Visibility action in 3 countries (€ 800 x 3)= € 2,400*	