



## ILO's Safety + Health for All Flagship Programme (January 2016 to May 2023)

Type of Evaluation:	Independent Strategic Evaluation
Evaluation timing:	17 March – 30 June 2023
Evaluation nature:	Independent
Programme countries:	Algeria, Argentina, Cambodia, Colombia, Côte Ivoire, Ethiopia, Guatemala, Honduras, India, Indonesia, Kosovo*, Lao PDR, Madagascar, Mexico, Morocco, Myanmar, Nepal, the Philippines, Sri Lanka, Thailand, Tunisia, Uruguay, Viet Nam  Note: All references to Kosovo in this report should be understood in the context of the UN Security Council Resolution 1244 (1999).
Programme & Budget outcome	Outcome 7: Adequate and effective protection at work for all
Sustainable Development Goal	SDG 8
Date completed by evaluator	30.06.2023
Date approved by EVAL	20.10.23
ILO Administrative Office:	LABADMIN/OSH
ILO Technical Office:	LABADMIN/OSH
Programme Duration	January 2016 – May 2023
Donor and budget	Multiple donors, US\$70,884,172 (as of May 2023)
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Evaluation Budget:	US\$50, 000 (approx.)
Key Words:	OCCUPATIONAL SAFETY AND HEALTH, GLOBAL SUPPLY CHAINS, DECENT WORK, FUNDAMENTAL PRINCIPLES AND RIGHTS AT WORK, KNOWLEDGE MANAGEMENT, KNOWLEDGE TRANSFER

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## ACKNOWLEDGMENTS

This report on Independent Strategic Evaluation for the ILO's *Safety + Health for All* Flagship Programme (January 2016–December 2022) was prepared by the evaluation consultants Svetlana Bronyuk (team leader, international consultant) and Diana Vainer (evaluator, international consultant), who have had no prior involvement or association with the programme being evaluated. The views and opinions expressed in this report are those of the evaluation consultants and by no means represent any official position of the ILO or the stakeholders of the programme countries.

The evaluators would like to thank Naomi Asukai, Evaluation Manager, Evaluation Office (EVAL); Mini Thakur, Monitoring and Evaluation Specialist, Labour Administration, Labour Inspection and Occupational Safety and Health Branch (LABADMIN/OSH); and Marie-Josée Charliot, Senior Secretary, (LABADMIN/OSH) for their invaluable support and collaboration throughout all stages of the evaluation process. Finally, the evaluation consultants would also like to thank all evaluation stakeholders represented by the Global Tripartite Advisory Committee (GTAC) and the ILO staff at Headquarters (HQ), regional and country levels.

## LIST OF ACRONYMS

ACTEMP	Bureau for Employers' Activities
ACTRAV	Bureau for Workers' Activities
ASEAN	Association of Southeast Asian Nations
BMAS	Bundesministerium für Arbeit und Soziales (Germany)
CPO	Country programme outcome
DAC	Development Assistance Committee (OECD)
DWCP	Decent Work Country Programme
DWT	Decent Work Team
EVAL	Evaluation Office (ILO)
FPRW	Fundamental principles and rights at work
GSC	Global supply chain
GTAC	Global Tripartite Advisory Committee
HQ	Headquarters
HR&GE	Human rights and gender equality
ILO	International Labour Organization
ILS	International labour standards
IOE	International Organisation of Employers
IOMC	Inter-Organization Programme for the Sound Management of Chemicals
IOSH	Institution of Occupational Safety and Health
IPEC+	International Programme on the Elimination of Child Labour and Forced Labour
ITUC	International Trade Union Confederation
IWCA	International Women's Coffee Alliance
JPO	Junior Professional Officer
KII	Key informant interview
KPI	Key performance indicator
LTO	Long-term objective
M&E	Monitoring and evaluation
MTO	Mid-term objective
NGO	Non-governmental organization
OECD	Organisation for Economic Cooperation and Development
OSH	Occupational safety and health
PAC	Project Advisory Committees
P&B	Programme and Budget (ILO)
PCI	Private compliance initiative
PIR	Programme and Implementation Report
RBMF	Results-based Management Framework
SDG	Sustainable Development Goal
SME	Small and medium-sized enterprise
STO	Short-term objective
ToC	Theory of change

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ToR	Terms of Reference
ToT	Training of trainers
UNEG	United Nations Evaluation Group
VZF	Vision Zero Fund (ILO)
WHO	World Health Organization
WIND	Work Improvement in Neighbourhood Development (ILO)
WISE	Work Improvement in Small Enterprises (ILO)

## EXECUTIVE SUMMARY

This current evaluation exercise is an independent strategic evaluation of the ILO *Safety + Health for All* Flagship Programme. One of five flagship programmes, it fosters a culture of prevention to improve the safety and health of workers worldwide. The programme is funded mainly by the development cooperation partners with some activities funded directly through regular budget funds. As of May 2023, contributions to the programme amounted to US\$70,884,172.

The first strategy period provided direction to the programme for the duration of 2016–2020. The programme is currently implementing the second phase of its strategy. The second phase of the *Safety + Health for All* Flagship Programme (2021–2025) continues to be aligned with the overall mission of the ILO, the Global Strategy on Occupational Safety and Health approved by the 91st Session of the International Labour Conference (ILC) 2003, the objectives of the ILO as set out in its biennial Programme and Budget documents, and the expressed needs of constituents.

### **Purpose, scope and clients of the evaluation**

The evaluation reviewed the operationalization of the flagship strategy since its launch in 2016 up to the actual evaluation implementation date. It examined the design and implementation of the strategy as well as the efforts made towards streamlining technical and operational backstopping and monitoring and evaluation (M&E) support to the development cooperation projects. The key focus of the evaluation is both on the strategic and operational aspects of the programme, including its effectiveness as a key vehicle for delivering the OSH agenda of the ILO.

The scope therefore includes the overall programme strategy and actions, both at the global and country levels, including those of the ILO's Vision Zero Fund (VZF) that has a specific supply chain focus. The evaluation covered all the planned outputs and outcomes under the programme, with particular attention to synergies between the components and contributions to the national policies and programmes. The geographic scope of the programme includes 23



countries, *with a focus on 19 countries* that had closed or active projects in four regions including in Africa, Asia, Europe and the Americas.

Clients of this evaluation are: ILO LABADMIN/OSH, GOVERNANCE Department; ILO senior management; Global Tripartite Advisory Committee (GTAC) members; technical specialists; ILO staff and project teams; tripartite constituents; and development partners.

## **Methodology of evaluation**

The cluster approach was applied and was driven by the cost efficiency and practicality of this evaluation exercise. This evaluation clustered two projects as advised by the ILO and the donors to assess their effectiveness and inform this strategic evaluation: i) the global project "Consolidation and dissemination of OSH knowledge" (GLO/21/01/JPN); and ii) the regional project "*Safety + Health for All* in South Asia" (RAS/20/08/JPN). In addition, some other projects of this Flagship programme were also selected as case studies to inform this evaluation.

## **Limitations**

Scoping interviews were conducted with the Programme and Operations Team of LABADMIN/OSH, which manages the overall implementation of the flagship programme, and the VZF Secretariat. The interviews, as well as analysis of programme documents, revealed that evaluability of impact and outcome-level results is limited due to certain challenges beyond the programme's control. In terms of practical aspects, this evaluation exercise revealed the following limitations:

- Due to the limited time available for data collection and budget constraints, the team leader was not able to arrange meetings with all evaluation stakeholders as originally planned. Instead of a joint mission with the whole team, the evaluation mission to South Asia was undertaken by an evaluation assistant.
- The limited evaluation budget did not allow missions to all regions targeted by the programme, thus online interviews were conducted.
- The time of the data collection coincided with the upcoming International Labour Conference and the representatives of the International Trade Union Confederation (ITUC) and the International Organisation of

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Employers (IOE) could not take part in this evaluation due to their heavy workload and the preparation needed for this important event.

- There was generally a slow response from the stakeholders, including the GTAC members.

## Main findings and conclusions

**Relevance:** The ILO's *Safety + Health for All* Flagship Programme plays an important role in the delivery of ILO's OSH mandate in Member States. On the occasion of the 110th session of the International Labour Conference in June 2022, occupational safety and health was added to ILO's fundamental principles and rights at work.<sup>1</sup> That landmark decision means that all ILO Member States commit to "respect, promote and realize" the fundamental right to a safe and health working environment, whether or not they have ratified the relevant Conventions. Flagship strategic priorities and initiatives address global OSH concerns at workplaces, helping ILO Member States to strengthen their OSH management systems.

This strategic evaluation found that the theory of change and the flagship strategy addressed the needs of the constituents to a high extent. Building knowledge, creating conducive national frameworks, strengthening national capacities and promoting demand for safe and healthy workplaces are the four strategic objectives of the flagship strategy which are incorporated into interventions at the regional and national levels. The constituents recognized the importance of integrating the work of all strategic objectives in a holistic manner in order to improve OSH national systems. The programme's strategic areas remained valid during COVID-19 response measures supported by LABADMIN/OSH. The flagship project in Indonesia "Enhancing COVID-19 Prevention at and through Workplaces" (IDN/21/01/JPN) was a timely intervention relevant to the needs of the constituents. This evaluation found that programme interventions are integrated within the work of LABADMIN/OSH to a high extent. The development cooperation portfolio of the flagship

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<sup>1</sup> See ILO conference document at: [https://www.ilo.org/global/about-the-ilo/newsroom/news/WCMS\\_848132/lang-en/index.htm](https://www.ilo.org/global/about-the-ilo/newsroom/news/WCMS_848132/lang-en/index.htm).

programme included projects in 23 countries which benefitted from technical support from the OSH team and the Labour Inspection team.

The programme is designed to directly contribute to the ILO Programme and Budget (P&B) 2022–2023 through Outcome 7: *Adequate and effective protection at work for all*, and Output 7.2: *Increased capacity of Member States to ensure safe and healthy working conditions*. In addition, interventions are aligned with country programme outcomes (CPOs) which support the delivery of concrete results in ILO Member States.

Tripartite advisory committees at the global and national levels have been established through country projects to ensure transparent management of OSH projects, in accordance with the priorities of the constituents. The tripartite constituents in Nepal, India and Sri Lanka confirmed that the flagship programme consulted on their priorities within the context of the regional project "*Safety + Health for All in South Asia*" (RAS/20/08/JPN) clustered for this strategic evaluation.

This evaluation found that the flagship interventions addressed global, regional and national gender-related goals to a high extent through a gender-mainstreaming approach, and through specific projects on OSH and gender equality. The regional project selected as a case study under this strategic evaluation "*Improving Workers' Rights in the Rural Sectors of the Indo-Pacific with a Focus on Women*" (RAS/20/07/USA) proved to be a relevant intervention to the national gender goals in Indonesia. The programme addressed global, regional and national environmental concerns including those related to climate change to some extent, primarily through the Vision Zero Fund (VZF) projects.

**Coherence:** The *Safety + Health for All* strategy is aligned with the ILO P&B, country programme outcomes (CPOs) and the priorities set in all decent work country programmes (DWCPs). This programmatic approach ensures necessary coherence between the projects and flagship components which work on the four strategic objectives. The programme results logframe aligned and is coherent with the ILO results framework to some extent. Some programme indicators are aligned with P&B outcomes. The Programme and Operations Team kept good track of assigning flagship projects to relevant outputs of the ILO P&B and CPOs. Also, *Safety + Health for All* considers working in the country when the country has a CPO related to OSH. Thus, coherence is ensured as the project can report how it contributed to the CPO related to OSH.

The *Safety + Health for All* interventions are complementary to the ILO's other flagship programmes:

- **Better Work** – improves working conditions and competitiveness of firms in the global garment and footwear industry
- **Social Protection Floors (SPFs) for All** – acts to extend social protection for those partially covered or living without social protection
- **IPEC+** – provides robust, evidence-based policy advice for countries working to eliminate forced labour and child labour

The ILO, notably through *Safety + Health for All*, works with the World Health Organization (WHO) on work-related disease and injuries and is part of the Inter-Organization Programme for the Sound Management of Chemicals (IOMC) which strengthens international cooperation in the field of chemicals.

Country-level projects, and their work on all four strategic objectives, correspond to the national strategic priorities of the Sustainable Development Goals (SDGs). Analysis of the projects selected for case studies for this strategic evaluation showed that SDG 8, and specifically target 8.1, remain a priority for Madagascar, Sri Lanka, Indonesia, and the Philippines. SDG target 8.8 remains a priority for Mexico and India.<sup>2</sup> The evaluation of the clustered project "*Safety + Health for All* in South Asia" revealed that in Nepal, the programme supported the development/review of prohibited pesticide lists in line with international recommendations which corresponds to SDG 3 "Good health and well-being" and specifically to target 3.9 "Reduce the number of deaths produced by dangerous chemicals and the pollution of the air, water and soil".

The work of the VZF is integrated into *Safety + Health for All* to a medium extent. Even though the programme has integrated VZF indicators into its results framework, in terms of management arrangements and managing results, both programmes work in parallel. Both programmes work on OSH and are administered by LABADMIN/OSH and the VZF programme manager reports directly to the LABADMIN/OSH Director. Reporting lines are therefore not

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<sup>2</sup> SDG target 8.1 is "Sustain per capita economic growth in accordance with national circumstances and, in particular, at least 7 per cent gross domestic product growth per annum in the least developed countries". SDG target 8.8 is "Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, and those in precarious employment".

consistent with the integrated strategic framework, which limits delivering results under the *Safety + Health for All* flagship programme as one.

**Effectiveness:** The programme was effective in mainstreaming its overarching strategy in regional and country projects to a high extent as it ensured alignment of all regional and country projects with the strategic pillars and outcomes of the programme. The Programme and Operations Team and the VZF Secretariat provided support in programming, reporting, and M&E. The interviews conducted with ILO staff managing flagship projects in Madagascar, Kosovo, Nepal, India, Sri Lanka, Indonesia, the Philippines, Viet Nam, Mexico and Colombia support this finding. The review of the independent evaluation reports of the flagship projects also confirmed high involvement of the social partners in projects implementation. The evaluation of the clustered regional flagship project "*Safety + Health for All* in South Asia" found abundant evidence of involvement of the social partners.

The overall effectiveness of the programme is rated as high with 84% of the targeted countries (16 out of 19) contributing to the outcome-level results set by the programme. Eleven countries (58% of countries targeted by flagship) reported that conducive national OSH frameworks were established. The flagship programme was successful in coordinating an effective OSH response to the COVID-19 pandemic. The flagship programme and, in particular, the VZF responded to the challenges effectively and efficiently, notably through the development of a number of practical tools. These included:

- ILO's COVID-19 action checklist, *Prevention and mitigation of COVID-19 at Work for Small- and Medium-sized Enterprises*,<sup>3</sup> which has already been translated into nine languages;
- The *Practical guide for the prevention and mitigation of COVID-19 in agriculture*,<sup>4</sup> which was implemented in five countries in Latin America; and the Rapid Needs Assessment Tool.<sup>5</sup>

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<sup>3</sup> Available at [https://www.ilo.org/wcmsp5/groups/public/---ed\\_dialogue/---lab\\_admin/documents/instructionalmaterial/wcms\\_753619.pdf](https://www.ilo.org/wcmsp5/groups/public/---ed_dialogue/---lab_admin/documents/instructionalmaterial/wcms_753619.pdf).

<sup>4</sup> Available at: [https://www.ilo.org/wcmsp5/groups/public/---ed\\_dialogue/---lab\\_admin/documents/instructionalmaterial/wcms\\_746984.pdf](https://www.ilo.org/wcmsp5/groups/public/---ed_dialogue/---lab_admin/documents/instructionalmaterial/wcms_746984.pdf).

<sup>5</sup> Examples of VZF's rapid needs assessment tools are available at: [https://vzf.ilo.org/wp-content/uploads/2021/07/Toolkit\\_VZF\\_Theme\\_2\\_E.pdf](https://vzf.ilo.org/wp-content/uploads/2021/07/Toolkit_VZF_Theme_2_E.pdf); and [https://vzf.ilo.org/wp-content/uploads/2022/12/Toolkit\\_Garment\\_Covid-19\\_full\\_document\\_revised.pdf](https://vzf.ilo.org/wp-content/uploads/2022/12/Toolkit_Garment_Covid-19_full_document_revised.pdf).

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- The VZF mobilized over €2m to COVID-19-related activities, particularly in the agriculture and garment supply chains in seven countries in Asia and Africa.

The flagship programme demonstrated high effectiveness in generating, consolidating, and disseminating OSH knowledge. It embedded knowledge components in its design; invested in the development of a knowledge strategy; and implemented the global project “Consolidation and dissemination of OSH knowledge”. This global project was evaluated within the framework of this strategic evaluation as an effective intervention. The interviews with the stakeholders in the field informed that the flagship programme has not yet been well recognized by the constituents. However, global initiatives and projects at national and regional levels strongly associate themselves with the flagship programme.

*Safety + Health for All* programme outcomes contributed towards gender equality. Stakeholder interviews, including the GTAC members, confirmed the programme's efforts to mainstream gender equality through its operations in accordance with the ILO guidelines on OSH<sup>6</sup> and gender equality.<sup>7</sup> In addition, the VZF developed a thematic brief, the *Vision Zero Fund approach to gender equality: Guidance for projects working on improving occupational safety and health in GSCs*.<sup>8</sup> The flagship programme has not demonstrated any efforts toward integrating disability inclusion in its interventions.

The flagship implementation is guided by the ILO's *Guidelines for a just transition towards environmentally sustainable economies and societies for all*<sup>9</sup> and by the *Model Approach to Environmental and Social Standards for UN Programming*.<sup>10</sup> In response to growing international concerns for safe chemicals management,

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6 ILO. Available at: [https://www.ilo.org/wcmsp5/groups/public/---ed\\_protect/---protrav/---safework/documents/normativeinstrument/wcms\\_107727.pdf](https://www.ilo.org/wcmsp5/groups/public/---ed_protect/---protrav/---safework/documents/normativeinstrument/wcms_107727.pdf).

7 See ILO gender equality website available at: <https://www.ilo.org/gender/Aboutus/ILOandGenderEquality/lang--en/index.htm>.

8 ILO. Vision Zero Fund (2021). Available at: <https://vzf.ilo.org/insights/vision-zero-fund-approach-to-gender-equality/>.

9 ILO (2015). Available at: [https://www.ilo.org/global/topics/green-jobs/publications/WCMS\\_432859/lang--en/index.htm](https://www.ilo.org/global/topics/green-jobs/publications/WCMS_432859/lang--en/index.htm).

10 UN. Available at: <https://resources.eecentre.org/resources/model-approach-to-environmental-and-social-standards-in-un-programming/>.

the ILO, through the flagship programme, has revitalized its engagement with the Inter-organization Programme for the Sound Management of Chemicals (IOMC). Within the global flagship project, "IOMC Toolbox for decision making in chemicals management – Phase III: From design to action" a research brief on chemicals and climate change was developed. Also, the VZF initiated research on climate change and its impact on OSH in global supply chains (GSCs). The results achieved are likely to have a positive effect on environmental sustainability in relation to OSH.

**Efficiency of resource use:** The flagship projects are delivered through various operational modalities, including centralized projects (managed from HQ) and decentralized projects (managed from regional or country offices). As of May 2023, most of the flagship projects were decentralized (21 projects – 67% of a total of 31 projects). Centralized projects comprised ten global projects, including active and closed ones. LABADMIN/OSH is accountable for the centralized projects, while most projects were administered by the country offices. Country office directors were responsible for decentralized projects. This management arrangement, though common for all ILO projects, posed some challenges for managing results as LABADMIN/OSH had no hierarchical or management responsibilities over the largest part of the portfolio.

All types of projects benefitted from LABADMIN/OSH technical support but the management arrangements suggest that decentralized projects should refer first to the technical OSH specialists in the region. If specific OSH expertise was required or there were no OSH specialists in the regional offices, then the request was addressed to the technical OSH specialists in LABADMIN/OSH at Headquarters. Stakeholder interviews, represented by ILO staff in the field, expressed their satisfaction with these management modalities, yet the technical OSH specialists at Headquarters felt overloaded due to the high number of requests for technical assistance from the decentralized flagship projects.

Overall efficiency of resources used is assessed at the medium rate. The efficiency of operational modalities is satisfactory, yet this evaluation found that the Office did not adequately allocate resources to support the programme conceptualization in the inception phase or later. Resources of the technical specialists at the regional and HQ levels were limited to providing technical assistance to the flagship in a consistent manner.

The flagship programme currently does not have a solid, strong management; it is managed by two teams: the Programme and Operations Team and the VZF Secretariat in parallel. LABADMIN/OSH administers the ten centralized global projects, while the majority of projects are administered by the country offices. This management arrangement, though common for ILO projects, poses challenges for managing project results under the flagship programme.

Development cooperation resources were utilized, as well as ILO internal expertise to promote gender equality and non-discrimination. This evaluation did not identify any programme efforts to promote inclusion of people with disability.

**Impact:** The programme demonstrated notable areas of impact at the policy and institutional levels. At the policy level, OSH policies and programmes were developed in Cambodia, Argentina, Madagascar, Ethiopia, Indonesia, the Philippines, Viet Nam, Nepal and Lao PDR. OSH laws and regulations were developed in Indonesia, Viet Nam, the Philippines, Cambodia, Myanmar, Madagascar, Kosovo, and Mexico. In particular, new OSH laws were enacted in Myanmar and the Philippines. Four Member States - Viet Nam, Myanmar, the Philippines and Indonesia, established and strengthened OSH infrastructures. In Indonesia, 1,521 workplaces, primarily small and medium-sized enterprises (SMEs) were set up with OSH management systems. In Ethiopia, Viet Nam, Madagascar and Indonesia, 2,265 workplaces conducted risk assessments. In Madagascar, Myanmar, Mexico, Colombia, Honduras, Cambodia, Argentina, Côte d'Ivoire, the Philippines, Indonesia, Uruguay, and Viet Nam, 83 intermediate organizations extended their OSH services.

The stakeholder interviews and observation of key programme results showed that OSH was prioritized in the targeted countries among governments, workers, employers and their representatives. One thousand and fifty labour inspections covering OSH issues were undertaken. Also, in eight Member States (Thailand, Cambodia, Madagascar, Mexico, the Philippines, Viet Nam, Nepal and Sri Lanka) the constituents initiated ratification procedures for ILO's OSH Conventions: C.155, C.161, C.187 and C.190.<sup>11</sup>

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<sup>11</sup> These conventions are: [Occupational Safety and Health Convention, 1981 \(No. 155\)](#), [Occupational Health Services Convention, 1985 \(No. 161\)](#), [Promotional Framework for Occupational Safety and Health Convention, 2006 \(No. 187\)](#), [Violence and Harassment Convention, 2019 \(No. 190\)](#).



The programme is on a steady path towards achieving gender equality. The case studies concluded that a better understanding of OSH and gender, gender-mainstreaming efforts across projects, and a gender-sensitive M&E framework will have positive long-term effects on gender equality. This evaluation found that the Philippines and Indonesia project “Improving Workers Rights in Rural Sectors of the Indo-Pacific with a Focus on Women” (RAS/20/07/USA), was an effective intervention aimed at gender equality in OSH and the promotion of the C.190 ratification. As a result of these efforts, the Tripartite Industrial Peace Council in the Philippines endorsed the ratification of C.190.

*Safety + Health for All* contributed directly to the 2030 Agenda for Sustainable Development, for SDG 8 (decent work and economic growth), and target 8.8 (labour rights and safe working environments). Indirect contributions were also linked to SDG 3 (good health and well-being) and its target 3.9 (reducing death and illness due to hazardous environments). The LABADMIN/OSH *Principles and guidelines for human factors/ergonomics (HFE) design and management of work systems*<sup>12</sup> sets out guidelines on the management of chemical, biological and ergonomic risks at the global level and will inform the ongoing review of OSH-related standards in the context of the Standards Review Mechanism. The outcome-level results achieved by the flagship programme across multiple countries allowed a strong contribution to SDG 8, target 8.8. The newly developed plan of action on chemicals in the world of work<sup>13</sup> will also impact SDG 3, target 3.9.

**Sustainability:** This evaluation found that the flagship programme made conscious efforts to conduct specific exercises and activities aimed at the sustainability of results and the promotion of global interest and visibility on OSH. Examples include: i) conducting OSH-related sustainability workshops and training; ii) publishing practical OSH guides; iii) integrating OSH e-learning courses into national curricula; iv) engaging with tripartite constituents; and v) participating in international OSH events (e.g. the Berlin Forum on Chemicals and Sustainability). A case study was conducted within this evaluation on the country-level project, “Améliorer la sécurité et la santé dans la chaîne

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<sup>12</sup> ILO. *Principles and guidelines for human factors/ergonomics (HFE) design and management of work systems* (2021). Available at: [https://www.ilo.org/wcmsp5/groups/public/---ed\\_dialogue/---lab\\_admin/documents/publication/wcms\\_826596.pdf](https://www.ilo.org/wcmsp5/groups/public/---ed_dialogue/---lab_admin/documents/publication/wcms_826596.pdf).

<sup>13</sup> As cited in ILO. [Programme and Budget 2020-2021](#), p. 40.

d'approvisionnement du textile à Madagascar" (MDG/19/51 MUL). The case study findings demonstrated that project results achieved substantial sustainability. The École nationale revised and strengthened its OSH training course, and it is currently being delivered to future labour inspectors.

The flagship programme shows high impact orientation at the global level, yet its ability to demonstrate sustainability is linked to the ability to report on impact-level results at country, regional and global levels. Currently there is no clear vision in the Office on how the programme should report on its impact in target countries. The largest share of the programme's portfolio is based in Asia, justified by the estimated highest numbers of the occupational accidents and diseases in this region. However, some stakeholders of this evaluation mentioned that the programme tends to work in the countries prioritized by the donors. This evaluation observed there is no solid regional strategy to operate in all five global regions of the ILO – Africa, Americas, Arab States, Asia and the Pacific, Europe and Central Asia. Thus, the programme missed the opportunity to apply a global approach that could intervene and focus on countries with the greatest need.

Strategically, the programme addressed key challenges faced by countries at the global level, such as recording and notification of occupational injuries; estimating the burden of work-related diseases and injuries; and facing the issues related to OSH qualification systems, to name only a few of these challenges. At the institutional level, the flagship programme was able to ensure better integration of country and regional OSH projects with initiatives undertaken at the HQ level. The programme still faces the challenges of consolidating country-level results into global-level results. ILO staff working in the country offices shared that a new monitoring system (digital tool), launched by the flagship programme led to better synthesis and ownership of results at the global level.

### **Lessons learned**

This independent strategic evaluation formulated six lessons learned:

**LESSON LEARNED 1.** The scale and ambition of the programme requires more adequate resources for staffing, financing, technical and organizational support.

*Source: Safety + Health for All Flagship Programme*

**LESSON LEARNED 2.** Investment in design and strategy paid off. However, the conceptualization process of a large global programme may take up to five years. *Source: Safety + Health for All Flagship Programme*

**LESSON LEARNED 3.** Theories of change for large global programmes should be clear and simple and easily understood by various audiences. *Source: Safety + Health for All Flagship Programme*

**LESSON LEARNED 4.** Creation of a senior level M&E position is important to ensure coherent monitoring and reporting on programme results across country, regional and global projects. *Source: Safety + Health for All Flagship Programme*

**LESSON LEARNED 5.** Collecting, organizing and storing knowledge products in one place, accompanied by a competent search engine, allows for efficient operational and technical support. *Source: Global project "Consolidating and disseminating OSH knowledge"*

**LESSON LEARNED 6.** Allocation of human resources for national coordination at part time (50%) leads to poor coordination and negatively affects implementation of project activities. *Source: Regional project "Safety + Health for All in South Asia"*

### Emerging good practice

This evaluation exercise collected four emerging good practices highlighted by the stakeholders of this evaluation that have potential for replication on the part of the ILO and other development actors:

**GOOD PRACTICE 1.** The digital M&E framework developed by the *Safety + Health for All* Flagship Programme aimed at aggregating data to report on the global level of the programme. This also established an efficient way of reporting on the results across the projects at country, regional and global levels. *Source: Safety + Health for All Flagship Programme*

**GOOD PRACTICE 2.** Cooperation with a diverse set of stakeholders (e.g. constituents, universities, journalists, and SMEs, etc.) reached great numbers of beneficiaries in Indonesia (25,000+ people trained). *Source: Project "Enhancing COVID-19 Prevention at and through Workplaces in Indonesia"*

**GOOD PRACTICE 3.** A coherent approach and focused, long-term OSH interventions in Madagascar created meaningful sustainable results at a national level, allowing the flagship programme confidence to phase out. *Source: VZF project "Building safe and healthy textile and construction supply chains in Madagascar"*

**GOOD PRACTICE 4.** In South Asia, the training of trainers (ToT) implemented the Work Improvement in Neighbourhood Development (WIND) methodology which facilitated the scaling up of OSH training and enabled workplace improvements at SMEs and plantations. *Source: Regional project "Safety + Health for All workers in South Asia"*

### **Main recommendations and follow up**

Considering that the evaluation findings will be used as inputs for upcoming revisions in ILO's Global OSH Strategy, as well as for future revisions of the *Safety + Health for All* Flagship Programme and VZF strategies, this evaluation exercise has generated specific recommendations.

In light of OSH becoming a new fundamental principle and right at work, the current flagship strategy needs to implement a more proactive approach to promote the ratification of ILO's OSH-related Conventions,<sup>14</sup> namely C.155, C.187 and C.190. The ILO should also strengthen gender equality and disability inclusion in the new ILO Global OSH Strategy, including further strategic and implementing modalities in flagship projects (see Table 7, Recommendation 6).

As a global programme, the flagship should develop regional strategies for all five global regions of the ILO, based on countries with the most need. It is important to address the regions of Europe and Central Asia and the Arab States (see Table 7, Recommendation 9). It is important to focus on strengthening capacities of the countries to collect data on the number of fatal and non-fatal occupational injuries and diseases, including through alternative data collection mechanisms, such as Labour Force Surveys (see Table 7, Recommendation 5).

The *Safety + Health for All* flagship programme, including the VZF, should consider longer-term projects with the largest budgets aimed at impact-level results (Recommendations 7 and 8). In the light of new opportunities presented

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<sup>14</sup> More information on OSH-related Conventions and Recommendations is available at: <https://www.ilo.org/global/topics/safety-and-health-at-work/normative-instruments/conventions-recommendations/lang--en/index.htm>.

through renewed commitment of the G7 on climate change, the VZF should continue investing in research on OSH and climate change in GSCs, in cooperation with the flagship programme (see Table 7, Recommendation 16). It is also recommended that cooperation with multinational companies be continued for establishing OSH protocols of due diligence (see Table 7, Recommendation 12). The VZF should replicate knowledge gained through the scaling up of interventions at regional and global levels in the agriculture, construction and textile sectors, as well as exploring new sectors prioritizing the most hazardous sectors such as mining (see Table 7, Recommendation 13). ILO senior management should ensure sustainable staffing of the programme to carry out the requirements necessary for effective implementation. (see Table 7, Recommendation 1). Also, it is important to support the delivery of ILO's OSH mandate, the achievement of expected (including targets on impact and outcomes levels) and identifying and implementing requirements for periodic internal and independent reporting and evaluation (see Table 7, Recommendation 2).

For the complete list of this evaluation's recommendations to LABADMIN/OSH, the *Safety + Health for All* Flagship Programme Team, the VZF Secretariat, and to the teams of the projects clustered under this strategic evaluation (see Table 7).

## 1. INTRODUCTION

This independent strategic evaluation of the ILO Flagship Programme *Safety + Health for All* was conducted in line with ILO's Evaluation Policy Guidelines For Results-Based Evaluation<sup>15</sup> and the UN Norms and Standards for Evaluation.<sup>16</sup>

### 1.1. Purpose of the evaluation

The evaluation findings and recommendations will provide valuable inputs into current programme interventions for refining its theory of change, and assessing progress and shortcomings under key strategic areas. Findings will also contribute to ongoing implementation strategy, notably under the new

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<sup>15</sup> ILO. Available at: [https://www.ilo.org/wcmsp5/groups/public/---ed\\_mas/---eval/documents/publication/wcms\\_571339.pdf](https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_571339.pdf).

<sup>16</sup> UNEG. *Norms and Standards for Evaluation (2016)*. URL: <http://www.uneval.org/document/detail/1914>.

context of a safe and healthy work environment becoming a fundamental principle and right at work as of June 2022.<sup>17</sup>

In addition, members of the Programme Global Tripartite Advisory Committee (GTAC) at its 4th meeting (15 November 2022) requested that the findings and recommendations from the evaluation inform the revision of the Global OSH Strategy building blocks and the roadmap to the revised OSH Strategy to be presented to the ILO Governing Body (GB) in its March 2023 session, with the revised OSH strategy to be submitted to the GB in October 2023 for final approval. Findings of this evaluation will also inform the next phase of the Vision Zero Fund (VZF) strategy.

## 1.2. Methodology

### 1.2.1. Programme background, theory of change and expected outcomes

Proposed by the ILO's Director-General and endorsed by the Governing Body in October 2015, the five ILO flagship programmes consolidate and refine key existing development cooperation initiatives targeting decent work deficits and related challenges. The flagship programmes recognize the ILO's development cooperation portfolio as an important means of engagement with constituents. They support the realization of multiple, organizational-level outcomes (P&B Outcomes) and combine global leadership in evidence-based policy with effective field implementation. They offer the potential for scaling up, replication in a variety of contexts, and mobilization of resources in more efficient, effective and sustainable ways.<sup>18</sup>

One of the ILO's five Flagship Programmes, *Safety + Health for All* fosters a culture of prevention to improve the safety and health of workers worldwide. The VZF, is a G7 initiative focusing on OSH in GSCs, and is an integral part of the programme. The Fund pursues an approach that mobilizes all relevant stakeholders, including governments, employers' and workers' organizations, as well as domestic and multinational enterprises, to act collectively to address the underlying root-causes of workplace accidents, injuries and diseases.

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<sup>17</sup> ILO. See: [https://www.ilo.org/global/about-the-ilo/newsroom/news/WCMS\\_848132/lang--en/index.htm](https://www.ilo.org/global/about-the-ilo/newsroom/news/WCMS_848132/lang--en/index.htm).

<sup>18</sup> Drawn from this evaluation's Terms of Reference, see Annex C of this report.

The ultimate goal of *Safety + Health for All* is to make workers safer and healthier worldwide. To this end, the programme is founded on four strategic objectives:

**Strategic Objective 1:** Building knowledge

**Strategic Objective 2:** Creating conducive national legal and policy frameworks

**Strategic Objective 3:** Strengthening national capacities

**Strategic Objective 4:** Promoting demand for safe and healthy workplaces

The first strategy period provided direction to the flagship programme for the duration of 2016–2020. The programme is currently implementing the second phase of its strategy (*Safety + Health for All* (phase II) 2021–2025). The second phase continues to be aligned with the overall mission of the ILO, the Global Strategy on OSH approved by the 91st Session of the ILC (2003), the objectives of the ILO as set out in its biennial P&B documents, and the expressed needs of Member States. The strategy contains a theory of change (ToC) which led to the development of a global results framework.

### 1.2.2. Theory of change statement

Workers will be safer and healthier if the ILO builds knowledge on OSH, establishes conducive national frameworks, strengthens national capacities and promotes demand for safe and healthy workplaces. Once such support is provided, the reform of OSH Governance, policy and legal frameworks will take place based on evidence. OSH-related organizations will promote a culture of compliance with and promotion of OSH at all levels and employers, workers and their representatives will be empowered to adopt OSH practices in the workplace, eventually contributing to the greater adoption of OSH management systems, and ultimately making workplaces safer and healthier.

The strategy and results frameworks serve as points of reference in designing, monitoring and reporting on subsequent projects. The desired changes (outcomes) formulated in the ToC are reflected in the results framework which is presented below.

### 1.2.3. Expected programme impact

Workers are safer and healthier

#### 1.2.4. Expected programme outcomes

<b>Long-term Outcome:</b>	Greater adoption of OSH management systems
<b>Medium-term Outcome 1:</b>	Reform of OSH governance, policy and legal framework based on evidence
<b>Medium-term Outcome 2:</b>	OSH-related organizations ability to promote a culture of compliance with and promotion of OSH at all levels
<b>Medium-term Outcome 3:</b>	Employers, workers and their representatives are empowered to improve OSH practices at the workplace
<b>Short-term Outcome 1:</b>	OSH knowledge is built
<b>Short-term Outcome 2:</b>	Conducive national frameworks are built
<b>Short-term Outcome 3:</b>	National capacities are strengthened
<b>Short-term Outcome 4:</b>	Demand for safe and healthy workplaces is promoted <sup>19</sup>

The *Safety + Health for All* programme consists mainly of a number of projects operational at global, regional and country levels. Broadly, the typology of projects implemented under the programme framework are:

- **Regional multi-country projects/programmes:** These projects run in more than one country, either concentrated in a particular region (regional project) or across regions (global). These projects might or might not share a single results framework.
- **Global projects:** These are typically projects administered by ILO Headquarters with either i) only global-level activities (such as research projects); and/or possibly ii) a country component.
- **Decentralized country-level projects:** These projects are administered through country offices and have their exclusive logical framework, broadly aligned with the overall Results-based Management Framework (RBMF) of the flagship programme, with possibly some slightly varied indicators.

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<sup>19</sup> Based on the Flagship Programme Logframe.



### 1.3. Evaluation approach

The evaluation reviewed the operationalization of the flagship strategy since its launch in 2016 up to the actual evaluation implementation date. It examined the design and implementation of the strategy as well as the efforts made towards streamlining technical and operational backstopping and M&E support to the development cooperation projects. The evaluation focuses on both the strategic and operational aspects of the flagship programme, including its effectiveness as a key vehicle for delivering ILO’s OSH agenda. The scope therefore includes the overall programme strategy and actions, both at the global and country levels, including those of VZF which has a specific supply chain focus. The evaluation covered all the planned outputs and outcomes under the project, with particular attention to synergies between the components and their contributions to the national policies and programmes. The geographic scope of the programme includes 23 countries in the four regions of Africa, Asia, Europe and Latin America (see Table 1).

**Table 1. Geographic scope of this evaluation**

Africa	Asia	Europe	Latin America	
Côte d’Ivoire	Cambodia	India	Kosovo	Guatemala
Ethiopia	Indonesia	Lao PDR		Honduras
Madagascar	Philippines	Myanmar		Mexico
Tunis	Nepal	Sri Lanka		Argentina
Morocco	Viet Nam	Thailand		Colombia
Algeria				Uruguay

A cluster approach was applied, driven by the cost efficiency and practicality of this evaluation exercise, with the aim to assess project effectiveness and inform this strategic evaluation. The projects selected, as advised by the ILO and the donors, are: the global project GLO/21/01/JPN “Consolidation and dissemination of OSH knowledge”, and the regional project RAS/20/08/JPN “Safety + Health for All in South Asia”.

The “**Consolidation and dissemination of OSH knowledge**” project was clustered by the ILO to assess project effectiveness as it is a global project under the flagship with a budget below US\$2m, including the cost of the secondment of a technical specialist for three years (Strategic Objective 1: Building knowledge).

The “**Améliorer la sécurité et la santé dans la chaîne d’approvisionnement du textile à Madagascar**” [Improving safety and health in textile supply chains

in Madagascar]. It was chosen for the case study to provide an example of country-level project implementation in the region of Africa with a budget of US\$1.8m (low-budget range<sup>20</sup>). This project is managed by VZF and is focused on creating conducive national legal and policy frameworks in the textile sector (Strategic Objective 2: Creating conducive national legal and policy frameworks).

The **“Safety + Health for All in South Asia”** project was clustered by the ILO to assess project effectiveness. It is an example of an Asian regional project implemented in India, Nepal and Sri Lanka with a budget of US\$3.76m (medium budget range). This evaluation serves as the independent mid-term evaluation for this project. One project component focuses on strengthening national capacities to address OSH in agriculture sector. In addition, a project in Kosovo was chosen as a case project. It is a country project focusing on similar objectives with a low budget of less than US\$1m<sup>21</sup> (Strategic Objective 3: Strengthening national capacities).

Other projects were selected as case studies to inform this evaluation (see Table 2). The following criteria were applied to project selection:

- Timeline: Active projects with evaluations due around the first quarter of 2023.
- Regional representation: All the selected projects cover three regions targeted by the flagship programme: Africa, Asia and Latin America.
- Size: Both small and big budget projects are included in the cluster.
- Thematic coverage: Sample selection for case studies considers all the strategic components of the flagship programme.

In order to assess the performance of Strategic Objective 4, the promotion of OSH in workplaces, three projects working on cross-cutting issues were chosen. The project **“Enhancing COVID-19 Prevention at and through Workplaces”** (IDN/21/01/JPN) was implemented in Indonesia and was selected to assess the COVID-19 response measures undertaken by the flagship programme. The project **“Improving the occupation safety and health for workers in the chili**

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<sup>20</sup> The low budget range is considered when the project is around or less US\$2m based on the analysis of the budgets of the flagship projects.

<sup>21</sup> The low budget range is considered when the project is around or less US\$2m based on the analysis of the budgets of the flagship projects.

**pepper and tomato supply chains in Mexico**" was chosen as an example of a country-level VZF project implemented in Latin America. It is another example of a supply chain project which also focused on climate change and OSH, in particular the OSH implications of heat stress.

The third project, **"Improving Workers' Rights in the Rural Sectors of the Indo-Pacific with a Focus on Women"**, was implemented in Indonesia and the Philippines and was chosen as an example of a regional project focused on gender equality with a large budget of US\$5m.

Thus, the selection of the above-listed projects reflects a geographical and thematic balance, small, medium and large budgets, and various implementation modalities at global, regional and country levels. The European region is represented by one project in Kosovo, due to the low volume of activities.

The evaluation integrated gender equality, disability inclusion and other non-discrimination issues as a cross-cutting concern throughout its methodology, analysis and deliverables. Gender concerns were addressed in accordance with the ILO Evaluation Guidance Note 4, *Integrating gender in monitoring and evaluation of projects*.<sup>22</sup> The findings of the evaluations and its recommendations will be used by the ILO and its stakeholders to enhance organizational learning. In conducting the independent end-term evaluation, the evaluators complied with ILO evaluation principles as well as with the *UN Norms and Standards for Evaluation*<sup>23</sup> to ensure that ethical safeguards concerning the independence of the evaluation are followed at all stages of the evaluation process.

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<sup>22</sup> ILO. *Integrating gender in monitoring and evaluation of projects*. Guidance Note No. 4, (2020). Available at: [https://www.ilo.org/wcmsp5/groups/public/@ed\\_mas/@eval/documents/publication/wcms\\_165986.pdf](https://www.ilo.org/wcmsp5/groups/public/@ed_mas/@eval/documents/publication/wcms_165986.pdf)

<sup>23</sup> See the UN Evaluation Group [website](#).

**Table 2. Selection of projects based on the thematic and geographical criteria**

Regions	Flagship Strategic Thematic Areas			
	Objective 1: Building knowledge	Objective 2: Creating conducive national legal and policy frameworks	Objective 3: Strengthening national capacities	Objective 4: Promoting demand for safe and healthy workplaces
Global	<b>Clustered project:</b> GLO/21/01/JPN “Consolidation and dissemination of OSH knowledge” Budget: US\$1,652,781			
Africa		<b>Case study:</b> MDG/19/51/MUL Project “Améliorer la sécurité et la santé dans la chaîne d’approvisionnement du textile à Madagascar”. Budget: US\$1,814,436		
Asia			<b>Clustered project:</b> RAS/20/08/JPN “Safety + Health for All in South Asia”. Budget: US\$3,763,173	<b>Case study:</b> IDN/21/01/JPN: Enhancing COVID-19 Prevention at and through Workplaces (Indonesia) Budget: US\$1,636,363  <b>Case study:</b> RAS/20/07/USA Improving Workers’ Rights in the Rural Sectors of the Indo-Pacific with a Focus on Women (Indonesia and the Philippines) Budget: US\$5,000,000
Europe			<b>Case study:</b> RER/22/02/SWE “Promoting Decent Work through Strengthening OSH Management in Kosovo” Budget: US\$766,391	
Latin America				<b>Case study:</b> MEX/20/05/USA Project “Improving the occupation safety and health for workers in the chili pepper and tomato supply chains in Mexico”. Budget: US\$5,000,000

## 1.4. Evaluation criteria and questions

The evaluation followed the *UN Evaluation Standards and Norms*, and uses the *OECD/DAC Glossary of key terms in evaluation and results based management*.<sup>24</sup> Standard evaluation criteria were used to interpret evaluation results: relevance, coherence, effectiveness, efficiency and sustainability, as defined in the *ILO Policy Guidelines for Results-based Evaluation*.<sup>25</sup> Relevant data was sex-disaggregated to the extent possible and different needs of men and women were considered throughout the evaluation process.

**Relevance and strategic fit:** The extent to which the intervention objectives and design respond to beneficiaries, global, country, and partner/institution needs, policies, and priorities, and continue to do so if circumstances change.

**Coherence:** The compatibility of the intervention with other interventions in a country, sector or institution.

**Effectiveness:** The extent to which the intervention achieved, or is expected to achieve, its objectives and its results, including any differential results across groups.

**Efficiency:** The extent to which the intervention delivers, or is likely to deliver, results in an economic and timely way.

**Impact:** The extent to which the intervention has generated or is expected to generate significant positive or negative, intended or unintended, higher-level effects.

**Sustainability:** The extent to which the net benefits of the intervention continue, or are likely to continue.

In particular, the following evaluation questions were answered during this evaluation:

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<sup>24</sup> Available at: <https://unsdg.un.org/sites/default/files/OECD-Glossary-of-Key-Terms-in-Evaluation-and-Results-based-Management-Terminology.pdf>.

<sup>25</sup> ILO. Evaluation. *Integrating gender in monitoring and evaluation of projects*. 4<sup>th</sup> ed. (2021). Available at: [https://www.ilo.org/wcmsp5/groups/public/---ed\\_mas/---eval/documents/publication/wcms\\_571339.pdf](https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_571339.pdf).

**a) Relevance**

1. To what extent are the flagship programme interventions integrated within the work of LABADMIN/OSH? What role does the programme play in delivering ILO's OSH mandate in Member States?
2. How well does the theory of change and the strategy reflect the needs and expectations of ILO constituents?
3. To what extent did the strategic areas of the flagship programme remained valid during COVID-19 response measures supported by LABADMIN/OSH?
4. Is the flagship programme relevant to the global context and does it express the needs of constituents at global level?
5. How and which processes are in place to ensure social partners have been involved in the design and implementation of the Flagship Programme and the corresponding projects?
6. How does the programme address global, regional, and national gender-related goals?
7. How does the programme address global, regional, and national environmental concerns including those related to climate change?

**Additional question(s) for clustered projects:**

Are the projects relevant to the national context and expressed need of constituents?

**b) Coherence**

8. To what extent has the *Safety + Health for All* strategy been complementary to other flagship programmes, and other OSH interventions of the ILO and those of other UN agencies?
9. To what extent is the programme results logframe is coherent with the ILO results framework - P&B outcomes and Country Programme Outcomes?
10. To what extent is the VZF integrated into the flagship programme? What are the limitations and opportunities for further integration?
11. To what extent has the necessary coherence been achieved between the different projects and their flagship components?

12. Is the programme coherent with the initiatives in the target countries aimed at achieving the nationally prioritized SDGs?

**Additional question(s) for clustered projects:**

How well are the projects aligned to the overall flagship strategy and the other ongoing OSH initiatives in the countries?

**c) Effectiveness:**

13. How effective has the programme been in mainstreaming its overarching strategy in regional and country projects?
14. How effective has the programme been in addressing the needs of the constituents (national governments, employers' organizations and workers' organizations)? What evidence is available on the involvement of social partners in the projects?
15. How has the programme been effective in generating, consolidating, and disseminating knowledge?
16. To what extent was the programme successful in making *Safety + Health for All* a well-recognized ILO initiative internally and externally? Do global initiatives and projects at national and regional levels strongly associate themselves with Safety + Health for All?
17. To what extent was the flagship programme successful in coordinating the LABADMIN/OSH response in the light of the COVID-19 pandemic?
18. How did the programme consider gender equality and disability inclusion in the delivery of programme outcomes? Have the outcomes enhanced, or at minimum not reduced, gender equality and disability inclusion in relation to OSH?
19. How did the programme consider environmental challenges and concerns related to OSH in the delivery of the outcomes? Have the results achieved had a positive effect on the environmental sustainability of project interventions in relation to OSH? A negative effect?

**Additional question(s) for clustered projects:**

- How well are the projects progressing towards their stated objectives?

► Independent Strategic Evaluation of the ILO's Safety + Health for All Flagship Programme

- Have the projects been able to leverage upon the existing partners and past work of the ILO in the countries/at global level?
- Are there challenges that will likely affect the progress of the projects?

**d) Efficiency of resource use**

20. What are the operational modalities that are being used to deliver the projects? These variables include: centralized or decentralized projects, management arrangements, accountability, and if technical support is provided by field staff and/or HQ? What are the factors that make the delivery more or less effective?
21. Are management arrangements, including reporting and supervision-related arrangements adequate to maximize use of available resources (Development Cooperation/Regular Budget/other)?
22. To what extent has the flagship programme been adequately resourced? Have various sources of funds been used in a complementary manner to cope with resource gaps?
23. To what extent did the programme leverage on resources to promote gender equality and non-discrimination; and inclusion of persons with a disability or differently abled?

**e) Impact**

24. What are the notable areas of impact so far in terms of bringing positive changes in laws, policies, institutional capacities and practices and in establishing OSH as a priority in project countries among workers, constituents and governments?
25. What notable lessons and good practices have emerged from the implementation strategy so far?
26. What are the possible long-term effects on gender equality?
27. Is there any evidence of programme impact towards achievement of SDGs?

**f) Sustainability**

28. Has the programme and its projects made conscious efforts to sustain the results achieved, for example by creating mechanisms



▶ Independent Strategic Evaluation of the ILO's Safety + Health for All Flagship Programme

or by building capacity of national institutions that can sustain them?

29. Has the flagship programme been conceived and implemented with a view of sustaining a global programme approach in support of OSH?

## Recommendations

Considering that this evaluation's findings will be used as inputs for the upcoming revisions of the ILO's Global Strategy on OSH, as well as for future flagship programme and VZF strategy revisions, recommendations are focused on:

- ▶ Recognizing adaptations and further directions which may be needed in the current strategy in recognition of the fact that occupational safety and health has recently been adopted as a new fundamental principle and right at work?
- ▶ Identifying new and emerging directions for the Vision Zero Fund considering the opportunities presented by the renewed commitment of the G7 to address the climate crisis?
- ▶ Identifying any emerging possibilities to improve strategy and implementation approaches for the flagship as a global programme, as well as for its components and projects. Are there indications that *Safety + Health for All* and VZF should expand or limit its sectoral and/or geographical reach?

In line with a results-based approach, the evaluation focused on identifying and analysing results by addressing these evaluation questions and identifying the medium- and short-term outcome achievements using the logical framework indicators and monitoring performance framework of the project.

### 1.5. Data collection tools

The purpose and scope of this evaluation exercise required a methodology that could assess how the programme progressed toward achieving its results, with the additional benefit of highlighting organizational learning to would develop and improve performance of similar interventions in future. Thus, a mixed methods approach was proposed for this evaluation, with the main data

collection focus on qualitative techniques, with also some quantitative data collection.

To strengthen the credibility and usefulness of evaluation results, the evaluators used both primary and secondary data sources. The primary data was collected directly from stakeholders who shared their first-hand experience with the intervention through key informants' interviews. Secondary data sources consisted of documentary evidence that had direct relevance for the evaluation, such as nationally and internationally published reports, project documents, evaluations, previous reviews, country strategic plans, and research products. The use of both primary and secondary data sources increased the validity of the evaluation results.

#### **Evaluation methodology included the following data collection methods:**

**Document review:** Review and analysis of the programme document, the ToC, the logical framework, DWCPs, project documents, country progress reports and consolidated reports, activity reports, surveys, studies and other knowledge products produced by the programme and other relevant documents. In addition, key ILO documents pertaining to the ILO's strategy on OSH, policy documents and frameworks relevant to the programme were studied. This evaluation consulted more than 200 documents, of which more than 150 documents, papers and research pieces had been produced by the programme.

**Key informant interviews (conducted in person or in a distance mode):** Individual and group, semi-structured interviews were conducted with all flagship programme staff directly involved in its management and implementation. In particular, the following interviews were conducted:

- Interviews with the ILO programme technical and managing staff (at global, regional and national levels);
- Interviews at the global level with the GTAC members, including the representatives of the governments and the members of the VZF Steering Committee.
- In-person interviews took place with ILO and project stakeholders chosen for in-depth analysis of the "Safety + Health for All in South Asia" project in India and Nepal. These were conducted through field missions and, in the case of Sri Lanka, through online interviews.

- Online interviews with ILO and project stakeholders of the following projects chosen for in-depth analysis:
  - Global project: "Consolidation and dissemination of OSH knowledge"
  - Regional project in Latin America: "Improving workers occupational safety and health in the selected supply chains in Mexico"
  - Regional project in Asia: "Improving Workers Rights in Rural Sectors of the Indo-Pacific with a Focus on Women" (the Philippines and Indonesia)
  - Country project in Africa: "Améliorer la sécurité et la santé dans la chaîne d'approvisionnement du textile à Madagascar"
  - Country project in Europe: "Promoting Decent Work through Strengthening OSH Management" (Kosovo)
  - Country project in Asia: "Enhancing COVID-19 Prevention at and through Workplaces" (Indonesia)

Overall 64 key informant interviews were conducted with 77 participants (45 men and 32 women). Each interview lasted not less than 45 minutes and was conducted in line with the United Nations Evaluation Group (UNEG) *Norms and Standards for Evaluation*.<sup>26</sup>

**Evaluation missions:** During the data collection phase evaluation missions were undertaken in ILO Headquarters in Geneva and in South Asia. The evaluation mission in Geneva conducted interviews at the global level and held a validation workshop with the stakeholders to present the initial evaluation findings. The purpose of the evaluation mission in South Asia was to evaluate the clustered project: RAS/20/08/JPN "Safety + Health for All in South Asia". The evaluator, Diana Vainer, conducted the evaluation mission to India and Nepal. Due to time limitations and national holidays, an evaluation visit did not take place for Sri Lanka as initially planned, with interviews conducted in a distance mode. Overall, 23 interviews were conducted during the evaluation mission in South Asia with 37 stakeholders participating (27 men and 10 women), including eight online interviews held in Sri Lanka.

**Data validation briefing:** At the end of the data collection phase, the evaluators conducted a data validation briefing with stakeholders at Headquarters. During

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<sup>26</sup> Available at: <https://www.unevaluation.org/document/detail/1914>.

the briefing, team leader Svetlana Bronyuk presented the preliminary evaluation findings which were discussed and validated, and a set of emerging recommendations and lessons learned identified. The briefing was aimed at enhancing the validity of results and strengthening ownership of the recommendations.

At the final stage, all data collected by the evaluators was verified and analysed to inform the preparation of the final evaluation report. Data analysis was conducted using the triangulation method to validate the main findings of the desk research and primary data collection, with the aim to eliminate inconsistencies and ensure quality control.

## 1.6. Limitations

The scoping interviews were conducted with LABADMIN/OSH, including staff from the Programme and Operations Team (which is managing both the overall implementation of the flagship programme and the VZF Secretariat). These interviews, as well as analysis of programme documents, revealed that the evaluability of impact-level results of the flagship programme is limited. The indicators chosen by the programme to measure the impact-level results are statistical and are published by ILO STAT, based on data provided by the ILO Member States. However, the majority of the target countries (see Annex I) did not collect the data on the following indicators:

- Number of fatal occupational injuries per 100,000 workers
- Number of non-fatal occupational injuries per 100,000 workers
- Number of occupational diseases per 100,000 workers

The evaluability of programme effectiveness regarding its contribution to P&B Outcome 7: *Adequate and effective protection at work for all* — and particularly to Output 7.2: *Increased capacity of Member States to ensure safe and healthy working conditions*, is limited. P&B outcomes and indicators have not remained constant over the evaluation period. In addition, the results reported to Programme and Implementation Reports (PIRs) were not linked to flagship programmes, although this feature was added to the Decent Work Results Dashboard for the last biennium. PIRs do not serve as a systematic and comprehensive source for assessing flagship programme performance, hence other available evidence was used to assess effectiveness.

The assessment of the programme's progress (effectiveness) against the targets set in the results framework is limited, including five key performance indicators (KPIs). One reason is that the programme only developed and launched the M&E framework and KPI assessment tools in November 2022. At the time of this evaluation, not all the evaluators applied the indicator "per cent of countries targeted by the flagship which reported on the achieved results" across programme outcomes. The evaluators did conduct a mapping of results based on their contribution to policy and institutional changes.

The key performance indicators are:<sup>27</sup>

- KPI No. 1:** Number and percentage of trained personnel from organizations working on OSH reporting that the training they received is useful to their work
- KPI No. 2:** Number and percentage of employers reporting to have an improved understanding of their legal duties and responsibilities related to OSH
- KPI No. 3:** Percentage of workers reporting to have an improved understanding of their rights and duties related to OSH issues
- KPI No. 4:** Percentage of workers reporting to have benefitted from the adoption of concrete and documented actions to improve OSH
- KPI No. 5:** Number and percentage of involved stakeholders that rate engagement in programme activities as being useful to improve OSH outcomes for workers

In terms of practical aspects, this evaluation exercise revealed the following limitations:

- Due to the time available for data collection and budget constraints, the team leader was not able to arrange meetings with all evaluation stakeholders as originally planned. Instead of a joint mission with the

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<sup>27</sup> ILO. *Collecting data and measuring key performance indicators on occupational safety and health interventions: A guidebook for Implementers* (2022, p 2–4. Available at: [https://www.ilo.org/wcmsp5/groups/public/---ed\\_protect/---protrav/---safework/documents/publication/wcms\\_864235.pdf](https://www.ilo.org/wcmsp5/groups/public/---ed_protect/---protrav/---safework/documents/publication/wcms_864235.pdf).

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whole team, the evaluation mission to South Asia was undertaken by an evaluation assistant.

- ▶ The limited budget did not allow evaluation missions to all regions targeted by the programme, thus online interviews were conducted.
- ▶ The timing of data collection coincided with the 2023 International Labour Conference. The representatives of the ITUC and IOE could not take part in this evaluation due to their heavy workload and their preparation for this important event.
- ▶ There was generally a slow response from stakeholders, including the GTAC members.

## 2. THE ILO'S WORK ON OCCUPATIONAL SAFETY AND HEALTH

### 2.1. The ILO mandate on occupational safety and health

The ILO mandate on occupational safety and health is laid out in the Declaration concerning the aims and purposes of the ILO<sup>28</sup> (known as the Declaration of Philadelphia) and in the ILO Constitution. Both documents stress the importance of worker protection against sickness, disease and injury arising out of employment.

### 2.2. Context of the ILO's work on occupational safety and health

Safe working conditions are a basic human right and a fundamental part of Decent Work. Around 2.9 million workers die every year due to occupational accidents and diseases and at least 402 million people suffer from non-fatal occupational injuries. Recent WHO/ILO estimates indicate that work-related diseases were responsible for 81% of all work-related deaths.<sup>29</sup>

OSH is the discipline dealing with the prevention of work-related injuries and diseases as well as the promotion of workers' health. Ultimately, OSH aims to avoid exposure to occupational hazards and the subsequent negative health outcomes. Unsafe and unhealthy working conditions often result from a combination of underlying causes, such as governance gaps, deficient legislative frameworks, insufficient knowledge and resources, unsustainable business practices, and the lack of a culture of prevention at national and workplace levels. Governments, workers and employers have their respective roles to play to address these OSH challenges.

OSH is regulated at international, regional and national levels. Safety and health in the workplace does not just apply to typically dangerous jobs, such as working

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<sup>28</sup> ILO. [Declaration of Philadelphia](#) (1944).

<sup>29</sup> ILO. *Enhancing social dialogue towards a culture of safety and health: What have we learned from the COVID-19 crisis?* (2022), Available from: [https://www.ilo.org/wcmsp5/groups/public/---ed\\_protect/---protrav/---safework/documents/publication/wcms\\_842505.pdf](https://www.ilo.org/wcmsp5/groups/public/---ed_protect/---protrav/---safework/documents/publication/wcms_842505.pdf).

at heights or with chemicals, but to all places of employment, including offices. Additionally, OSH laws and regulations also include the requirement of employers to adapt work and the workplace to workers' capabilities considering their physical and mental health. The burden of occupational mortality and morbidity is not equally distributed across the world, among industries and among the workforce. About two-thirds (65%) of global work-related mortality is estimated to occur in Asia, followed by Africa (11.8%), Europe (11.7%), Americas (10.9%) and Oceania (0.6%). The rates of fatal occupational accidents per 100,000 workers also show stark regional differences, with rates in Africa and Asia four to five times higher than those in Europe.<sup>30</sup>

Furthermore, manufacturing, construction, transportation and storage are the industries that experience the highest level of work-related accidents. In these highly hazardous sectors — as elsewhere — work-related injuries are not equally distributed among the workforce. The workers most exposed to injuries are those in precarious employment (temporary, casual or part-time workers), workers in informal employment, those working in small and medium-sized enterprises (SMEs), and work that is performed by persons who are subject to discrimination and marginalization (such as migrant workers, young workers and racial and ethnic minorities).

Work-related injuries vary in scale and have multiple causes, but relate primarily to deficient national OSH systems, including the legislative framework, weak regulatory oversight, and the absence of a culture of safety and health. When large-scale work disasters occur, such as the Rana Plaza accident in April 2013,<sup>31</sup> they often reveal the absence of universal employment injury protection schemes, which leave victims and their dependents without any financial, medical or rehabilitation support.

### **2.3. ILO's Global Strategy on Occupational Safety and Health**

Ever since it was founded in 1919, the subject of occupational safety and health has been at the heart of the ILO's work, including its standards-setting activities.

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<sup>30</sup> See UN Global Compact, available at: [Occupational Safety and Health – UN Global Compact](#).

<sup>31</sup> More information on Rana Plaza is available at: <https://www.ilo.org/infostories/en-GB/Stories/Country-Focus/rana-plaza>.



In June 2003, the International Labour Conference discussed standards-related OSH activities.

The Conclusions adopted by the International Labour Conference at its 91<sup>st</sup> Session, 2003 outlined a global strategy on occupational safety and health confirming the role of ILO instruments as a central pillar for the promotion of occupational safety and health. At the same time, they also called for integrated action that better connects the ILO standards with other means of action such as advocacy, awareness raising, knowledge development, management, information dissemination and technical cooperation to maximize impact. The Conclusions pinpointed the need for tripartite national commitment and action in fostering a preventive approach and a safety culture, both of which are key to achieving lasting improvements in safety and health at work. The ILO and its constituents committed to be the leaders in promoting occupational safety and health at work and to building the partnerships needed to bring desired changes in the workplace. The resulting ILO action plan for the promotion of occupational safety and health at work included five strategic areas of action:

1. Promotion, awareness raising and advocacy
2. ILO instruments
3. Technical assistance and cooperation
4. Knowledge development, management and dissemination
5. International collaboration<sup>32</sup>

In developing and implementing the global strategy, the ILO committed to making special efforts in relation to countries with particular needs for assistance and willing to strengthen their OSH capacities. The ILO Global Strategy on OSH outlined the importance of addressing OSH challenges in relation to vulnerable workers, including young, disabled and migrant workers, and the self-employed. Also, the Strategy emphasized the importance of taking gender-specific factors into account, in the context of OSH standards, management systems and practice.

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<sup>32</sup> ILO. *Global Strategy on Occupational Safety + Health* (2004). Available at: [https://www.ilo.org/wcmsp5/groups/public/@ed\\_protect/@protrav/@safework/documents/policy/wcms\\_107535.pdf](https://www.ilo.org/wcmsp5/groups/public/@ed_protect/@protrav/@safework/documents/policy/wcms_107535.pdf).

## 2.4 Strategic priorities of the ILO for 2016–2020

The ILO has been actively involved in global consultations on the post-2015 UN development agenda, particularly in the discussion on the role played by employment and social protection policies in past and future poverty reduction. The *Strategic Policy Framework 2010–15*<sup>33</sup> and its four strategic objectives and 19 outcomes has remained in place. In 2016, the Office reduced a number of policy outcomes to refocus priority. OSH has remained a prioritized outcome with some variations. In the biennium 2020–2021, it was mentioned for the first time that the flagship programme, including the VZF, would be the main vehicles for delivering ILO's OSH outcome. *Safety + Health for All* and the VZF are the major vehicles through which country-level and global actions are to be delivered.<sup>34</sup>

Promoting workplace compliance through labour inspection were the key priorities from 2016–2020, a period during which OSH capacity building for Member States remained a focus of the ILO. This is related to: Outcome 7, Biennium 2016–2017, *Promoting safe work and workplace compliance including in global supply chains*, and Outcome 7, Bienniums 2018–2019 and 2020–2021, *Adequate and effective protection at work for all*.

## 2.5. ILO's Safety + Health for All Flagship Programme

Proposed by the ILO's Director-General and endorsed by the Governing Body in October 2015,<sup>35</sup> the five ILO flagship programmes consolidated and refined key existing development cooperation initiatives targeting decent work deficits and related challenges. The flagship programmes were recognized as an important means of engagement with constituents. They support the realization of multiple organizational-level outcomes (P&B Outcomes) and combine global leadership in evidence-based policy with effective field implementation. They

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33 ILO. *Strategic Policy Framework 2010–2015: Making Decent Work Happen*, GB.304/PFA/2(Rev.) 304th Session, (2009). Available at: [https://www.ilo.org/wcmsp5/groups/public/---ed\\_norm/---relconf/documents/meetingdocument/wcms\\_102572.pdf](https://www.ilo.org/wcmsp5/groups/public/---ed_norm/---relconf/documents/meetingdocument/wcms_102572.pdf).

34 ILO. *Programme and Budget for the Biennium 2020-2021* (2021), p. 39. Available at: [https://www.ilo.org/wcmsp5/groups/public/---ed\\_mas/---program/documents/genericdocument/wcms\\_736562.pdf](https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---program/documents/genericdocument/wcms_736562.pdf).

35 ILO. Governing Body. *The ILO's Global Flagship Programmes*, Seventh Item On The Agenda, GB.325/POL/7 (2015). Available at – [https://www.ilo.org/wcmsp5/groups/public/---ed\\_norm/---relconf/documents/meetingdocument/wcms\\_413765.pdf](https://www.ilo.org/wcmsp5/groups/public/---ed_norm/---relconf/documents/meetingdocument/wcms_413765.pdf).

offer the potential for scaling up, replication in a variety of contexts, and mobilization of resources in more efficient, effective and sustainable ways.

The *Safety + Health for All* flagship programme fosters a culture of prevention to improve the safety and health of workers worldwide. The Vision Zero Fund (VZF), a G7 initiative focusing on OSH in global supply chains, is an integral part of the programme. The Fund pursues an approach that mobilizes all relevant stakeholders, including governments, employers' and workers' organizations, as well as domestic and multinational enterprises, to act collectively to address the underlying root-causes of workplace accidents, injuries and diseases.<sup>36</sup>

*Safety + Health for All* is administered by the Labour Administration, Labour Inspection and Occupational Safety and Health Branch (LABADMIN/OSH) which is under the ILO's Governance and Tripartism Department (GOVERNANCE). The programme is under the direct responsibility of the Branch Chief and is managed by the LABADMIN/OSH Programme and Operations Team. A Global Tripartite Advisory Committee (GTAC) provides advice to programme management on the overall flagship programme efforts and directions. This committee, chaired by the director of the GOVERNANCE Department, meets annually and is composed of representatives from employers' and workers' organizations, development partners, and representatives from partner governments where the flagship programme is being implemented.

The programme directly contributes to P&B Outcome 7: *Adequate and effective protection at work for all*, and Output 7.2: *Increased capacity of Member States to ensure safe and healthy working conditions*.<sup>37</sup> It also contributes to the 2030 Agenda by delivering on the realization of the following specific areas of the SDGs:

- SDG 8: "Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all";
- SDG 8, Target 8.8: "Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, and those in precarious employment"; and

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<sup>36</sup> ILO. *Vision Zero Fund Strategy 2019-2023 Collective Action for Safe and Healthy Supply Chains*, available at - [https://www.ilo.org/wcmsp5/groups/public/---ed\\_dialogue/---lab\\_admin/documents/publication/wcms\\_729031.pdf](https://www.ilo.org/wcmsp5/groups/public/---ed_dialogue/---lab_admin/documents/publication/wcms_729031.pdf)

<sup>37</sup> ILO. [Programme and Budget 2022–2023](#) (2021).

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- SDG 3, Target 3.9: “Substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water and soil pollution and contamination through the improvement of occupational health and hygiene”.

The first strategy period<sup>38</sup> provided direction to the flagship programme for the duration of 2016–2020. The programme is currently implementing the second phase of its strategy<sup>39</sup> containing a revised theory of change, supplemented by a global results framework. The strategy and the results framework serve as a frame of reference in designing projects as well as for monitoring and reporting. As of May 2023, there have been 31 projects (13 closed and 18 active projects) across 23 countries. The theory of change and the results framework measure progress in a systematic manner. Each individual project (including VZF projects) reports against the relevant programme indicators which are further aligned with the relevant ILO indicators as defined in its P&B documents. In 2022, the flagship programme undertook two major initiatives to strengthen its monitoring and reporting. This included development of standard survey tools for the five KPIs with qualitative elements, and development of a digital online monitoring tool that aggregates progress data by project along global indicators (see section 1.6 for KPIs).

*Safety + Health for All* consists mainly of a number of projects operational at global, regional and country levels. In addition to extra-budgetary contributions allocated to specific projects, the programme receives in-kind contributions from development partners to support the implementation of the various projects and initiatives through the funding of Junior Professional Officer (JPO) positions and the secondment of civil servants from various ministries of labour.

Finally, *Safety + Health for All* uses technical expertise from OSH and labour inspection specialists based both in HQ and in the field to support programme interventions and activities. LABADMIN/OSH uses its own core funding to support specific activities which are primarily focused on developing global

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<sup>38</sup> The first strategy was not published. It is included in the programme document for Phase I (2016–2020).

<sup>39</sup> ILO. *Safety + Health for All* strategy, phase II - 2021–2025 (2021). Available at: [https://www.ilo.org/wcmsp5/groups/public/---ed\\_dialogue/---lab\\_admin/documents/publication/wcms\\_732088.pdf](https://www.ilo.org/wcmsp5/groups/public/---ed_dialogue/---lab_admin/documents/publication/wcms_732088.pdf).

products, such as research pieces and assessment tools, and producing OSH information and data.

The flagship programme encompasses global, regional and country-level projects including those of the VZF. In order to make sure that all projects and initiatives contributed cohesively to clearly defined objectives, the flagship programme during Phase I, an overarching theory of change was developed as well as a results framework with indicators aimed at measuring progress in a systematic manner. Each individual project (including VZF projects) reports against the relevant programme indicators which are further aligned with the relevant ILO indicators as defined in its P&B documents. In 2022, the flagship programme undertook two major initiatives to strengthen its monitoring and reporting. This included development of standard survey tools for the five KPIs with qualitative elements, and development of a digital online monitoring tool that aggregates progress data by project along global indicators.

Twenty-one evaluations have taken place (20 completed/one ongoing as of May 2023). This includes evaluations of all closed as well as ongoing projects in line with ILO evaluation policy guidelines. In addition to the high-level evaluation of ILO's strategy on OSH conducted in 2013,<sup>40</sup> ILO's Evaluation Office (EVAL) provided useful lessons that have informed the design and implementation of the flagship programme (first and second phases).

Significant changes have recently occurred in the world of work that have a direct bearing on ILO's OSH-related work and the flagship programme in particular. The two most significant developments included the COVID-19 pandemic and the adoption in June 2022 of a resolution adding occupational safety and health as one of ILO's fundamental principles and rights at work.<sup>41</sup>

## 2.6. Vision Zero Fund

The establishment of a fund to support the prevention of workplace injury and disease was proposed within the framework of the "sustainable supply chains initiative" put forward by the German Ministry of Employment and Social Affairs

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<sup>40</sup> ILO. *Independent evaluation of the ILO's strategy for occupational safety and health: Workers and enterprises benefit from improved safety and health conditions* (2013). Available at: [https://www.ilo.org/wcmsp5/groups/public/---ed\\_mas/---eval/documents/publication/wcms\\_226347.pdf](https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_226347.pdf).

<sup>41</sup> Drawn from this evaluation's Term of Reference.

and the German Ministry for Economic Cooperation and Development. At the G7 Summit in Elmau, Germany (June 2015), the G7 Heads of State (Canada, France, Germany, Italy, Japan, the United Kingdom and the United States), announced their support for the creation of the Vision Zero Fund.

The VZF supports appropriate action by governments, businesses, social partners and NGOs in low-income countries. Its main objective is to increase collective public and private action aimed at fostering and enhancing concrete prevention activities in businesses operating in low-income countries. The Fund's particular aim is to bring national and international stakeholders together to engage jointly in sectoral activities in a country, for example via action plans for specific sectors, sustainability compacts or similar agreements. Striving to achieve the vision of "zero work-related injuries and diseases", the Fund's approach focuses exclusively on the prevention of and protection from workplace accidents, injuries and occupational diseases in sectors operating in GSCs, as well as the establishment of OSH public sector programmes in countries linked to such GSCs.

Since its establishment, the VZF has operated in eight countries (Colombia, Ethiopia, Honduras, Lao PDR, Madagascar, Mexico, Myanmar, and Viet Nam); and in three supply chains in the garment/textiles, agriculture, and construction sectors. Under LABADMIN/OSH and *Safety + Health for All*, the VZF is administered through its Secretariat which serves the VZF as the focal point for all technical, operational, reporting and financial matters. The Secretariat is accountable to the VZF Steering Committee and the VZF Advisory Committee, with the Secretariat led by a VZF Manager appointed by the ILO following consultation with the Steering Committee. The VZF Manager and the Secretariat staff are funded as a direct cost from the VZF Multi-Donor Trust Fund. In addition, staff costs of the VZF Secretariat are shared by the VZF projects.

## 3. ILO CLUSTERED PROJECTS EVALUATED UNDER THE FLAGSHIP PROGRAMME

ILO considers project evaluation an integral part of the implementation of technical cooperation activities. As per ILO evaluation policy and procedures, the flagship projects undergo independent evaluation. Two projects clustered for this evaluation are: the global project GLO/21/01/JPN “Consolidation and dissemination of OSH knowledge” and the regional project RAS/20/08/JPN “*Safety + Health for All* in South Asia”. Summaries of the evaluation findings are presented in this chapter for each project. The evaluation of the global project was conducted by team leader Svetlana Bronyuk. The evaluation of the regional project was conducted by Diana Vainer. Both evaluators had no prior involvement with these projects.

### 3.1. Global project “Consolidation and dissemination of OSH knowledge”

#### 3.1.1. Key Project Data

The global project “Consolidation and dissemination of OSH knowledge” is a 36-month intervention of the ILO and is funded by Japan’s Ministry of Health, Labour and Welfare. The project started in April 2021 and is to end in April 2024. The total budget for project activities is US\$569,102.<sup>42</sup> The project has two components: a secondment of a technical OSH expert to LABADMIN/OSH for three years, and a range of knowledge activities as described below (included in this evaluation exercise). The project objectives aimed to support LABADMIN/OSH in the realization of its mandate through two approaches:

- **Technical advice:** Through the provision of a technical expert, the project supports the development of global OSH products, including products on OSH inspection. The technical expert assisted constituents in meeting their needs for technical advice on safety, industrial and systems engineering, with a focus on the mining, construction and agricultural sectors. Further

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<sup>42</sup> Project information is available on the LABADMIN/OSH [website](#).

focus was given to specific hazards, particularly those related to physical hazards and machinery.

- **Building knowledge:** The project identified, consolidated, analysed, disseminated and applied knowledge gained from project activities within the framework of the Japanese-funded projects. This included: 1) collecting, consolidating and organizing OSH information to enhance knowledge sharing and synergies among initiatives; 2) analysing knowledge gaps and developing new training materials and research products; and 3) identifying, documenting and disseminating emerging good practice, including the development and implementation of a dissemination plan to facilitate learning and innovation.

### 3.1.2. Methodology of this evaluation

This project was evaluated as a part of this independent, strategic evaluation of the *Safety + Health for All* flagship programme. The OECD/DAC evaluation criteria<sup>43</sup> were applied to assess project performance. Data collection tools included review of project documentation including key deliverables, as well as interviews with a wide range of the flagship programme stakeholders.

#### Evaluation findings

- **Relevance.** The interviews with ILO field staff showed that project design and objectives responded to and remained flexible and relevant to constituents' and beneficiaries' needs to bridge the knowledge gap on OSH. The project priorities and research conducted on the most hazardous sectors were considered priorities for the target countries and the needs of constituents.
- **Coherence.** Project activities are considered coherent with ILO P&B Outcome 7 (2020–2021): *Adequate and effective protection at work for all* and its output 7.2: *Increased capacity of Member States to ensure safe and healthy working conditions*. At the country level, the project activities supported field offices in delivering CPOs related to P&B output 7.2.

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<sup>43</sup> The criteria are available on the OECD/DAC [website](#).



- ▶ **Effectiveness.** The project demonstrated good progress in achieving its planned results. OSH knowledge was consolidated and disseminated. More than 400 publications on OSH were collected, organized and placed on the “Development Cooperation Knowledge Management Platform”<sup>44</sup> to be used by ILO staff worldwide. Additionally, the project supported the development and dissemination of a catalogue of publications and, as of December 2022, featured more than 60 knowledge products covering various topics related to safety and health at work.<sup>45</sup> The following two activities further generated global knowledge on OSH good practice:
  - Documentation of OSH good practice in crisis situations (ongoing); and
  - Identification of emerging good practice in national systems for recording and notification of occupational accidents and diseases, aiming to support countries to improve their own systems.
- ▶ **Efficiency.** The project demonstrated high efficiency in terms of management for results. At relatively low cost, the consolidation of OSH knowledge enhanced the efficiency of technical and operational support through more active usage of existing knowledge on OSH, replication of good practices, and production of research products of global importance.
- ▶ **Impact.** The project has overall high potential for impact as it addresses the challenges faced by developing countries. A study on the identification of good practices in national systems for recording and notification of occupational accidents and diseases contributed to the strengthening of national systems. Finally, the documentation of good practice on OSH during crises and conflicts improved capacity of the constituents to respond in these situations.
- ▶ **Sustainability.** The project has high prospects for sustainability provided LABADMIN/OSH can continue updating the “Development Cooperation Knowledge Management Platform”. Currently the platform is hosted at the ILO teams “channel” and is available for ILO staff who have

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<sup>44</sup> ILO. See the platform on the ILO [website](#).

<sup>45</sup> The *Safety + Health for All* publication catalogue is available at: [https://www.ilo.org/global/topics/safety-and-health-at-work/resources-library/publications/WCMS\\_864627/lang--en/index.htm](https://www.ilo.org/global/topics/safety-and-health-at-work/resources-library/publications/WCMS_864627/lang--en/index.htm).

participated in the training on its usage. The catalogue of publications increased visibility and was appreciated by the evaluation stakeholders. The catalogue is free, accessed on the ILO website and therefore available to large audiences, tripartite constituents and OSH specialists (some are translated into ILO official languages). LABADMIN/OSH plans to promote key findings of the research at global OSH events to facilitate a wider outreach to the global OSH community and disseminate knowledge across regions.

### **Lesson learned**

Collecting, organizing and storing knowledge products in one place, accompanied by a competent search engine, allows for the provision of efficient operational and technical support.

### **Emerging good practice**

Having OSH technical specialists participate in the research conceptualization plans leads to quality research products.

### **3.1.3. Conclusions**

The global project “Consolidation and dissemination of OSH knowledge” proved to be an effective intervention. It consolidated and built OSH knowledge, as well as developed effective mechanisms for its storage, usage and dissemination. The research initiatives undertaken by the project were driven by the pressing challenges of occupational safety and health faced in developing countries. Newly generated knowledge stemming from these initiatives was likely an important factor in establishing OSH as a fundamental principle and right at work.

## **3.2. Regional project “Safety + Health for All in South Asia”**

### **3.2.1. Key Project Data**

The regional project “*Safety + Health for All in South Asia*” is a 36-month intervention funded by Japan’s Ministry of Health, Labour and Welfare. The project targets India, Nepal, and Sri Lanka, started in January 2021 and expected to end in December 2023. The actual project implementation started after a six-month delay. Initially, the project was named “*Safety + Health for All Plantation Workers in South Asia*”, but in late 2022 it was renamed, because the project aroused interest among other sectors and several requests were received from

governments to address OSH issues in different hazardous sectors and for vulnerable workers. The project is administered by the ILO country office in India. The budget of the project is US\$3.76m.

This project aims to provide support to tripartite constituents for the strengthening of health and safety legislation and national OSH policies and programmes. These efforts covered the plantation sector and catered to the needs of not just workers in the organized/formal sector, but also outreach to workers in the lower tiers of the supply chains, workers in informal employment, and workers in small holdings. The project envisaged the following outcomes:

- Knowledge is generated and shared to improve the safety and health of workers in plantations across South Asia;
- National and local institutions are strengthened to promote and protect the safety and health of plantation workers in India, Nepal and Sri Lanka; and
- Workplace and sector-level initiatives and practices to promote safety and health of workers, with a focus on women workers, were developed or strengthened in India, Nepal, and Sri Lanka.

### **3.2.2. Methodology of this evaluation**

Assessment of project performance applied the previously mentioned OECD/DAC evaluation criteria were applied to. Data collection tools included analysis of project documentation, review of deliverables, and key informant interviews.

The evaluation scope covered the whole project period from 1 January 2021 until 30 May 2023, and the geographic scope covered India, Nepal and Sri Lanka. The evaluation integrated gender equality, and non-discrimination issues as cross-cutting concerns throughout its methodology, analysis and deliverables. Gender was addressed in accordance with the ILO Guidance Note 4, *Integrating gender in monitoring and evaluation of projects*.<sup>46</sup>

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<sup>46</sup> ILO. Evaluation Unit. The guidance note is available at: [https://www.ilo.org/wcmsp5/groups/public/@ed\\_mas/@eval/documents/publication/wcms\\_165986.pdf](https://www.ilo.org/wcmsp5/groups/public/@ed_mas/@eval/documents/publication/wcms_165986.pdf).

### 3.2.3. Evaluation findings

- ▶ **Relevance:** The project remains highly relevant to the national economic, social and political situation in the target countries. The stakeholders in India, Nepal and Sri Lanka confirmed that project objectives and project interventions are highly relevant to the needs of the local and national constituents. Governments see the project as an opportunity to strengthen national OSH policies, extend OSH practices to workplaces and raise awareness among workers and employers. Trade unions stressed the high relevance of the project in terms of developing social dialogue, especially in India. As the interviewees said, the project serves as a platform for dialogue between workers' and employers' organizations and governments providing an opportunity to expose problems to the government and seek proper solutions.
- ▶ **Coherence:** The project is well aligned with the flagship strategy as well as the national DWCPs. Opportunities for vertical and horizontal policy coherence are being created and utilized, including strategic interlinkages and convergence with other regional programmes that have components on "building knowledge". Project initiatives were coherent and aligned with the ILO project "Towards fair and sustainable global supply chains: Promoting formalization and decent work for invisible workers in South Asia" 2017–2022.<sup>47</sup> Project interventions focused on improving living and working conditions of home-based workers and other informal economy workers engaged in selected supply chains.
- ▶ **Effectiveness:** The timeframe of the project coincided with the COVID-19 pandemic which adversely affected the region. In addition, the political and economic constraints in all target countries, either delayed the start or the planned activities had to be cancelled or rescheduled and reprogrammed. At the time of this evaluation, the overall delivery rate of project activities is 61%. Currently, sectoral diagnostic studies have concentrated on Nepal and Sri Lanka. In Nepal, a National OSH Profile was developed and 20 labour inspectors (19 men and one woman) were trained. In Sri Lanka, a tripartite workshop on international labour standards was held to promote the ratification of ILO's OSH Conventions

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<sup>47</sup> [Project information](#) can be obtained on the ILO website.

(Nos C.155 and C.187) with 26 participants (14 men and 12 women). Up to June 2023, the project conducted 35 meetings and discussions, 24 consultative meetings and 66 training or capacity-building programmes in India, Nepal and Sri Lanka, with the participation of 2,720 persons (1,935 men, 785 women). This evaluation found that the project integrated the OSH needs of women to a good extent: i) the prevention of violence and harassment at workplaces was addressed at the trainings; ii) gender committees were established at enterprise level; and iii) sanitation cabins for female workers were installed at tea plantations in India and Nepal.

► **Efficiency of resource use:** The technical assistance provided by the flagship programme ensured a holistic and efficient approach to addressing OSH issues across all strategic objectives. The project experienced challenges in the timely hiring of human resources which impeded implementation of project activities. The project staff was recruited only after six months after the start of the project, including the Chief Technical Advisor (CTA), who was employed full time. At the start of the project, Finance and Administrative Assistants in three countries were employed part time and only in 2022 did project staff start working full time. However, there were frequent changes in the National Project Coordinators (Sri Lanka, Nepal) and capacity challenges (India) which put burdens on the CTA. Though performance improved once staff was full time, the project then had delays due to the COVID-19 pandemic and its related economic and political challenges. Now with all staff in place, the project is progressing well. Currently, the project demonstrated efficient use of financial, material and human resources, as well as effectiveness of management arrangements. ILO tools that were developed and promoted by the project (e.g. the WIND and WISE training methodologies) were used to build tripartite constituent capacity in India, Nepal and Sri Lanka.

► **Impact:** The project is well placed to achieve the desired impact at the policy and institutional levels. This evaluation revealed that the target countries started developing their own national OSH programmes and work on the ratifications of OSH Conventions was successful. In Nepal, the self-assessment preparation is ongoing to ratify Conventions Nos C.187 and C.155. In India, the constituents expressed interest in Nos C.187, C.98 and Protocol 29. In Sri Lanka, the constituents took action to

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assess gaps needing work in order to ratify C.187. The project reinforced social dialogue in the target countries and as a result trade unions and employers' organizations actively participated in the process of forming national OSH policies in all three countries, with enterprise OSH committees established in Nepal (60) and India (54).

- **Sustainability:** The project's efforts to ensure sustainability of the achieved results was successful. The set of tripartite constituent consultations at the inception phase aligned stakeholders' expectations with project goals and defined national priorities. Institutional capacity building (e.g. for labour inspectorates, enterprise committees) is likely to result in strengthened OSH practices and compliance. The notable work of the project with young trade unions activists resulted in the establishment of the South Asian Network of Young Trade Union OSH Volunteers.<sup>48</sup> This network is expected to serve as a platform for future cooperation on OSH among youth in the region. The project efforts on raising stakeholder awareness of OSH and gender, with a focus on women's worker rights, may result in reducing harmful practices at work, including gender-based violence, as these efforts are continued by project stakeholders.

### Lessons learned

Allocation of human resources for national coordination at part time (50%) leads to poor coordination and negatively affects implementation of project activities.

### Emerging good practice

The South Asian Trade Union Youth OSH Volunteers Camp, held in Nepal in March 2023, resulted in the personal and professional development of young trade union leaders.

### 3.2.4. Conclusions

The regional project "*Safety + Health for All* in South Asia" demonstrated high relevance to the needs and priorities of the stakeholders at the regional and national levels. This intervention demonstrated a high level of coherence with national and regional initiatives promoting fundamental rights at work through

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<sup>48</sup> Information on the network is available at:  
[https://www.ilo.org/newdelhi/info/public/sp/WCMS\\_831034/lang--en/index.htm](https://www.ilo.org/newdelhi/info/public/sp/WCMS_831034/lang--en/index.htm).

promotion of international labour standards, strengthening social dialogue, encouragement of inter-regional exchange and the integration of cross-cutting issues such as gender equality and the rights of young workers. The COVID-19 pandemic, as well its accompanying political and economic challenges, affected project implementation, resulting in delays of some project activities. This evaluation found, however, that the project is on a solid track to achieve its planned results. The current rate of the project delivery is 39% and the results achieved at the policy and institutional levels indicate that strong sustainability can be expected.

## 4. EVALUATION FINDINGS: SAFETY + HEALTH FOR ALL FLAGSHIP PROGRAMME

This section is organized according to the evaluation criteria presented in the ToR and analyses of the factual evidence available. A brief summary on key findings for each evaluation criteria is presented at the beginning of each subsection.

### 4.1. Relevance

The flagship strategic priorities and initiatives address global concerns on safety and health at workplaces helping the ILO Member States to strengthen their OSH management systems. Flagship programme interventions are integrated into the LABADMIN/OSH work to a high extent.<sup>49</sup> Stakeholder interviews confirmed that the theory of change and the strategy of the flagship programme remain valid to the constituent's needs. As noted in this evaluation, the four strategic objectives of the flagship strategy are: 1) building knowledge; 2) creating conducive national frameworks; 3) strengthening national capacities; and 4) promoting safe and healthy workplaces. The constituents recognized the importance of working with all strategic objectives in a holistic manner in order to improve OSH national systems.<sup>50</sup> This evaluation also found that the flagship interventions addressed national gender-related goals to a high extent.

#### 4.1.1. Relevance of the programme to global, regional and national contexts

Flagship programme interventions are integrated within the work of LABADMIN/OSH to a high extent. The development cooperation portfolio of the flagship programme includes projects in 23 countries which benefit from technical support from the OSH team and Labour Inspection team. The flagship programme is managed by the Programme and Operations Team in LABADMIN/OSH, while the VZF projects are handled by the VZF team. Stakeholder interviews confirmed that the theory of change and the

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<sup>49</sup> Key informant interviews and observation of the LABADMIN/OSH organigram.

<sup>50</sup> Based on interviews with GTAC members, ILO field staff and opinions of the tripartite constituents in India, Nepal and Sri Lanka, and as expressed during the evaluation mission to South Asia.



programme's strategy remain valid to their needs. Constituents at the national level recognize the importance of working with all strategic objectives in a holistic manner in order to improve OSH national systems.

On the occasion of the 110th Session of the International Labour Conference from 27 May to 11 June 2022, safety and health was added to the fundamental principles and rights at work. That landmark decision means that all ILO Member States commit to respect, promote and realize the fundamental right to a safe and health working environment, whether or not they have ratified the relevant Conventions. The flagship strategic priorities and initiatives address these global concerns to a high extent helping the ILO Member States to strengthen their OSH management systems.

Mortality rate data confirms the importance of addressing OSH at the global level. Around 2.9 million workers die every year due to occupational accidents and diseases and at least 402 million people suffer from non-fatal occupational injuries. Recent WHO/ILO estimates indicate that work-related diseases were responsible for 81% of all work-related deaths.<sup>51</sup>

The burden of occupational mortality and morbidity is not equally distributed across the world, among industries nor among the workforce. About two-thirds (65%) of global work-related mortality is estimated to occur in Asia, followed by Africa (11.8%), Europe (11.7%), Americas (10.9%) and Oceania (0.6%). The rates of fatal occupational accidents per 100,000 workers also show stark regional differences, with rates in Africa and Asia four to five times higher than those in Europe.

#### **4.1.2 Relevance in the context of the COVID-19 pandemic**

The strategic areas of the programme remained valid during COVID-19 response measures supported by LABADMIN/OSH. The COVID-19 interventions fall under all strategic objectives of the programme, including the following areas of action:

- New methodologies and tools to investigate OSH issues fall under *Strategic Objective 1: Building knowledge*.

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<sup>51</sup> ILO. [Enhancing social dialogue towards a culture of safety and health](#) (2022).

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- Support is provided to the development and adoption of OSH profiles, policies and programmes, linking to *Strategic Objective 2: Creating conducive national legal and policy frameworks*.
- The capacity of social partners and other OSH service providers to promote OSH at national, sectoral and workplace level is enhanced through *Strategic Objective 3: Strengthening national capacities*.
- At country level, awareness-raising activities were conducted covering specific risks, sectors, and target groups corresponding to *Strategic Objective 4: Promoting demand for safe and healthy workplaces*.

The stakeholder interviews confirmed that strategic areas of the flagship programme remained valid during COVID-19 response measures as supported by LABADMIN/OSH.

#### **4.1.3. Role of the programme in delivering ILO's OSH mandate in Member States**

The flagship programme plays an important role in delivering ILO's OSH mandate in Member States. The programme directly contributes to ILO P&B 2022–2023, Outcome 7: *Adequate and effective protection at work for all*, and Output 7.2. *Increased capacity of Member States to ensure safe and healthy working conditions*. In addition, the programme interventions are aligned with CPOs which support the delivery of concrete results in Member States.

All ILO flagship programmes have established global tripartite advisory committees (GTACs) or similar structures at the global and national level. A GTAC consists of no more than twelve participants, including i) nominated individuals from the Secretariat of the Employers' Group; ii) the Secretariat of the Workers' Group; and iii) partner governments. It is stipulated in the ToR (to inform the GTAC) that all country-level activities shall fall under existing tripartite committees at the national level. These should be set up in coordination with the Decent Work Country Programme (DWCP). When no tripartite advisory committee exists for ILO activities, a national tripartite advisory committee shall be established for the flagship programme.

The observation of programme documents and the interviews with key informants confirmed that the *Safety + Health for All* programme formed a GTAC committee at the global level in accordance with the ToR. The management of the programme reports to the GTAC committee annually on the achieved

results, proposing discussion on future initiatives. At the national level, some projects relied on the previously established tripartite structures to make the management process timelier and more efficient, as in the case of the country-level project in Kosovo "Promoting Decent Work through Strengthening OSH Management"<sup>52</sup> and the regional-level project "*Safety + Health for All* in South Asia").

#### **4.1.4. Relevance to global, regional and national gender-related goals**

The flagship programme is relevant to global, regional and national gender-related goals. This is ensured through gender mainstreaming across its interventions, raising awareness on OSH and gender equality and promoting specific ILO Conventions, such as the Violence and Harassment Convention, 2019 (No. 190). At the global level the programme is aligned with SDG 4 concerning gender equality. At the regional level, the programme supports the ASEAN *Declaration on the Gender-Responsive Implementation of the ASEAN Community Vision 2025*,<sup>53</sup> the gender policy of African Union,<sup>54</sup> Montevideo strategy for implementation of the Regional Gender Agenda within the Sustainable Development Framework by 2030<sup>55</sup> in the region of Latin America and the Caribbean.

This evaluation found that the flagship programme addressed national gender-related goals through alignment of the project activities with national development plans. In Kosovo, the flagship project was aligned with the National Strategy for Gender Equality 2021–2030.<sup>56</sup> In the Philippines, the programme addressed gender equality through the project "Improving Workers' Rights in the Rural Sectors of the Indo-Pacific" which contributed to the national law known as "the Magna Carta for Women" aimed at better inclusion of women in economic activities, including women from marginalized groups.

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<sup>52</sup> See project information on the OSH Profile on the [regional website](#).

<sup>53</sup> ASEAN. *Declaration on the Gender-Responsive Implementation of the ASEAN Community Vision 2025* (2021). Available on the ASEAN [website](#).

<sup>54</sup> For more information see the African Union [website](#).

<sup>55</sup> For more information on the strategy, see their [website](#).

<sup>56</sup> Source: Project document and interviews with ILO staff in Kosovo.

#### **4.1.5. Relevance to global, regional and national environmental concerns in OSH**

The majority of the flagship programme operations took place in the South where heat stress is one of the most prominent environmental risk factors affecting occupational safety and health. The interventions addressed this environmental concern through awareness-raising initiatives implemented within its projects. The Vision Zero Fund initiated research on climate change and OSH to generate global knowledge on this topic.<sup>57</sup>

### **4.2. Coherence**

The *Safety + Health for All* strategy is aligned with the ILO P&B, CPOs, and the priorities set in DWCPs. This programmatic approach ensured necessary coherence between the projects and flagship components, and the four strategic objectives of the flagship programme. The ILO, notably through *Safety + Health for All*, collaborates with the World Health Organization (WHO) on work-related diseases and injuries. It also works with the Inter-Organization Programme for the Sound Management of Chemicals (IOMC). The IOMC works on strengthening international cooperation in the field of chemicals. Country-level projects focus on all four strategic objectives of *Safety + Health for All* and correspond to the national strategic priorities on the SDGs.

#### **4.2.1. Coherence: ILO flagship and other OSH interventions, and UN agencies**

The *Safety + Health for All* strategy is complementary to other ILO flagship programmes, such as *Better Work*, *Social Protection Floors for All*, and *IPEC+*.<sup>58</sup> *Better Work* is focused on improving working conditions in the garment industry, where OSH is one of the priorities. *Social Protection Floors for all*, managed by SOCPRO, fosters and supports the design and implementation of social protection systems, with a final goal of establishing social protection floors (SPFs) for men and women. *IPEC+* brings together two leading ILO technical cooperation programmes — the International Programme on the Elimination of

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<sup>57</sup> See the VZF [website](#) for information on their climate change interventions and research.

<sup>58</sup> More Information on these programmes is available on the [Better Work](#), [Social Protection](#) and [IPEC+](#) websites.

Child Labour (IPEC) and the Special Action Programme to Combat Forced Labour (SAP/FL).

The *Safety + Health for All* strategy is focused on provision of safe working conditions for all men and women involved in economic activities regardless of their employment status. One example of concrete cooperation between IPEC and SAP/FL is demonstrated by their jointly managed project covering seven countries, "Protecting garment sector workers: Occupational Safety and Health and income support in response to the COVID-19 pandemic" (GLO/20/20/MUL).<sup>59</sup> SOCPRO was the lead department and coordinated the wage subsidy component of the project. Technical backstopping was provided by both SOCPRO and LABADMIN/OSH. The VZF led the OSH component, in collaboration with Better Work. Better Work appointed a focal point based in South Asia in addition to nominating national-level project coordinators for countries where VZF was not present. Regular coordination meetings were held to assess progress and challenges (both operational and financial). Similarly, VZF, Better Work and SOCPRO worked together on overall project management, reporting and visibility. One of the lessons learned was that multi-theme projects (in this case social protection and OSH) and inter-flagship coordination gives ILO a strategic advantage.

Both the *Social Protection Floors for All* flagship programme and the *Safety + Health for All* flagship programme are collaborating on a global project funded by France. Joint collaboration and research is focused on establishing coordination between occupational health services and national health social protection systems. The articulation of this coordination is often complex, involving issues of health at work, access to preventive services, and social protection, which are sometimes insufficient or even non-existent in many developing countries. This research, the first of its kind, aims to strengthen knowledge of existing practices in order to shed light on the debate on integration and coordination of national policies covering social protection in health and occupational health services. The questions and issues addressed by this research highlight the challenges of investment in greater integration and/or better coordination of occupational health services, preventive functions and social health protection systems. This research is necessarily linked to the financial equilibrium of these systems: how cost reduction affects curative care

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<sup>59</sup> More information on this project is available on SOCPRO's [website](#).

(risks and prevention), and the how this impacts population health. Additionally, research will focus on how better coordination with national health social protection systems can also support the development of occupational health, and play a role in extending the effective coverage of these services to the entire population. The ultimate objective of this research is to transform findings into technical advice that help Member States update policies and legislation, set up more effective national models, and conduct appropriate rural projects on the ground. A new joint project to improve OSH for workers and increase their access to social protection is being designed, building on the previous experience and expertise of both flagship programmes with the aim to address OSH and social protection issues in a fully integrated manner on a larger scale.

Other examples of cooperation between *Safety + Health for All* and the IPEC+ flagship programmes include assessing the realization of FPRWs in the workplace. Through improved research in these areas, particularly in informal settings, factors that enable or constrain the realization of these core standards (often interconnected) can be identified. To this end, a methodology was developed to assess the realization of FPRWs, including OSH and the prevention of forced labour and child labour. The methodology has already been used in Africa (Burkina Faso, Côte d'Ivoire, Kenya, Madagascar, Mauritania, Togo, and Tunisia) and in Asia (Indonesia, Nepal, the Philippines, Sri Lanka) and informed the development of joint interventions.

*Safety + Health for All* cooperates with the IPEC+ flagship programme to encourage labour inspectorates to promote compliance with the five FPRWs, with a particular focus on child labour. Labour administration and labour inspection are key institutions for promoting decent working conditions and enforcing legal provisions, thus ensuring respect for FPRWs. Projects under the *Safety + Health for All* flagship include a component to strengthen labour inspectorate capacities to address OSH-related violations. A wide range of projects address other FPRWs, in particular, child labour (such as in the cocoa sector in Côte d'Ivoire,<sup>60</sup> and the vanilla sector in Madagascar).<sup>61</sup>

Joint activities have been implemented to address OSH-related issues in conjunction with the other FPRWs, notably with a view to eliminate hazardous

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<sup>60</sup> ILO cocoa [project](#) in Côte d'Ivoire.

<sup>61</sup> ILO vanilla [project](#) in Madagascar.

work for young workers. These collaborations have taken various forms, in particular, the development of a detailed OSH risk assessment for young workers in the vanilla sector in Madagascar, and the integration of specific components to improve OSH outcomes as part of projects implemented in the framework of the IPEC+ flagship programme, notably in Africa (Côte d'Ivoire).

Both programmes also implemented joint campaigns, such as *Generation Safe and Healthy*,<sup>62</sup> when SafeDay was coupled with the International Day Against Child Labour in 2018. This campaign shined a spotlight on the global need to improve the safety and health of young workers and end child labour.

The *Safety + Health for All* strategy is aligned with the Decent Work Agenda of the ILO and the projects of the programme are aligned with the decent work country programmes (DWCPs).

The ILO, notably through the *Safety + Health for All* flagship programme, works with the WHO on work-related disease and injuries and is part of the Inter-Organization Programme for the Sound Management of Chemicals (IOMC) which works on strengthening international cooperation in the field of chemicals.

The programme results logframe is coherent with the ILO results framework to some extent. Some programme indicators are aligned with the P&B outcomes. The Programme and Operations Team keeps good track on assigning flagship projects to relevant outputs of the ILO P&B and CPOs. Also, the *Safety + Health for All* flagship programme considers working in the country when the country has a CPO related to OSH. Thus coherence is ensured as the project reports how it contributed to the CPO related to OSH.

#### **4.2.2. Integration of the Vision Zero Fund into *Safety + Health for All***

The Vision Zero Fund is integrated into the flagship programme to a medium extent. Even though the flagship programme has integrated VZF indicators in the results framework, in terms of management arrangements and managing results, both programmes work in parallel. Also, though both programmes work on OSH and are administered by LABADMIN/OSH, and the VZF is an integral part of the overall flagship intervention framework, the VZF programme manager

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<sup>62</sup> More information on this can be found on the IPEC+ [website](#).

reports directly to the director of LABADMIN/OSH. The reporting lines are therefore not consistent with the integrated strategic framework, which limits delivering results under the flagship programme as one.

Another limitation and challenge observed during the evaluation period was a disproportion of human and financial resources versus the portfolio of the *Safety + Health for All* and the VZF. At the time of the evaluation (May 2023), the VZF covered four country projects in Madagascar, Mexico, Ethiopia and Viet Nam, as well as one global project. These projects are directly supported by a VZF Secretariat comprised of three full-time staff. The Programme and Operations Team of the flagship programme was covering projects in 14 countries, as well as five full-fledged global projects, in addition to providing support to VZF initiatives in Madagascar. The overall flagship programme is managed by a team of four staff, three of which have other responsibilities within the Branch. This creates an imbalance in the management of projects by the two teams in one department. More resources are available for VZF visibility activities than for flagship visibility (US\$230,000 vs US\$185,000). It is also important to note, that the VZF strategy and Outcome 1 specifically aims to influence global discussions on OSH and GSCs. The VZF Secretariat attends around 10–12 global events annually to deliver a global message on OSH and GSCs, including such high-level forums as G7 Employment Working Group meetings, Vision Zero Fund Summits, World Congress on Safety and Health at Work (see full list of the events attended and organized by the VZF in Annex L). Future opportunities of integration include a re-alignment of reporting lines and more balanced distribution of human and financial resources.

#### **4.2.3. Coherence of the programme's projects and components**

The necessary coherence is achieved between the different projects and components considered part of the flagship programme due to its programmatic approach. In most cases country-level projects work on all four strategic objectives. The programme considers working in the country when there is Country Programme Outcome (CPO) related to OSH. Global-level projects focus on consolidating knowledge from the field and developing the global tools on OSH which could be useful to many countries.

The monitoring framework allows the programme to report on global results. The programme uses ILO STAT data to measure impact-level results, e.g. the number of fatal and non-fatal diseases. The VZF projects use mostly a top-to-



bottom approach when projects are initiated and supported by the donors in regions of their interest.

#### **4.2.4. Coherence of the programme with national strategic priorities on SDGs**

The ILO is a custodian for SDG 8 and in particular for targets 8.1: “Sustain per capita economic growth in accordance with national circumstances and, in particular, at least 7% gross domestic product growth per annum in the least developed countries”; and 8.8: “Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment”.

The analysis of voluntary national reports on SDGs and national development plans of the target countries (where the programme implemented its projects selected for case studies under this evaluation), showed that SDG 8, and specifically target 8.1, remain a priority for Madagascar, Sri Lanka, Indonesia, and the Philippines. Target 8.8 remains a priority for Mexico and India.<sup>63</sup>

The evaluation of the clustered project “*Safety + Health for All* in South Asia” revealed that in Nepal the programme supports the development/review of prohibited pesticides lists, in line with international recommendations which corresponds to SDG 3 “Good health and well-being”, and specifically to target 3.9 “Reduce the amount of deaths produced by dangerous chemicals and the pollution of the air, water and soil”.

### **4.3. Effectiveness**

#### **4.3.1. Overall effectiveness**

Overall effectiveness of the flagship programme is rated as high with 84% of the targeted countries (16 out of 19) contributing to the outcome-level results set by the programme. Overall, the flagship programme achieved 46 results across its outcomes. Eleven countries (57% of targeted countries) reported that conducive national frameworks were built (Outcome 2).

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<sup>63</sup> Madagascar. [Voluntary National Review](#) (2021) (In [French](#)) – Sri Lanka. [Voluntary National Review](#) (2022). – Indonesia. [Voluntary National Review](#) (2021). – Mexico. [Voluntary National Report](#) (2018). – India. [Voluntary National Review](#) (2020).

Twelve countries (63% of targeted countries) reported that under Mid-term Outcome (MTO) 1.4 eighty-three intermediary organizations extended their OSH education and information services.

Under Short-term Objective (STO) 1 – OSH knowledge is built – the programme developed over 60 knowledge products including OSH tools and guidance materials, studies and research papers, case studies and assessments, and sectoral and baseline studies.

Under Short-term Objective 3 (STO 3), 14 of the 19 countries reported delivering OSH training to constituents and organizations, covering over 27,800 participants, including ToTs (Outputs: 3.1.3 and 3.3.2). Of these participants, 80% (22,563) are from workers' and employers' organizations. Satisfaction level with the quality of OSH training was found to be high/very high (source KPI data for STO 3.1), although the qualitative data, based on KPI<sup>64</sup> tools developed by the flagship programme is relatively new and this data was submitted by only four countries so far (Myanmar, Viet Nam, Kosovo and Laos PDR).

Under Mid-term Outcome 3 “Employers, workers and their representatives are empowered to improve OSH practices at the workplace”, some 2,975 enterprises took preventive and corrective measures through direct support from flagship projects. Ratification-related initiatives were undertaken in eight (42%) of the 19 countries (Cambodia, Mexico, Madagascar, Laos, Ethiopia, Nepal, India and Sri Lanka). Support was provided through feasibility/gap analysis studies, support to tripartite dialogue and consultations, as well as technical support by OSH and labour law specialists in the regions and HQ.

The flagship programme was successful in coordinating LABADMIN/OSH's response to the COVID-19 pandemic. The VZF allocated over €2m to COVID-19-related activities, particularly in the agriculture and garment supply chains in seven countries in Asia and Africa. The programme demonstrated high effectiveness in generating, consolidating, and disseminating knowledge on OSH. The programme embedded knowledge components in its design, invested in the development of a knowledge strategy, and implemented a global project “Consolidation and dissemination of OSH knowledge”. The latter was evaluated within the framework of this strategic evaluation as an effective intervention.

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<sup>64</sup> See section 1.6 for KPIs.

#### **4.3.2. Mainstreaming overarching strategy of the regional and country projects**

The programme was effective in mainstreaming its overarching strategy in regional and country projects to a high extent as it ensured alignment with the strategic objectives and outcomes of the programme. The Programme and Operations Team provided support in programming, reporting, and M&E aimed at achieving higher overarching goals.

The interviews conducted with the ILO staff managing the projects in Madagascar, Kosovo, Nepal, India, Sri Lanka, Indonesia, the Philippines, Viet Nam, Mexico and Colombia support this finding. All 10 country offices involved in this strategic evaluation expressed high satisfaction with their participation in the flagship programme.

#### **4.3.3. Addressing the needs of the constituents**

The programme has established the GTAC with the participation of the partner countries. At the country level some projects established Project Advisory Committees (PAC) on a tripartite basis to address the needs of the constituents (national governments, employers' organizations and workers' organizations. Prior to its launch, the flagship programme held consultations with social partners at global level. LABADMIN/OSH also held internal consultations with the Office of the DDG/P and PARDEV on the composition of the GTAC. When a donor contacts the ILO indicating specific interest to support activities in a given country, or when the ILO decides to develop a proposal as part of a competitive bidding process (with countries already selected by the development partner), the programme would immediately consult with the relevant field Office and relevant specialists to gauge the interest of the constituents, including the social partners, and get their sign off to develop a proposal. In case, constituents, including the social partners, are not willing to engage in such a project, the donor would be informed, and the programme would not pursue with the development of a concept note/proposal. Once country participation and interest is confirmed, it is then to be endorsed by the constituents themselves, the donor and the ILO, and a detailed assessment of needs undertaken as part of scoping/project design, in full consultation with all constituents and other relevant partners (see p.19 on the programme intervention model). The stakeholders interviews confirmed they were consulted prior to launch of the project and at the design stage of the project. For example, new sectors to be

targeted by the project were considered by the tripartite constituents in Nepal. Source: "*Safety + Health for All in South Asia*" project.

The programme collected extensive evidence of involvement of social partners in the projects. The publication issued by the programme, *Safety + Health for All. Key Facts and Figures 2016–2020*,<sup>65</sup> presents numerous examples of involvement of governments, labour inspectorates, trade unions, employers' organizations and SMEs in project implementation. These examples include:

- In **the Philippines**, the Employers' Confederation designed and implemented a training programme to increase the capacities of employers and business membership organizations to promote OSH compliance among their members. Eighty-nine participants were trained and the training now forms part of the Confederation's regular offerings to its members.
- In **Viet Nam**, training on OSH and risk assessment reached 180 members of workers' and employers' organizations (the Viet Nam Farmers' Union, the Viet Nam Chamber of Commerce and Industry, and the Viet Nam General Confederation of Labour), as well as members of joint OSH committees in the agriculture and construction sectors. These members subsequently delivered training to farmers, construction workers and employers respectively.
- In **Madagascar**, the programme interventions focused on making employers' and workers' organizations positive agents of change in the field of occupational safety and health. Following regular engagement with the employers' organization in the textile sector, the employers adopted a charter for the promotion of safety and health at work. Engagement with the unions also led to the adoption of an action plan by the Madagascar Workers' Conference (CTM) which strengthened union capacity to train and advocate for their members on OSH issues. As a result, the CTM strengthened reached over 1,500 workers' representatives and, appointed 104 OSH focal points to support the implementation of OSH initiatives in workplace.

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<sup>65</sup> ILO. *Safety + Health for All. Key Facts and Figures 2016–2020* (2020). Available at: [https://www.ilo.org/wcmsp5/groups/public/---ed\\_dialogue/---lab\\_admin/documents/publication/wcms\\_764208.pdf](https://www.ilo.org/wcmsp5/groups/public/---ed_dialogue/---lab_admin/documents/publication/wcms_764208.pdf)

The interviews conducted with the constituents in Nepal, India and Sri Lanka under the evaluation of the clustered regional project "*Safety + Health for All in South Asia*" revealed the following evidence of involvement of the social partners into the project:

- Trade Unions in South Asia have established OSH as a priority within in their work (Source: South Asia ACTRAV regional meeting in August 2022, Singapore 2022), and building a Youth Volunteers Network in South Asia (facilitated by the project). The Youth Trade Union leadership (from Afghanistan, Bangladesh, India, Maldives, Nepal, Pakistan, and Sri Lanka) were trained as OSH volunteers joined the South Asian Trade Union Youth OSH Volunteers Camp, held in 2023 in Nepal.
- The employers' associations in Nepal (Federation of Nepalese Chambers of Commerce and Industry, India (Indian Tea Association) and Sri Lanka (Employers' Federation of Ceylon (EFC)) are building OSH and gender committees in enterprises, plantations and estates, and are also rolling out WIND/WISE methodologies and training, including OSH Training Of Trainers (ToT).

#### **4.3.4. Generating, consolidating, and disseminating knowledge**

The programme was effective in generating, consolidating and disseminating OSH knowledge. As this was a key component of *Safety + Health for All*, the programme implemented a specific global project on knowledge, collected, studied and shared good practice and lessons learned from the projects in the field. Currently the flagship programme is developing a knowledge management strategy to manage for results in a more systematic way. The programme has also developed more than 60 knowledge products including tools and guidance materials on OSH, studies and research papers, case studies and assessments, sectoral and baseline studies.

Also, the programme launched information portals to accumulate and disseminate knowledge on OSH. These examples include:

- **a platform:** "Development Cooperation Knowledge Management Platform" which accumulated knowledge on OSH to be easily accessed by ILO staff worldwide;
- **a portal:** "Youth4OSH" which contains information for all stakeholders interested in improving OSH for young workers; and

- **a database:** "INTEROSH" aimed at exchanging information and good practice on OSH as a result of the activities of the flagship programme.

#### 4.3.5. Visibility and ownership

Stakeholder interviews in the field confirm that the flagship programme has not yet been well recognized by constituents. However, global initiatives and projects at national and regional levels strongly associate themselves with *Safety + Health for All*.

The stakeholders believe that the flagship programme should invest more in its visibility. Currently, *Safety + Health for All* and the VZF have developed a branding identity, but more outreach is required to expand its promotion and awareness raising efforts, including informing the wider public about results achieved.

#### 4.3.6. Effectiveness in the light of the COVID-19 response

The flagship programme was successful in coordinating the LABADMIN/OSH response to the COVID-19 pandemic. The programme demonstrated a flexible approach in addressing the COVID-19 challenges. Some projects were extended to support the constituents in protecting the health of workers. The flagship programme, and in particular the VZF, responded to the challenges effectively and efficiently, notably through the development of a number of practical tools. These included: the COVID-19 action checklist *Prevention and mitigation of COVID-19 at work for Small and Medium Enterprises*<sup>66</sup> (translated into nine languages) and the *Practical guide for the prevention and mitigation of COVID-19 in agriculture*<sup>67</sup> (implemented in five Latin America countries); and a rapid needs assessment tool. The rapid needs assessment tool was designed to assist project teams in the field to identify the short-, medium- and long-term interventions required to support, prevent and mitigate the spread of COVID-19 at workplaces. The rapid needs assessment tool is available in English, French and Spanish and has been implemented in all VZF countries where COVID-19 relief

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<sup>66</sup> ILO. *Prevention and mitigation of COVID-19 at Work for Small and Medium Enterprises: Action checklist and follow-up* (2020). Available at: [https://www.ilo.org/wcmsp5/groups/public/---ed\\_dialogue/---lab\\_admin/documents/instructionalmaterial/wcms\\_753619.pdf](https://www.ilo.org/wcmsp5/groups/public/---ed_dialogue/---lab_admin/documents/instructionalmaterial/wcms_753619.pdf).

<sup>67</sup> ILO. *Practical guide for the prevention and mitigation of COVID-19 in agriculture* (2020). Available at: [https://www.ilo.org/wcmsp5/groups/public/---ed\\_dialogue/---lab\\_admin/documents/instructionalmaterial/wcms\\_746984.pdf](https://www.ilo.org/wcmsp5/groups/public/---ed_dialogue/---lab_admin/documents/instructionalmaterial/wcms_746984.pdf).

efforts were introduced. The tool is also being broadly promoted in all ILO country and regional offices.

In addition, within a short timeframe, and with the support of its donors, the VZF successfully mobilized over €2m to COVID-19-related activities, particularly in the textile and agriculture supply chains. The VZF also received additional financial support for COVID-19 relief work in the garment supply chain in seven countries in Asia and Africa. This has facilitated closer collaboration with *Better Work*, in particular in countries in which VZF does not have a presence. The VZF has also worked closely with the ILO's Sustaining, Competitive, and Responsible Enterprises (SCORE) programme<sup>68</sup> in the development of tools and interventions in the fight against COVID-19.

The case study of the Indonesian country project conducted under this strategic evaluation, namely "Enhancing COVID-19 prevention at and through workplaces", revealed a high level of project effectiveness in achieving results at the institutional and individual levels – almost 15,000 people were reached through the COVID-19 risks mitigation campaign, 2,400 companies were registered, and over 12,000 people participated in the E-OSH Learning. The interviews with ILO staff in the Indonesia country office confirmed high satisfaction with the flagship programme support during the course of the project implementation. The review of implementation reports of the project "Bringing back jobs safely under the COVID-19 crisis in the Philippines: Rebooting Small and Informal Businesses Safely and Digitally" informed this strategic evaluation.<sup>69</sup> This project assessed the digital landscape of the Philippines prior to launching training programmes for SMEs adapted to the COVID-19 challenges and including a programme called WISE for COVID Plus.

#### **4.3.7. Achievement of outputs under the ILO Programme and Budget**

Analysis of the PIRs shows that the ILO achieved the targets set as measured by indicator 7.2 (Output 7). The contribution of the flagship programme is mentioned in the reports yet its contribution is not quantified.

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<sup>68</sup> See the SCORE [website](#).

<sup>69</sup> See project fact sheet available at: [https://www.ilo.org/wcmsp5/groups/public/---asia/---ro-bangkok/---ilo-manila/documents/publication/wcms\\_830009.pdf](https://www.ilo.org/wcmsp5/groups/public/---asia/---ro-bangkok/---ilo-manila/documents/publication/wcms_830009.pdf).

#### 4.3.8. Achievement of programme outcomes

The assessment of the progress on the achieved programme outcomes is limited as the programme has not set the baseline and targets in numerical terms. To mitigate this limitation the evaluators applied the indicator “per cent of countries targeted by the flagship which reported on the achieved results” across programme outcomes. It is important to note that four of the 23 countries have started only very recently and therefore, results mentioned in the section below are limited to 19 countries. Based on the reports from the M&E system (see Annex G), 16 (84%) countries out of 19 countries (see Table 3) targeted by the flagship contributed to the outcome-level results. Overall, the programme achieved 46 results across its outcomes with the largest share of results achieved under Medium-term Outcome 1.4 and Short-term Outcome 2 (see Figure 1):

- Twelve countries<sup>70</sup> (63% of countries targeted by the flagship) reported that 83 intermediary organizations extended their OSH education/information services.
- Eleven countries (58% of countries targeted by the flagship) reported that conducive national frameworks were built. Twenty-one OSH-related laws and regulations were revised in line with international labour standards through project support, and five countries developed/revised and adopted national OSH policies and programmes during the life of the projects.
- Over 2,260 workplaces conducted OSH-related risk assessments in four countries (Long-term Outcome 1).
- Ninety-five guidelines, manuals, checklists and good practice guides and over 60 OSH-related research and knowledge products were generated by flagship projects (outputs 1.1.1 and 1.1.3).
- Two hundred and forty-four promotional materials were developed and 95 public awareness campaigns, including the World Day for Safety and Health at Work. These were delivered by flagship projects to raise OSH awareness among workers, constituents and stakeholders.

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<sup>70</sup> Madagascar, Myanmar, Mexico, Colombia, Honduras, Cambodia, Argentina, Côte d'Ivoire, Philippines, Indonesia, Uruguay, Viet Nam

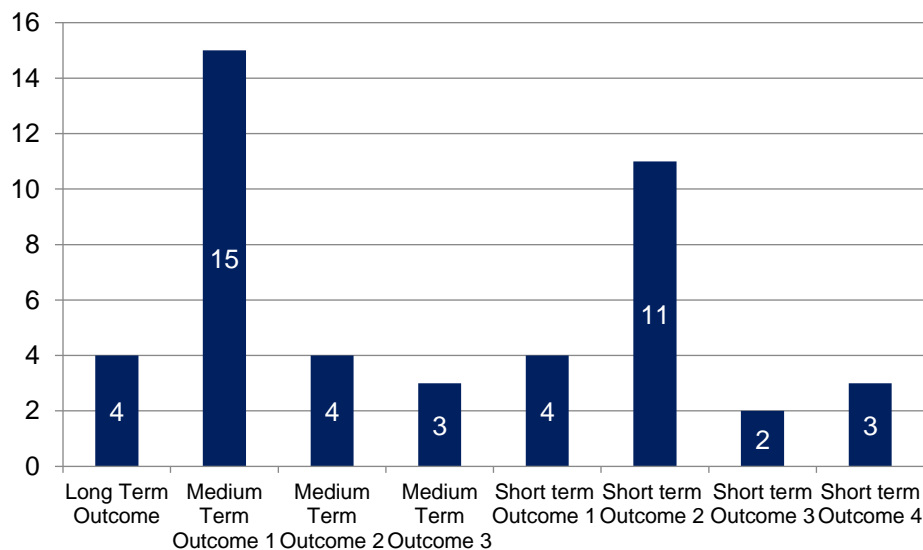


**Table 3. Countries contributed to the flagship outcome-level results**

Africa	Asia	Europe	Latin America
Côte 'Ivoire Ethiopia Madagascar	Cambodia Indonesia Lao PDR Myanmar Nepal Philippines Viet Nam	Kosovo	Honduras Mexico Argentina Colombia Uruguay

Greater adoption of OSH management systems (Long-term Outcome 1) is observed in Madagascar, Ethiopia and Indonesia while initiatives in this direction are undertaken in Viet Nam and Honduras.

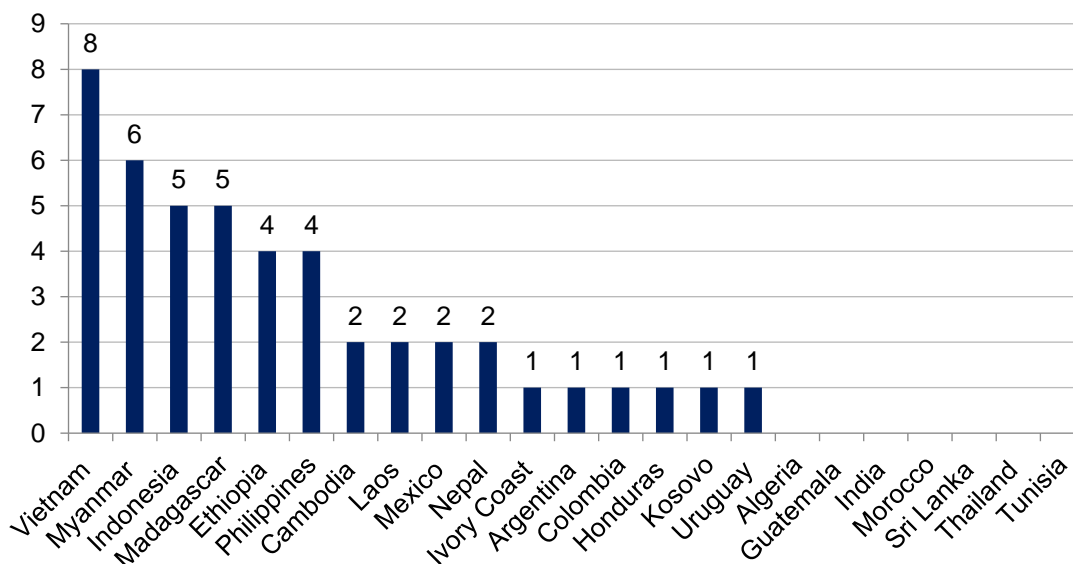
**Figure 1 Distribution of outcome results across outcomes**



The greatest number of countries which reported the largest numbers of results at the outcome level are located in Asia: Viet Nam (8 results), Myanmar (6 results), Indonesia (5 results), the Philippines (4 results); and in Africa: Madagascar (5 results), Ethiopia (4 results). Algeria, Guatemala, Morocco, Sri

Lanka, Thailand and Tunisia have not yet reported results at the outcome level as they were started in 2023 (see Figure 2).

**Figure 2 Distribution of results across flagship countries**



The analysis of the flagship portfolio in these countries shows a correlation between the duration and number of the interventions (projects) and the achievement of the results at the outcome level (see Table 4).

**Table 4. Number / duration of interventions across the "champion" countries**

Countries	Number of interventions	Start of interventions
Viet Nam	6	2014
Myanmar	4	2016
Indonesia	5	2017
Madagascar	4	2016
Ethiopia	5	2017
The Philippines	3	2014

Analysis of the interventions in the countries which have not reported results at the outcome level suggests only a minimum presence of flagship interventions

– one intervention per country. The majority of interventions started only recently – in 2022 (see Table 5).

**Table 5. Number / duration of interventions across countries (no or fewer results)**

Countries	Number of interventions	Start of interventions
Algeria	1	Nov 2022
Morocco	1	Nov 2022
Tunisia	1	Nov 2022
Guatemala	1	Oct 2018
Sri Lanka	1	Dec 2020
Thailand	1	May 2023
India	1	Dec 2020

#### 4.3.9. Progress on cross-cutting concerns

The *Safety + Health for All* programme followed ILO guidelines for gender mainstreaming in OSH.<sup>71</sup> In particular, it studied the effect of gender roles on OSH and analyses how OSH risks affect women and men workers in different ways. The examples of this work include the development of a methodology to assess the impact of masculinity on the safety and health of workers in the construction sector (Madagascar) and the development of a gender-mainstreaming strategy in the promotion of compliance to labour standards and occupational safety and health in rural sectors (Indo-Pacific region).

In addition, the VZF developed a thematic brief, *Vision Zero Fund approach to gender equality guidance for projects working on improving occupational safety and*

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<sup>71</sup> ILO. *10 Keys for Gender Sensitive OSH Practice – Guidelines for Gender Mainstreaming in Occupational Safety + Health*, available at - [https://www.ilo.org/wcmsp5/groups/public/---ed\\_protect/---protrav/---safework/documents/publication/wcms\\_324653.pdf](https://www.ilo.org/wcmsp5/groups/public/---ed_protect/---protrav/---safework/documents/publication/wcms_324653.pdf).

*health in global supply chains.*<sup>72</sup> The *Safety + Health for All* programme outcomes contributed towards gender equality. The stakeholder interviews (including GTAC members) confirmed the programme's efforts to mainstream gender equality through its operations. Regarding the disability inclusion the programme has not demonstrated any efforts on integration of this cross-cutting driver through its interventions. The flagship implementation is guided by the ILO's *Guidelines for a just transition*<sup>73</sup> and by the UN's *model approach to environmental and social standards*.<sup>74</sup>

In response to growing international concerns of safe chemicals management, the flagship programme has cooperated with the Inter-Organization Programme for the Sound Management of Chemicals (IOMC). The IOMC developed an internet-based Toolbox for Decision Making in Chemicals Management (IOMC Toolbox) in order to assist national stakeholders identify the most appropriate and efficient actions to address specific national problems related to chemicals management. Under Phase III, the ILO contributed to the IOMC Toolbox, updating the OSH Management Scheme to include new resources available from the ILO and other IOMC participating organizations. (Source: Global flagship project "IOMC Toolbox for decision making in chemicals management – Phase III: From design to action").

In addition, the IOMC toolbox project has also produced a research brief on chemicals and climate change. The VZF has initiated research on climate change and its impact on OSH in GSCs. These results are likely to have a positive effect on the environmental sustainability in relation to OSH.

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**72** ILO. *Vision Zero Fund approach to gender equality: Guidance for projects working on improving occupational safety and health in global supply chains*. Thematic brief 2 (2021). Available at: <https://vzf.ilo.org/insights/vision-zero-fund-approach-to-gender-equality/>.

**73** ILO. *Guidelines for a just transition towards environmentally sustainable economies and societies for all* (2015). Available at: [https://www.ilo.org/wcmsp5/groups/public/@ed\\_emp/@emp\\_ent/documents/publication/wcms\\_432859.pdf](https://www.ilo.org/wcmsp5/groups/public/@ed_emp/@emp_ent/documents/publication/wcms_432859.pdf)

**74** UN. *Moving Towards a Common Approach to Environmental and Social Standards for UN Programming* (2019). Available at: [https://unemg.org/wp-content/uploads/2019/07/FINAL\\_Model\\_Approach\\_ES-Standards-1.pdf](https://unemg.org/wp-content/uploads/2019/07/FINAL_Model_Approach_ES-Standards-1.pdf).

## **4.4. Efficiency of resource use**

### **4.4.1. Overall efficiency of resources used**

The overall efficiency of resources used is assessed at the medium rate. The efficiency of operational modalities is satisfactory, yet this evaluation found that the Office did not adequately allocate resources to support the programme conceptualization in the inception phase or later. Resources for technical specialists at the regional and HQ levels were limited which negatively affected their aim to provide technical assistance in an efficient manner. Current management arrangements, including reporting and supervision-related arrangements are not adequate to optimize use of available resources. The flagship programme currently does not have a solid, strong management; it is managed by two teams: the Programme and Operations Team and the VZF Secretariat in parallel. LABADMIN/OSH administers the ten centralized global projects, while the majority of projects are administered by the country offices. This management arrangement, common for all ILO projects, poses some challenges for managing project results under the flagship programme.

### **4.4.2. Adequacy of programme financing**

The flagship programme was not adequately resourced since its launch in 2016. Allocated human resources were very limited. Only one person was initially in charge of the programme, yet the global scale of the intervention required a lot more human resources to support its conceptualization effectively. LABADMIN/OSH provided some share of the regular budget funds to bridge the resource gaps and seconded OSH specialists funded by government donors supported the programme by contributing their time and expertise. The VZF mobilized funds from the private sector (Siemens, Nike, Nestlé companies) yet their share was rather insignificant, US\$727,297. At the time of the evaluation, the flagship had secured US\$990,000 from the Disney company – more than the total amount of funds secured by VZF from the private sector. At the time of the evaluation, the total sum of mobilized funds for the *Safety + Health for All* flagship programme, including the VZF projects, was US\$70,884,172. The share of total public private funding was rather insignificant, US\$1,717, 297– 2% (see Table 6).

**Table 6. Public Private Partnership (PPP) funds in the flagship programme, US\$**

VZF	Other Flagship	Total
727,297	990,000	1,717,297

#### 4.4.3. Efficiency of operational modalities

The flagship projects are delivered through various operational modalities, amongst them are centralized projects, managed by HQ (LABADMIN/OSH), and decentralized projects, managed by the regional offices and/or country offices. The majority of the projects are decentralized projects (21 projects – 67% of total number of 31). Centralized projects of the flagship programme comprise 10 global projects, including active and closed projects. This administrative arrangement, though common for all ILO projects, poses some challenges for managing results.

All types of projects enjoy the technical support of LABADMIN/OSH. However, management arrangements dictate that decentralized projects should refer first to the regional technical OSH specialists. If specific expertise on OSH is unavailable regionally, then the request is addressed to the technical OSH specialists in LABADMIN/OSH. For centralized projects, which usually involves the conduct of research or studies, the identification and consolidation of good practice, and the design of global tools, etc., technical support is primarily provided by the technical OSH specialists in LABADMIN/OSH. In addition, field colleagues are consulted and required to contribute their inputs based on their experience in the region and from the countries they cover. On one hand, the stakeholder interviews with ILO field staff expressed their satisfaction with these management modalities. On the other hand, technical OSH specialists at HQ feel overloaded due to the high number of requests for technical assistance coming from the field projects.

#### 4.4.4. Efficiency of management arrangement

Current management arrangements, including reporting and supervision-related arrangements are not adequate to maximize use of available resources. The operations team at LABADMIN/OSH manages the flagship projects but in

addition, all the ILO staff members designated for the flagship programme fulfill other duties within LABADMIN/OSH, including support to non-flagship projects of the Branch.

The VZF, which is part of the flagship, has its own Secretariat which manages projects. The Secretariat is funded as part of a multi-donor fund modality, but in reality it is almost exclusively funded by BMAS (with small contributions from Norway, SIDA, Siemens, and Nike. The Vision Zero Fund is not a pool of funds, despite the name, but a number of individual projects. Some donors who fund the VZF projects require the progress reports separately.

Thus, flagship programme currently does not have a solid, strong management devoted solely to the flagship programme. The development cooperation portfolio is managed by two teams (the Programme and Operations Team and the VZF Secretariat) in parallel.

#### **4.4.5. Leverage on resources to promote gender equality and non-discrimination**

The flagship programme utilized development cooperation resources and applied internal expertise to promote gender equality and non-discrimination. This evaluation has not found any efforts of the programme that promote inclusion of people with disability.

### **4.5. Impact and sustainability**

The flagship programme shows high impact orientation at the global level, though its sustainability is linked to the ability to report on impact results at country, regional and global levels. Currently there is no clear vision of how the programme should report on its impact in the target countries. The largest share of the portfolio is based in Asia which is justified by the highest number of the occupational accidents and diseases in this region. However, some stakeholders of this evaluation mentioned that the programme tends to work in the countries prioritized by the donors. This evaluation observed that the programme does not have a solid regional strategy to operate in all five ILO regions (Africa, Americas, Arab States, Asia and the Pacific, Europe and Central Asia). Currently, the programme has only one project in the region of Europe and Central Asia and no projects in the Arab States. Thus, the programme missed an opportunity to apply a global approach that could focus on countries with the greatest need.

#### **4.5.1. Impact at policy level**

The programme demonstrated notable areas of impact at the policy level. OSH policies and programmes were developed in Cambodia, Argentina, Madagascar, Ethiopia, Indonesia, the Philippines, Viet Nam, Nepal and Lao PDR. OSH laws and regulations were developed in Indonesia, Viet Nam, the Philippines, Cambodia, Myanmar, Madagascar, Kosovo, and Mexico. OSH profiles were developed in Cambodia, Indonesia, Myanmar, Kosovo, Lao PDR, Madagascar, Nepal and the Philippines.

#### **4.5.2. Impact at institutional level**

Four Member States (Viet Nam, Myanmar, the Philippines and Indonesia) established/strengthened OSH infrastructures (institutions established by the government dealing with OSH or a coordination structure between organizations with a mandate on OSH). In Indonesia, 1,521 workplaces, primarily small and medium-sized enterprises, set up OSH management systems. In Ethiopia, Viet Nam, Madagascar and Indonesia, 2,265 workplaces conducted risk assessments. Eighty-three organizations extended their OSH services In Madagascar, Myanmar, Mexico, Colombia, Honduras, Cambodia, Argentina, Côte d'Ivoire, Philippines, Indonesia, Uruguay, and Viet Nam.

#### **4.5.3. Impact on establishing OSH as a priority in Member States**

Stakeholder interviews and observations of key programme results indicated that OSH became a priority in project countries among workers, constituents, including their members, and governments. One thousand and fifty labour inspections covering OSH issues were undertaken as a result of the flagship programme. Also, in eight Member States (Thailand, Cambodia, Madagascar, Mexico, the Philippines, Viet Nam, Nepal and Sri Lanka) the constituents initiated the procedures on ratification of ILO's Conventions Nos C.155, C.161, C.187 and C.190.

#### **4.5.4. Possible long-term effect on gender equality**

The programme is on a steady path towards gender equality. The studies concluded that a better understanding of OSH and gender, the gender-mainstreaming efforts across the projects, and the provision of a gender-sensitive M&E framework will have positive long-term effects. Further positive long-term effects will be expected through the continued action generating and



disseminating new knowledge on OSH and gender, lessons learned and emerging good practice. The stakeholders confirmed that the efforts of the programme on promoting C.190 play an important role on making workplaces safer from violence and harassment.

The case study of the flagship project implemented in the Philippines and Indonesia “Improving Workers Rights in Rural Sectors of the Indo-Pacific with a Focus on Women” (RAS/20/07/USA) showed that this intervention was a good example of gender-mainstreaming at the workplace, as well as instrumental in the and ratification of C.190. The Philippines, along with the Tripartite Industrial Peace Council for ratification. In 2018, the Philippine government passed the Republic Act 11313 or the Safe Spaces Act, which deals with violence and harassment in the workplace.

In Mexico, the VZF in coordination with International Women's Coffee Alliance (IWCA), implemented comprehensive capacity development and research activities targeted at women producers and workers. As a result, the National OSH Consultative Commission in Mexico agreed to focus on strengthening the safety and health of women coffee producers.<sup>75</sup>

#### **4.5.5. Contribution of the flagship programme to the SDGs**

The *Safety + Health for All* flagship programme directly contributed to the 2030 Agenda for Sustainable Development, SDG 8 (decent work), target 8.8 (safe working environment), and indirectly to SDG 3 (healthy lives), and target 3.9 (hazardous environment).

The guidelines developed on the management of chemical, biological and ergonomic risks at the global level will inform the ongoing review of OSH-related standards in the context of the Standards Review Mechanism contributing to SDG 8, and target 8.8. At the country level 22,563 workers (sex-disaggregated data is not available) are trained on OSH in Lao PDR, Viet Nam, Indonesia, Ethiopia, Madagascar, Mexico, Honduras, Colombia, Cambodia, Myanmar, Côte d'Ivoire, Argentina, Philippines. In Ethiopia, Viet Nam, Madagascar and Indonesia, 2,975 economic units took corrective and preventive actions to

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<sup>75</sup> Interviews with the stakeholders, project documentation and the ILO publication “[Women coffee producers in Mexico: Case study of their occupational health and safety conditions](#) (2021).

improve OSH and 2,265 workplaces conduct risk assessments.<sup>76</sup> These results accompanied by those achieved at the policy and institutional levels, indicate strong contribution to SDG 8, target 8.8. The new plan of action on chemicals in the world of work will impact SDG 3, and target 3.9.

#### 4.5.6. Sustainability

The programme fostered sustainability of achieved results at various levels. First, the capacity building of the intermediary organizations, including the Ministry of Labour, public and private OSH institutions and employers' and workers' organizations is embedded in all projects. The analysis of the evaluation reports of closed projects and interviews with the stakeholders showed that the programme made conscious efforts aimed at sustainability of results. The examples included: i) conducting sustainability workshops;<sup>77</sup> ii) OSH-related training; iii) publishing practical OSH guides;<sup>78</sup> iv) integrating e-learning courses on OSH into national curricula;<sup>79</sup> and v) engaging with tripartite constituents in international OSH events (e.g. Berlin Forum on Chemicals and Sustainability)<sup>80</sup> to sustain global interest and awareness.

At the national level, sustainability of results varies. In Indonesia, the flagship "project has contributed substantially to the strengthening of the capacities of the Ministry of Manpower/APKI and the employers' and workers' organizations to develop policies and measures that promote OSH at the workplace and as a culture".<sup>81</sup> In Cambodia, "while technical capacity has been created in DOSH/MoLVT, further technical support and financial resources would be needed to institutionalize and expand WISCON and WILCON trainings around the country".

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**76** Based on flagship programme reports.

**77** External Independent Final Evaluation "Building a generation of safe and healthy workers: SafeYouth@Work Project", 10 July 2019, NORC. Available at: [https://www.dol.gov/sites/dolgov/files/ILAB/evaluation\\_type/final\\_evaluation/SHY\\_FY14\\_feval.pdf](https://www.dol.gov/sites/dolgov/files/ILAB/evaluation_type/final_evaluation/SHY_FY14_feval.pdf).

**78** Interviews with the stakeholders of the South Asia project clustered for this strategic evaluation.

**79** Project, "Améliorer la sécurité et la santé dans la chaîne d'approvisionnement du textile à Madagascar".

**80** Final progress report "Enhancing the role and engagement of the world of work actors, including ministries of labour, employer and worker organizations in SAICM Beyond 2020" - Project Code (GLO/19/10/DEU). (internal document).

The case study conducted for this evaluation as a country-level project in Madagascar, found good sustainability of achieved results. Within the project “Améliorer la sécurité et la santé dans la chaîne d’approvisionnement du textile à Madagascar” (MDG/19/51 MUL), the École nationale d’administration revised and strengthened its OSH training course, which it is currently delivering to future labour inspectors.

The flagship programme shows high impact orientation at the global level, yet its sustainability is linked to the ability to report on impact-level results at country, regional and global levels. Currently there is no clear vision of how the programme should report on impact in the target countries. The impact-level indicators are statistical and currently only six countries out of 19 countries targeted by the flagship have only recently started collecting data on fatal and non-fatal occupational injuries per 100,000 workers. They are: Argentina (2021), Colombia (2015), Mexico (2021), Myanmar (2019), Sri Lanka (2021), Uruguay (2018). Thus, at the time of this evaluation it is not possible to assess the impact of the flagship programme made globally and in these countries.

The largest share of the programme portfolio is based in Asia which is justified by the highest number of the occupational accidents and diseases occurring in this region. However, some stakeholders mentioned that the programme tends to work in the countries prioritized by donors. This evaluation observed that the programme does not have a solid regional strategy to operate effectively in all five ILO regions (Africa, Americas, Arab States, Asia and the Pacific, Europe and Central Asia). Thus, the programme missed an opportunity to apply a global approach which could intervene in countries with the greatest need.

Strategically, the programme addressed key challenges faced by countries at the global level. These challenges include recording and notification of occupational injuries, estimating the burden of work-related diseases and injuries, and challenges with OSH qualification systems, etc. At the institutional level, the programme ensured better integration of the country and regional projects working on OSH with initiatives undertaken at Headquarters. The programme continues to face challenges in consolidating country-level results into the global-level results. ILO staff working in the country offices shared that a new monitoring system (digital tool), launched by the flagship programme has led to better synthesis and ownership of results at the global level.

## 5. CONCLUSIONS AND LESSONS LEARNED

### 5.1 Conclusions

The flagship programme plays an important role in delivering ILO's OSH mandate in Member States. The programme directly contributes to the ILO Programme and Budget (P&B 2022–23) Outcome 7: *Adequate and effective protection at work for all*, and Output 7.2. *Increased capacity of Member States to ensure safe and healthy working conditions*. In addition, programme interventions are aligned with country programme outcomes which support the delivery of concrete results in Member States.

The flagship programme was well placed to deliver on the ILO's OSH mandate in Member States, which provided momentum to include OSH as part of the fundamental principles and rights at work (see ILO Conventions Nos C.155 and C.187). The flagship priorities and initiatives address these global concerns to a high extent, helping the Member States strengthen their OSH management systems. The strategic objectives have been duly incorporated into interventions at the regional and national levels. Flagship programme interventions are integrated within the work of LABADMIN/OSH to a high extent.

The strategic areas of the flagship programme remained valid during COVID-19 response measures supported by LABADMIN/OSH. The flagship programme was successful in coordinating the Branch's OSH response to the COVID-19 pandemic and demonstrated a flexible approach in addressing the many COVID-19 challenges. Some projects were extended to support the constituents in protecting the health of workers. The flagship programme, and in particular the VZF, responded effectively and efficiently, notably through the development of a number of practical tools, as well as through generating additional financial support for COVID-19 relief work in the garment supply chain in seven countries (Asia and Africa regions).

The programme has been effective in mainstreaming its overarching strategy in regional and country projects to a high extent as it ensured alignment with the strategic objectives and outcomes of the flagship programme. The Programme and Operations Team provided support to programming, reporting, and M&E aimed at achieving higher overarching goals. The interviews conducted with the ILO staff managing the projects in Madagascar, Kosovo, Nepal, India, Sri Lanka,

Indonesia, the Philippines, Viet Nam, Mexico and Colombia expressed high satisfaction regarding their participation in the flagship programme, highlighting the importance of their access to global knowledge on OSH.

The programme effectiveness is rated as high. Overall, the flagship programme achieved 46 results across its outcomes, with the largest share of results achieved under Medium-term Outcome 1.4 and Short-term Outcome 2. Eleven countries (58% of countries targeted) reported that conducive national frameworks were built (Outcome 2). Twelve countries (63% of flagship targeted countries) reported that 83 intermediary organizations extended their OSH education and information services (Mid-term Outcome 1.4).

The programme demonstrated notable areas of impact at the policy and institutional levels. At the policy level, OSH policies and programmes were developed in Cambodia, Argentina, Madagascar, Ethiopia, Indonesia, the Philippines, Viet Nam, Nepal and Lao PDR. OSH laws and regulations were developed in Indonesia, Viet Nam, the Philippines, Cambodia, Myanmar, Madagascar, Kosovo, and Mexico. In particular, new OSH laws were enacted in Myanmar, Viet Nam and the Philippines. OSH profiles were developed in Cambodia, Indonesia, Myanmar, Kosovo, Lao PDR, Madagascar, Nepal and the Philippines. OSH profiles which serve as a base for the development of the national OSH policies were developed in Cambodia, Indonesia, Myanmar, Kosovo, Lao PDR, Madagascar, Nepal and the Philippines.

The stakeholder interviews and the analysis of key programme results confirmed that OSH became a priority among workers, constituents and governments in the targeted countries. One thousand and fifty labour inspections covering OSH issues were undertaken by flagship projects. Also, in eight Member States (Thailand, Cambodia, Madagascar, Mexico, the Philippines, Viet Nam, Nepal and Sri Lanka) the constituents initiated procedures for the ratification of ILO's OSH Conventions Nos C.155, C.161, C.187 and C.190. As a result of flagship project interventions, 744 workplaces conducted risk assessments, 407 established an OSH management system, and 140 workplaces with representative bipartite OSH committees are now consistent with national laws and international labour standards.

This evaluation found that the programme was effective in generating, consolidating and disseminating knowledge on OSH. The programme embedded a knowledge component in its design, invested in the development

of a specific knowledge strategy and implemented the global project “Consolidation and dissemination of OSH knowledge”. The latter was clustered for the evaluation within the framework of this strategic evaluation. Overall, the *Safety + Health for All* flagship programme developed more than 60 knowledge products that included OSH tools and guidance materials, studies and research papers, case studies and assessments, sectoral and baseline studies. Information portals were also launched to accumulate and disseminate knowledge on OSH. Further visibility and outreach need to take place, as stakeholder interviews in the field indicated that the flagship programme has not yet been well recognized by the constituents. However, global initiatives and projects at national and regional levels strongly associated themselves with the *Safety + Health for All* flagship programme.

In terms of addressing gender-related concerns, the programme followed ILO guidelines for gender mainstreaming in OSH.<sup>82</sup> In particular, the programme studied the effect of gender roles on OSH and analysed how OSH risks affect women and men workers in different ways. The examples of this work included: i) the development of a methodology to assess the impact of masculinity on the safety and health of workers in the construction sector (Madagascar); ii) the development of a gender-mainstreaming strategy for a project in the Indo-Pacific region;<sup>83</sup> and iii) a VZF thematic brief on gender equality.<sup>84</sup>

Stakeholder interviews and observation of key programme results confirm that the programme is on a steady path towards gender equality. The studies showed that better understanding of OSH and gender, the gender-mainstreaming efforts across the projects, and a gender-sensitive M&E framework will have long-term, positive effects on gender equality. This depends on continuing these efforts and that new knowledge on OSH and gender, lessons learned and good practice are documented and disseminated.

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**82** ILO. *10 Keys for Gender Sensitive OSH Practice – Guidelines for Gender Mainstreaming in Occupational Safety + Health* (2013). Available at - [https://www.ilo.org/wcmsp5/groups/public/---ed\\_protect/---protrav/---safework/documents/publication/wcms\\_324653.pdf](https://www.ilo.org/wcmsp5/groups/public/---ed_protect/---protrav/---safework/documents/publication/wcms_324653.pdf).

**83** ILO project “Improving Workers Rights in Rural Sectors of the Indo-Pacific with a Focus on Women” (RAS/20/07/USA).

**84** ILO. *Vision Zero Fund approach to gender equality guidance for projects working on improving occupational safety and health in global supply chains*, Thematic Brief 2 (2021). Available at: <https://vzf.ilo.org/wp-content/uploads/2021/08/Thematic-brief-2-Vision-Zero-Fund-approach-to-gender-equality.pdf>.

The stakeholders confirmed that the efforts on promoting C.190 play an important role on making workplaces safer from violence and harassment.

As concerns environmental issues, the flagship implementation is guided by the ILO's *Guidelines for a just transition*,<sup>85</sup> and by the *UN Model Approach for Programming and Environmental and Social Standards*.<sup>86</sup> In response to growing international concerns about safe chemicals management, the flagship programme revitalized ILO's engagement with the Inter-organization Programme for the Sound Management of Chemicals (IOMC). Additionally, a research brief on chemicals and climate change was developed within the global flagship project "IOMC Toolbox for decision making in chemicals management – Phase III: From design to action". VZF also initiated research on climate change<sup>87</sup> and its impact on OSH in GSCs. The results achieved will have a positive effect on the contributions of environmental sustainability to occupational safety and health.

Flagship projects are delivered through various operational modalities, amongst them are centralized projects, the ones managed from HQ, and decentralized projects, managed from the regional offices and/or country offices. The majority of the projects are decentralized projects (21 projects – 67% of total number of 31). Centralized projects of the flagship programme comprise 10 global projects. The centralized projects are managed directly by LABADMIN/OSH while the country-level decentralized projects are administered by the respective country offices. This management arrangement, common for all ILO projects, poses some challenges for managing project results under the flagship programme.

All types of project benefit from technical support supplied by LABADMIN/OSH. However, current management arrangements suggest that decentralized projects should refer first to the regional OSH technical specialists. If specific expertise on OSH is required or there are no regional technical OSH specialists available, the request should then be referred to LABADMIN/OSH. For centralized projects, LABADMIN/OSH has technical specialists to assist with

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<sup>85</sup> ILO. *Guidelines for a just transition: Towards environmentally sustainable economies and societies for all* (2015). Available at:

[https://www.ilo.org/wcmsp5/groups/public/@ed\\_emp/@emp\\_ent/documents/publication/wcms\\_432859.pdf](https://www.ilo.org/wcmsp5/groups/public/@ed_emp/@emp_ent/documents/publication/wcms_432859.pdf)

<sup>86</sup> UN Environment Management Group. *Model towards a common approach to Environmental and Social Standards for UN Programming* (2019). Available at: <https://unemg.org/modelapproach/>.

<sup>87</sup> For information on VZF action on climate change see their [website](#).

their projects, usually comprised of activities such as research/studies, the identification and consolidation of good practice, or the design of global tools. Field colleagues and technical OSH specialists in the regions are often consulted and required to contribute their inputs based on their regional and national experience. Interviews with the stakeholders (represented by ILO field staff) expressed their satisfaction with these management modalities. It was, however, made clear that LABADMIN/OSH staff at HQ feel overloaded due to the high number of requests for technical assistance coming in from the decentralized projects.

Current management arrangements, including reporting and supervision-related arrangements are not adequate to optimize the use of available resources. The operations team at LABADMIN/OSH manages the flagship projects but in addition, all ILO staff members designated for the flagship programme fulfill other duties within LABADMIN/OSH. The VZF Secretariat managed its own projects, and is not a pool of funds, despite its name, but rather a number of individual projects. Thus, the flagship programme currently does not have one focus devoted solely to its management but is being managed by two teams — the Programme and Operations Team and the VZF Secretariat — in parallel.

The flagship programme shows high impact orientation at the global level, yet its sustainability is linked to the ability to report on impact-level results at country, regional and global levels. Currently there is no clear vision of how the programme should report on impact in the target countries. The largest share of the portfolio is based in Asia, justified by it representing the highest number of occupational accidents and diseases. However, some evaluation stakeholders mentioned that the programme tends to work in the countries prioritized by donors. This evaluation observed that the programme does not have a solid regional strategy to operate in all five ILO regions (Africa, the Americas, Arab States, Asia and the Pacific, Europe and Central Asia). Currently the programme has only one project in the regions of Europe and Central Asia and no projects in the Arab States. Thus, the programme is missing an opportunity to apply a global programme approach which could better focus on those countries with the greatest needs.

Strategically, the programme addressed the key challenges faced by countries at the global level, e.g. challenges of recording and notification of occupational injuries, estimating the burden of work-related diseases and injuries, and



challenges posed by OSH qualification systems, etc. At the institutional level it ensures better integration of the country and regional projects working on OSH with the initiatives undertaken at Headquarters. However, the programme continues to face challenges in consolidating country-level results into the global-level results. ILO staff working in the country offices shared that a new monitoring system (digital tool), launched by the flagship programme has led to better synthesis and ownership of results at the global level.

This evaluation found that *Safety + Health for All* contributes to the 2030 Agenda for Sustainable Development, directly in terms of SDG 8 (decent work), target 8.8 (safe working environment), and indirectly in terms of SDG 3 (healthy lives) and target 3.9 (hazardous environment). The guidelines on the management of chemical, biological and ergonomic risks will inform the ongoing review of OSH-related standards in the context of the Standards Review Mechanism contributing to SDG 8, and target 8.8. At the country level, 22,563 workers were trained on OSH in Lao PDR, Viet Nam, Indonesia, Ethiopia, Madagascar, Mexico, Honduras, Colombia, Cambodia, Myanmar, Côte d'Ivoire, Argentina, Philippines (sex-disaggregated data is not available). In Ethiopia, Viet Nam, Madagascar and Indonesia, 2,975 economic units took corrective and preventive actions to improve OSH and 2,265 workplaces conducted risk assessments. These results, accompanied by results achieved at the policy and institutional levels across multiple countries, acknowledge the flagship programme's strong contribution to SDG 8 and target 8.8. The new plan of action on chemicals in the world of work will impact SDG 3, target 3.9.<sup>88</sup>

## 5.2 Lessons Learned

This independent strategic evaluation generated the following lessons learned:

**LESSON LEARNED 1.** The scale and ambition of the programme requires more adequate resources for staffing, financing, technical and organizational support. *Source: Safety + Health for All Flagship Programme*

**LESSON LEARNED 2.** Investment in design and strategy paid off. However, the conceptualization process of a large global programme may take up to five years. *Source: Safety + Health for All Flagship Programme*

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<sup>88</sup> More information on the ILO's development of action on chemical safety in the workplace is available [here](#).

**LESSON LEARNED 3.** Theories of change for large global programmes should be clear and simple and easily understood by various audiences. *Source: Safety + Health for All Flagship Programme*

**LESSON LEARNED 4.** Creation of a senior level M&E position is important to ensure coherent monitoring and reporting on programme results across country, regional and global projects. *Source: Safety + Health for All Flagship Programme*

**LESSON LEARNED 5.** Collecting, organizing and storing knowledge products in one place, accompanied by a competent search engine, allows for efficient operational and technical support. *Source: Global project "Consolidating and disseminating OSH knowledge"*

**LESSON LEARNED 6.** Allocation of human resources for national coordination at part-time (50%) leads to poor coordination and negatively affects implementation of project activities. *Source: Regional project "Safety + Health for All in South Asia"*

### 5.3 Good practices

This evaluation exercise identified four emerging good practices highlighted by the stakeholders of this evaluation which have potential for replication on the part of the ILO and other development actors:

**GOOD PRACTICE 1.** The digital M&E framework developed by the *Safety + Health for All* Flagship Programme aimed at aggregating the data to report on the global level of the programme. This also established an efficient way of reporting on the results across the projects at country, regional and global levels. *Source: Safety + Health for All Flagship Programme*

**GOOD PRACTICE 2.** Cooperation with a diverse set of stakeholders (e.g. constituents, universities, journalists, and SMEs, etc.) reached great numbers of beneficiaries in Indonesia (25,000 + people trained). *Source: COVID-19 Project Indonesia*

**GOOD PRACTICE 3.** A coherent approach and focused, long-term OSH interventions in Madagascar created meaningful sustainable results at a national level, allowing the flagship programme confidence to phase out. *Source: VZF Madagascar*

**GOOD PRACTICE 4.** In South Asia, the training of trainers (ToT) implemented Work Improvement in Neighbourhood Development (WIND) methodology which facilitated the scaling up OSH training and enabled workplace improvements at SMEs and plantations. *Source: Regional project 2Safety+Health for All workers in South Asia*"

## 6. RECOMMENDATIONS

The evaluators applied a utilization-focused approach when analysing the data collected during the desk review and primary sources of information for the formulation of recommendations<sup>89</sup> This approach is aimed at developing recommendations which will be realistic, feasible and will support the ILO to make informed decisions about similar interventions, increase sustainability of the results, as well as produce evidence on emerging good practice and lessons learned for future interventions.

Table 7. List of recommendations

	ADDRESSED TO	PRIORITY	RESOURCE	TIMING
1	<b>To ILO Senior Management</b> — Ensure sustainable staffing of the <i>Safety + Health for All</i> flagship programme to carry out the requirements for an effective implementation of the programme	High	Medium	Medium-term
2	<b>To ILO senior management</b> — Support the positioning of <i>Safety + Health for All</i> in delivering ILO's OSH mandate, achieving expected programme results, (including targets on impact and outcomes levels), and determining requirements for periodic internal and independent reporting and evaluation	Medium	Low	Short-term
3	<b>To LABADMIN/OSH</b> — Restructure reporting and management lines within LABADMIN/ OSH to establish direct reporting lines from	Medium	High	Medium-term

<sup>89</sup> More information on utilization-focused evaluation is available from Better Evaluation at: <https://www.betterevaluation.org/methods-approaches/approaches/utilisation-focused-evaluation>.

	<b>ADDRESSED TO</b>	<b>PRIORITY</b>	<b>RESOURCE</b>	<b>TIMING</b>
	the Vision Zero Fund to the flagship programme; and limit the scope of responsibilities of key programme staff to the <i>Safety + Health for All</i> flagship programme			
4	<b>To the LABADMIN/OSH</b> — Foster a broad collaborative spirit among the LABADMIN/OSH teams to deliver the flagship programme	High	Low	Short-term
5	<b>To the LABADMIN/OSH</b> — Mobilize resources and provide technical assistance to developing countries that include OSH-related questions in national Labour Force Surveys to bridge the gap in data collection on fatal and non-fatal occupational injuries and diseases per 100,000 workers.	High	Medium	Medium
6	<b>To the LABADMIN/OSH</b> — Strengthen gender equality and disability inclusion in the new ILO Global Strategy on OSH including further strategic and implementing modalities in flagship projects	Medium	Medium	Short-term
7	<b>To the <i>Safety + Health for All</i> team</b> — In future, reduce the number of projects with small budgets (less than US\$3m), giving preference to regional and global projects with medium and larger budgets (from US\$3m to 5m and above)	Medium	Low	Medium-term
8	<b>To the <i>Safety + Health for All</i> team</b> — Explore additional ways of measuring impact in the target countries, e.g. comparative studies of countries, impact analysis, etc.	High	Low	Short-term

	<b>ADDRESSED TO</b>	<b>PRIORITY</b>	<b>RESOURCE</b>	<b>TIMING</b>
9	<p><b>To the <i>Safety + Health for All</i> team —</b>            Develop regional strategies for all five regions – Africa, Americas, Arab States, Asia and the Pacific, Europe and Central Asia – based on country needs and analysis of the current state of occupational safety and health, including the capacity to collect the data on numbers of fatal and non-fatal occupational injuries and diseases per 100,000 workers</p>	High	Low	Short-term
10	<p><b>To the <i>Safety + Health for All</i> team —</b>            Develop a joint, strategic and synergetic approach with the <i>Social Protection Flagship Programme</i>. This approach should focus on advocacy to improve OSH conditions and extend social protection to informal workers (men and women), emphasizing to constituents that investing in the prevention of occupational injuries and diseases reduces the cost of social insurance</p>	High	Low	Short-term
11	<p><b>To the <i>Safety + Health for All</i> team —</b>            Strengthen efforts to promote the ratification and application efforts of the fundamental ILO OSH Conventions, e.g. Occupational Safety and Health Convention, 1981 (No. 155); Promotional Framework for Occupational Safety and Health Convention, 2006 (No. 187); and Violence and Harassment Convention, 2019 (No. 190)</p>	High	low	Short-term
12	<p><b>To the <i>Vision Zero Fund Secretariat</i> —</b> In line with the <i>ILO Strategy on Decent Work in</i></p>	High	Low	Short-term

	<b>ADDRESSED TO</b>	<b>PRIORITY</b>	<b>RESOURCE</b>	<b>TIMING</b>
	<i>Supply Chains</i> , engage with enterprises, including multinational companies, as a means to promote safe and healthy workplaces in supply chains			
13	<b>To the Vision Zero Fund Secretariat —</b> Replicate knowledge gained scaling up interventions at regional and global levels in the agriculture, construction and textile sectors; explore new sectors prioritizing the most hazardous ones (e.g. mining)	High	Low	Short-term
14	<b>To the Vision Zero Fund Secretariat —</b> Develop joint interventions with ACTRAV and ACTEMP on OSH and freedom of association in global supply chains (GSCs)	High	Low	Short-term
15	<b>To the Vision Zero Fund Secretariat —</b> Develop a joint, strategic, and synergetic approach to foster OSH in textile GSCs, in collaboration with Better Work	High	Low	Short-term
16	<b>To the Vision Zero Fund Secretariat —</b> Continue investing in OSH research, including on climate change in global supply chains, in cooperation with <i>Safety + Health for All</i> , and raising awareness and promoting knowledge of these issues among the stakeholders	High	Low	Short-term
17	<b>To the team of the global project — “Consolidation and dissemination of OSH knowledge” —</b> Build on the achieved results of consolidated OSH knowledge and promote lessons learned and emerging good practice of flagship projects through user*friendly	High	Low	Short-term

	<b>ADDRESSED TO</b>	<b>PRIORITY</b>	<b>RESOURCE</b>	<b>TIMING</b>
	modes – long-read articles, short videos and social media posts			
18	<b>To the team of the global project “Consolidation and dissemination of OSH knowledge”</b> — Bridge the knowledge gap on disability and OSH by initiating specific research aimed at better integration of disability inclusion into flagship projects	High	Low	Short-term
19	<b>To the donor of the regional project “Safety + Health for All Plantation Workers in South Asia”</b> — Grant a no-cost extension of the project until December 2024 to complete all project activities	High	Low	Short-term
20	<b>To the team of the regional project “Safety + Health for All Plantation Workers in South Asia”</b> — Advocate for the use of the existing national complaints systems to report OSH-related complaints by workers and/or their representatives	High	Low	Short-term
21	<b>To the team of the regional project “Safety + Health for All Plantation Workers in South Asia”</b> — Engage national statistical bodies in India, Nepal and Sri Lanka to take active part in developing and standardizing the future data collection tools on OSH issues	High	Low	Short-term



## ANNEX A: List of documents analysed

1. Terms of Reference
2. ProDoc
3. The ILO's global flagship programmes. Governing Body. 325th Session, Geneva, 20 October – 12 October 2015
4. Safety and Health for all, Facts and Figures (2016-2020)
5. Update on the Safety and Health for all Programme for GTAC, November 2022
6. TOR for the GTAC
7. Global Tripartite Advisory Committee Meeting Minutes, 12 December 2018
8. Global Tripartite Advisory Committee Meeting Report, 10 December 2020
9. Global Tripartite Advisory Committee Meeting Report, 14 October 2021
10. Global Tripartite Advisory Committee Meeting Report, 15 November 2022
11. Flagship programme priorities (2021-2026)
12. Flagship Strategy Phase II 2021 – 2025
13. OSH Knowledge Management Findings - Synthesis of responses to Needs Analysis Survey
14. Terms of reference for the development of Safety + Health for All Knowledge Management Strategy
15. ILO OSH KM Strategy. PPT presentation.
16. The ILO Flagship Programmes (Brochure)
17. Development Cooperation Workplan, LABADMIN/OSH Biennium: 2022-2023; year: 2023, Dec 2022
18. Development Cooperation Workplan, LABADMIN/OSH BRANCH, Biennium: 2022-2023; year: 2023, Jan 2022
19. Flagship Safety and Health for All, Brochure
20. Measuring impact: Advancing the Monitoring and Reporting of Safety + Health for All Programme, November 2022
21. Safety and Health for All. Publications Catalogue. December 2022
22. Graphic Identity Standards and Styles Guide
23. Collecting data and measuring key performance indicators on occupational safety and health interventions. A Guidebook for Implementers, 2022

24. Chart presenting the current funding of the Flagship Safety and Health for All (Word File)
25. Safety and Health for All. All indicators List (Excel file)
26. VZF Indicators aligned with the Flagship (Excel file)
27. ILO programme implementation report 2010–11
28. ILO programme implementation report 2012–13
29. ILO programme implementation report 2014–15
30. ILO programme implementation report 2016–17
31. ILO programme implementation report 2018–19
32. ILO programme implementation report 2020–21
33. ILO Programme and Budget for the Biennium 2016-2017
34. ILO Programme and Budget for the Biennium 2018-2019
35. ILO Programme and Budget for the Biennium 2020-2021
36. ILO Programme and Budget for the Biennium 2022-2023
37. IOMC Toolbox for decision making in chemicals management – Phase III: From design to action. Narrative Report 1 March 2022 – 31 October 2022
38. External Independent Evaluation of the ILO Project “Building a generation of safe and healthy workers: safeyouth@work project”, NORC at the University of Chicago, 2019
39. Final Progress Report “Upholding sustainable delivery mechanisms to promote Occupational Safety and Health (OSH) in small and medium-sized enterprises (SMEs)”, 2018-2021
40. Final Progress Report “Enhancing the role and engagement of the world of work actors, including ministries of labour, employer and worker organizations in SAICM Beyond 2020”, 2019-2022
41. Final Independent Evaluation of the ILO project in Indonesia “Enhancing COVID-19 Prevention at and through workplaces”
42. Mid-Term Review Report “Enhancing Occupational Safety and Health Standards in Construction Sector in Cambodia”
43. Final Independent Evaluation “Enhancing Occupational Safety and Health Standards in Construction Sector in Cambodia”, December 2022
44. Mid-Term Self Evaluation of the ILO Project “Safety + Health for All Workers in Myanmar Project”, May 2022
45. Final Independent Evaluation of the ILO Project implemented in Indonesia, The Philippines, Myanmar, Viet Nam “Youth4OSH: OSH for Young Workers and Young Employers in Global Supply Chains –Building a Culture of Prevention”, June 2019

► Independent Strategic Evaluation of the ILO's Safety + Health for All Flagship Programme

46. Mid-Term Independent Clustered Evaluation of the ILO (VZF) Project "Advancing Decent Work and Inclusive Industrialization in Ethiopia – ONEILO SIRAYE, March 2022
47. Mid-Term Clustered Evaluation of the ILO (VZF) Project "Vision Zero Fund – Collective Action for Safe and Healthy Supply Chains", countries covered: Madagascar, Myanmar, Lao People's Democratic Republic, Ethiopia, Colombia, Mexico, Honduras, and Global Component, October 2020
48. Mid-Term Internal Evaluation of the ILO (VZF) Project « Améliorer la sécurité et la santé dans la chaîne d'approvisionnement du textile à Madagascar – Phase de mise en œuvre (Fonds Vision Zéro), January 2022
49. Internal Mid-Term Evaluation and Evaluability Assessment of the ILO (VZF) Project "Protecting garment sector workers: occupational safety and health and income support in response to the COVID-19 pandemic", countries covered: Bangladesh, Cambodia, Ethiopia, Indonesia, Lao PDR, Madagascar, Viet Nam, June 2021
50. Final Independent Evaluation of the ILO (VZF) Project "Protecting garment sector workers: occupational safety and health and income support in response to the COVID-19 pandemic", countries covered: Bangladesh, Cambodia, Ethiopia, Indonesia, Lao PDR, Madagascar, Viet Nam, June 2022
51. Final Internal Evaluation of the ILO (VZF) Project Filling data and knowledge gaps on OSH in GSC to strengthen the model of shared responsibility (GLO/19/07/EUR), February, 2022
52. Independent Mid-Term Evaluation of the ILO (VZF) Project "Occupational Safety and Health in Lao PDR Supply Chains: A Vision Zero Fund project", February 2020
53. Final Report and Self Evaluation of the ILO (VZF) Project "Improving safety and health in global supply chains in Madagascar (VZF)
54. Mid-Term Evaluation of the VZF Myanmar, Phase II, Evaluation Report, August 2022
55. Independent Mid-Term Evaluation Occupational Safety and Health (OSH) in Myanmar supply chains. A Vision Zero Fund (VZF) project - Implementation Phase (Phase II), August 2019
56. List of completed evaluations
57. Independent evaluation of the ILO's strategy on occupational safety and health: Workers and enterprises benefit from improved safety and health conditions at work International Labour Office September 2013

58. ILO Evaluation Guidelines
59. Guidance Note 3.4. Evaluation of Capacity Development in ILO Programmes and Project, October 2022
60. South Asia Mission outline
61. Stakeholders evaluation list, February 2023
62. Relevant ILO Conventions list
63. Important web-links
64. 2020 Assessment Cycle. International Labour Organization. MOPAN Assessment Report.
65. Implementation of the GHS, preventing chemical accidents, and strengthening occupational safety and health. A joint proposal by the ILO and UNITAR to the Government of Germany
66. Improving OSH Qualifications Frameworks. Concept note to the government of Korea.
67. Progress Report "Improving OSH Qualifications Frameworks", June 2021 – December 2021, 31 March 2022.
68. Progress Report "Improving OSH Qualifications Frameworks", January 2022 – December 2022, 31 March 2023.
69. Agreement between International Labour Organization (ILO, Grant Recipient) and the Government of the Federal Republic of Germany, represented by the Federal Ministry for the Environment, Nature Conservation, Nuclear Safety and Consumer Protection (BMUV), grant donor) on the Project "Sustained engagement of the world of work actors in international chemicals management: Phase II"
70. The Inter-Organization Programme for the Sound Management of Chemicals IOMC Toolbox for decision making in chemicals management - Phase IV: Towards Achieving the SDGs
71. Project Document submitted by the International Labour Organization (ILO), (DUNS 020301941), in response to FOA – ILAB – 18 – 04, April 2020
72. Full Technical Progress Report April 1st. 2022 – September 30th. 2022 on the ILO Project Supporting Respect for the Working Conditions of Employees in the Agro-Export Sector in Guatemala.
73. Development Cooperation Project Document "Safety and Health for all In Myanmar"
74. Development Cooperation Project Document "Safety and Health for all In Myanmar". Logframe.

75. "Safety and Health for all In Myanmar". Progress Report March – December 2020
76. "Safety and Health for all In Myanmar". Progress Report January – December 2021
77. "Safety and Health for all In Myanmar". Progress Report January – December 2022
78. Bringing Back Jobs Safely under the COVID-19 Crisis in the Philippines. Project Document. January 2021
79. Bringing Back Jobs Safely under the COVID-19 Crisis in the Philippines. Progress Report. 15 June 2021 – 31 March 2022
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## ANNEX B List of persons interviewed

### SUMMARY STATISTICS

Overall it was conducted 64 key informants interviews with participation of 77 persons (45 men and 32 women).

<b>TIME &amp; DATE</b>	
<b>22 March 2023</b>	
Online, Individual Interview (conducted by Svetlana Broniuk & Diana Vainer)	<b>Mr. Peter Wichmand, ILO, Senior Evaluation Specialist ILO Evaluation Office (EVAL)</b>
<b>24 March 2023</b>	
Online, group Interview (conducted by Svetlana Broniuk & Diana Vainer)	<p><b>Mr. Peter Wichmand, ILO, Senior Evaluation Specialist ILO Evaluation Office (EVAL)</b></p> <p><b>Ms. Justine Tillier, ILO LABADMIN/OSH, Programme and Operations Officer</b></p> <p><b>Ms. Laetitia Dumas, ILO LABADMIN/OSH, Team Lead, Programme &amp; Operations</b></p> <p><b>Ms. Alizée Charbonneau, ILO LABADMIN/OSH, Programme and Operations Officer</b></p> <p><b>Ms. Mini Thakur, ILO LABADMIN/OSH</b></p>
Online, Individual Interview (conducted by Svetlana Broniuk & Diana Vainer)	<p><b>Mr. Ockert Dupper, Programme Manager, VZF, LABADMIN/OSH</b></p> <p><b>Ms. Maria Munaretto, VZF, Technical Officer</b></p> <p><b>Mr. Johann-Paul Wallot, VZF, Programme and Operations Officer</b></p>
<b>30 March 2023</b>	
Online, Individual Interview (conducted by Svetlana Broniuk & Diana Vainer)	<b>Ms. Laetitia Dumas, ILO LABADMIN/OSH, Team Lead, Programme &amp; Operations</b>

► Independent Strategic Evaluation of the ILO's Safety + Health for All Flagship Programme

Online, Individual Interview  
(conducted by Svetlana Broniuk  
& Diana Vainer)

**Ms. Alizée Charbonneau, ILO  
LABADMIN/OSH, Programme and  
Operations Officer**

**31 March 2023**

Online, Individual Interview  
(conducted by Svetlana Broniuk  
& Diana Vainer)

**Ms. Mini Thakur, ILO  
Mr. Peter Wichmand, ILO, Senior Evaluation  
Specialist ILO Evaluation Office (EVAL)**

**3 April 2023**

Online, Individual Interview  
(conducted by Svetlana Broniuk  
& Diana Vainer)

**Ms. Bharti Birla, ILO, Project Manager, DWT/CO-  
New Delhi**

**6 April 2023**

Online, Individual  
Interview (conducted by  
Svetlana Broniuk & Diana  
Vainer)

**Mr Joaquim Pintado Nunes, ILO, Chief, Labour  
Administration, Labour Inspection and  
Occupational Safety and Health Branch,  
LABADMIN/OSH**

**Ms. Caroline Augé  
Ms. Nathalie Imbault**

**17 April 2023**

Online, Individual Interview  
(conducted by Svetlana Broniuk  
& Diana Vainer)

**Ms. Bharti Birla, ILO, Project Manager, DWT/CO-  
New Delhi**

**Ms. Laetitia Dumas, ILO LABADMIN/OSH, Team  
Lead, Programme & Operations**

**Mr. Peter Wichmand, ILO, Senior Evaluation  
Specialist ILO Evaluation Office (EVAL)**

**Ms. Mini Thakur, ILO**

**19 April 2023**

Online, Individual Interview  
(conducted by Svetlana Broniuk  
& Diana Vainer)

**Ms. Tine Staermose, ILO, Senior Advisor to the ADG  
for Jobs and Social Protection ILO**

**20 April 2023**

► Independent Strategic Evaluation of the ILO's Safety + Health for All Flagship Programme

Online, Individual Interview  
(conducted by Svetlana Broniuk  
& Diana Vainer)

**Ms. Tillier, Justine, ILO LABADMIN/OSH,  
Programme and Operations Officer**

**21 April 2023**

Online, Individual  
Interview (conducted by  
Svetlana Broniuk & Diana  
Vainer)

**Ms. Yessica Calvario, CTA, VZF Mexico, National  
Project Coordinator**

**Mr. Oscar Baldenebro, Programme Officer, M&E**

Online, Individual  
Interview (conducted by  
Svetlana Broniuk & Diana  
Vainer)

**Ms. Laetitia Dumas, ILO LABADMIN/OSH, Team  
Lead, Programme & Operations**

**Ms. Mini Thakur, ILO, Monitoring and Evaluation  
Officer**

Online, Individual Interview  
(conducted by Svetlana Broniuk  
& Diana Vainer)

**Mr. Halim Hamzaoui, ILO - LABADMIN/OSH, Technical  
Specialist, OSH;**

**Ms. Ana-Catalina Ramirez, ILO LABADMIN/OSH,  
Specialist, OSH;**

**Ms. Dafne Papandrea, ILO LABADMIN/OSH, Technical  
Officer, OSH;**

**Ms. Halshka Graczyk, ILO LABADMIN/OSH, Technical  
Specialist, OSH**

**24 April 2023**

Online, Individual Interview  
(conducted by Svetlana Broniuk  
& Diana Vainer)

**Mr. Michaëlle de Cock, ILO, Head, Research and  
Evaluation Unit, FUNDAMENTALS**

Online, Individual Interview  
(conducted by Svetlana Broniuk  
& Diana Vainer)

**Ms. Mini Thakur, ILO, Monitoring and Evaluation  
Officer**

Online, Individual Interview  
(conducted by Svetlana Broniuk  
& Diana Vainer)

**Ms. Yuka Ujita, Senior Spec, OSH, DWT Bangkok**

**26 April 2023**

► Independent Strategic Evaluation of the ILO's Safety + Health for All Flagship Programme

Online, Individual Interview  
(conducted by Svetlana Broniuk  
& Diana Vainer)

**Ms. Alizée Charbonneau, ILO LABADMIN/OSH,  
Programme and Operations Officer**

**27 April 2023**

Online, Individual Interview  
(conducted by Svetlana Broniuk  
& Diana Vainer)

**Mr. Balint Nafradi, ILO, LABADMIN/OSH Technical  
Officer on OSH data**

**28 April 2023**

Online, Individual Interview  
(conducted by Svetlana Broniuk  
& Diana Vainer)

**Ms. Alizée Charbonneau, ILO LABADMIN/OSH,  
Programme and Operations Officer**

**2 May 2023**

Online, Individual Interview  
(conducted by Svetlana Broniuk  
& Diana Vainer)

**Mr. Kihwan Oh, ILO, Specialist, OSH**

Online, Individual Interview  
(conducted by Svetlana Broniuk  
& Diana Vainer)

**Mr. Nicolas Dumas, French Ministry of Labour  
(DAEI)**

**3 May 2023**

Online, Group Interview  
(conducted by Svetlana Broniuk)

**Ms. Laura Ritter, Ministry of Labour of Germany -  
BMAS**

**Ms. Patricia Steiner, BMAS**

Online, Individual Interview  
(conducted by Svetlana Broniuk  
& Diana Vainer)

**Ms. Tillier, Justine, ILO LABADMIN/OSH,  
Programme and Operations Officer**

**5 May 2023**

Online, Individual Interview  
(conducted by Svetlana Broniuk)

**Mr. Joaquim Pintado Nunes, ILO, Chief,  
LABADMIN/OSH**

Online, Individual Interview  
(conducted by Svetlana Broniuk)

**Mr. Yuki Shimazaki, ILO, Technical Specialist  
Labour Administration, Labour Inspection and**



**Occupational Safety and Health Branch  
Governance and Tripartism Department**

**8 May 2023**

Online, Individual Interview  
(conducted by Svetlana Broniuk)

**Ms. Ma. Teresita S. Cucueco, M.D., CESO III,  
Occupational Safety and Health Center  
Department of Labor Employment, Executive  
Director, DoLE, Philippines**

In-person, Focus Group  
Interview (conducted by  
Diana Vainer)

**Ms. Bina Kunwar Thapa, ILO Nepal official  
Ms. Bandana Aryal, National project coordinator  
ILO Nepal**

In-person, Individual Interview  
(conducted by Diana Vainer)

**Mr. Numan Ozcan, Director of the ILO**

In-person, Focus Group Interview  
conducted by Diana Vainer)

**Mr Dhan Bahadur BK, All Nepal Trade Union  
Federation, Senior Vice president**

**Mr Ashok Bisunkhe, All Nepal Trade Union  
Federation**

Online, Individual Interview  
(conducted by Diana Vainer)

**Mr. Sita Sapkota, ANTUF at the field – call from ILO  
office**

**Tea sector central union President and worker**

Online, Individual Interview  
(conducted by Diana Vainer)

**Ms. Bina Khadka, Accountant, Griheni Khadya  
Packaging Udyog, Jhapa, Cardamom processing  
factory. (call from FNCCI)**

Online, Individual Interview  
(conducted by Diana Vainer)

**Mr. Rajesh Palikhe, Deputy General Secretary  
(Informal), Nepal trade Union Congress (NTUC)**

**9 May 2023**

In-person, Focus Group Interview  
(conducted by Diana Vainer)

**Mr. Krishna Prasad Gnawali, Ministry of Labour,  
Employment & Social Security (MoLESS)**

**Mr. Mani Nath Gope, Director, Department of  
Labour and Occupational Safety, Ministry of  
Labour, (MOLESS)**

**Mr. Umesh Prasad Yadav, Chief, Occupational  
Health and Safety Center, Ministry of Labour,  
Employment & Social Security (MoLESS)**

► Independent Strategic Evaluation of the ILO's Safety + Health for All Flagship Programme

In-person, Individual  
Interview (conducted by Diana Vainer)

**Mr. Dhan Bahadur B.K., All Nepal Trade Union Federation (ANTUF), Vice President**

In-person, group  
Interview (conducted by Diana Vainer)

**Mr. Hansa Ram Pandey, Federation of Nepalese Chambers of Commerce, Senior Expert**

**Ms. Sushmita Pathak, project officer**

Online, Individual Interview  
(conducted by Diana Vainer)

**Mr. Chandra Loktam, Coordinator, Central Tea Cooperative Federation Nepal, -zoom meeting**

Online, Individual Interview  
(conducted by Diana Vainer)

**Mr. Pabitra Rai, Member of OSH committee of Triyuga Tea Producer Cooperative Society Ltd.,**

Online, Individual  
Interview (conducted by Diana Vainer)

**Mr. Sonam Yalmo, Asst. Manager and Member of Sundarpani Tea Cooperative, ToT on OSH, zoom meeting**

Online, Group Interview  
(conducted by Diana Vainer)

**Mr. Bhogendra Niraula Staff of Kanyam Tea producer cooperative Society Ltd. zoom meeting**

**Mr. Kalaiventhan Sinnathamby, ILO Project Team Sri Lanka, Admin & Finance Assistant**

Online, Group Interview  
(conducted by Diana Vainer)

**Mr. Vajira Ellepola, The Employers Federation of Ceylon, Director General**

**Ms. Yashoravi Bakmiwewa, The Employers Federation of Ceylon, Senior Assistant Director General**

**Ms. Gaya Kariyawasam, The Employers Federation of Ceylon, Manager OSH The Employers Federation of Ceylon**

Online, individual Interview  
(conducted by Svetlana Broniuk)

**Mr. Italo Cardona, DWT/CO Director, ILO DWT/CO Lima**

**10 May 2023**

Online, focus group Interview  
(conducted by Svetlana Broniuk)

**Ms. Mega Savitri, M&E Officer**

**Mr. Abdul Hakim, Programme Officer**

**Ms. Adelin Alexandra, Communications Officer**

Online, Individual Interview  
(conducted by Svetlana Broniuk)

**Ms. Vera Paquete-Perdiago, GOVERNANCE, Department Director**

Online, Individual Interview  
(conducted by Svetlana Broniuk)

**Ms. Mini Thakur, ILO, Monitoring and Evaluation Officer**

Online, Individual Interview  
(conducted by Svetlana Broniuk)

**Ms. Carlien van Empel, DCSU, PARDEV, Head development Cooperation Support Unit**

## 11 May 2023

Online, Individual Interview  
(conducted by Svetlana Broniuk)

**Mr. Frédéric Laisné-Auer, LABADMIN/OSH Labour Administration/Inspection Officer,**

Online, Individual Interview  
(conducted by Svetlana Broniuk)

**Ms. Kristina Kurths, CTA, VZF Viet Nam**

Online, Individual Interview  
(conducted by Svetlana Broniuk)

**Ms. Valerie Schmitt, Deputy Director, SOCPRO**

Online, Individual Interview  
(conducted by Svetlana Broniuk)

**Ms. Maria Munaretto, Technical Officer, VZF**

Online, Individual Interview  
(conducted by Svetlana Broniuk)

**Ms. Alizée Charbonneau, ILO LABADMIN/OSH, Programme and Operations Officer**

In-person, Individual Interview  
(conducted by Diana Vainer)

**Mr. Satoshi Sasaki, OIC and Deputy Director, ILO DWT for SA and CO for India**

In-person, Individual Interview  
(conducted by Diana Vainer)

**Ms. Bharti Birla, Chief Technical Advisor, S&H for all project in South Asia**

In-person, Individual Interview  
(conducted by Diana Vainer)

**Ms. Kanagarani Selvakumar, National Project coordinator, S&H for all project in South Asia, India component**

In-person, Individual Interview  
(conducted by Diana Vainer)

**Mr. Ravindra Peiris, senior specialist for workers activities, DWT for SA**

In-person, Individual Interview  
conducted by Diana Vainer)

**Ms. Amarjeet Kaur, All India Trade Union Centre, General secretary**

Online, Individual Interview  
(conducted by Diana Vainer)

**Mr. Balasubramanian, Project Assistant, S+H for All Project in South Asia**

Online, Individual Interview  
(conducted by Diana Vainer)

**Mr. Pandya, Bharatiya Mazdoor Sangh the trade union, President**

Online, Individual Interview  
(conducted by Diana Vainer)

**Mr. Guha, National Working committee member, Centre of Indian Trade Unions**

## 12 May 2023

Online, Individual Interview  
(conducted by Svetlana Broniuk)

**Mr. Ockert Dupper, Programme Manager, VZF, LABADMIN/OSH**

In-person Individual Interview  
(conducted by Diana Vainer)

**Mr. Chakraborty, Jalpaiguri District Small Tea Growers Association, secretary**

In-person Group Interview  
(conducted by Diana Vainer)

**Mr. Mahendra Kumar, Director, Ministry of Labour and Employment,**

**Mr. Piyush Bansal, Deputy Director**

Online, Individual Interview  
(conducted by Diana Vainer)

**Ms. Divya Verma, India Country Office, programme officer**

Online, Focus Group Interview  
(conducted by Diana Vainer)

**Mr. Ghosh, Indian Tea Association, Secretary**

**Mr. Arijit Raha, Indian Tea Association, Secretary general**

Online, Individual Interview  
(conducted by Diana Vainer)

**Mr. Devarajam Batasurt, India Country Office, ILO specialist**

In-person, Individual Interview  
(conducted by Diana Vainer)

**Ms. Elena Gerasimova, India Country Office, specialist in the International Labour Standards.**

In-person, Focus Group Interview  
(conducted by Diana Vainer)

**Mr. C.P. Singh, INTUC, vice president**

**Ms. Sahnaz, INTUC, secretary**

In-person, Focus Group Interview (conducted by Diana Vainer)

**Mr. Ariel Castro, ILO ACTRAV, desk officer, Asia and Pacific**

**Mr. Sultan Ahmmed, ILO ACTRAV, senior specialist, workers activities South Asia.**

## 15 May 2023

In-person, Group Interview  
(conducted by Svetlana Broniuk)

**Mr Ockert Dupper, Programme Manager, VZF, LABADMIN/OSH**

**Mr Paul Wallot, Programme and Operations Officer, VZF**

In-person, Individual Interview  
(conducted by Svetlana Broniuk)

**Ms Manal Azzi, Senior Specialist on Occupational Safety and Health, LABADMIN/OSH**

## 16 May 2023

► Independent Strategic Evaluation of the ILO's Safety + Health for All Flagship Programme

In-person, Individual Interview  
(conducted by Svetlana Broniuk  
& Diana Vainer)

**Mr Andrew Christian, Technical Specialist, Labour  
Inspection & OSH**

In-person, Individual Interview  
(conducted by Svetlana Broniuk  
& Diana Vainer)

**Mr Matias Espinosa, ACT/EMP**

In-person, Individual Interview  
(conducted by Svetlana Broniuk  
& Diana Vainer)

**Ms Ursula Kulke, ACTRAV**

**17 May 2023**

In-person, debriefing  
Svetlana Broniuk & Diana Vainer)

**Debriefing with the Flagship Team:**

**Ms. Justine Tillier, ILO LABADMIN/OSH,  
Programme and Operations Officer**

**Ms. Laetitia Dumas, ILO LABADMIN/OSH, Team  
Lead, Programme & Operations**

**Ms. Mini Thakur, ILO, Monitoring and Evaluation  
Officer**

In-person, debriefing (conducted  
by Svetlana Broniuk & Diana  
Vainer)

**Debriefing with the Evaluation Manager:**

**Ms. Naomi Asukai, Senior Evaluation Officer, EVAL**

**19 May 2023**

Online, Individual Interview  
(conducted by Diana Vainer)

**Mr. Tsuyoshi Kawakami, India Country Office,  
senior specialist OSH**

**22 May 2023**

Online, focus group Interview  
(conducted by Diana Vainer)

**Mr. Dsaun Kodithuwakku, ILO Project Team Sri  
Lanka, NPC**

**Mr. Shevandra Wijemanne, ILO Project Team Sri  
Lanka, Programme Assistant**

**Mr. Kalaiventhan Sinnathamby, ILO Project Team  
Sri Lanka, Admin & Finance Assistant**

Online, Group Interview  
(conducted by Diana Vainer)

**Mr. Vajira Ellepola, The Employers Federation of  
Ceylon, Director General**

**Ms. Yashoravi Bakmiwewa, The Employers Federation of Ceylon, Senior Assistant Director General**

**Ms. Gaya Kariyawasam, The Employers Federation of Ceylon, Manager**

### 24 May 2023

Online, Individual Interview  
(conducted by Diana Vainer)

**Mr. Marimuttu, the Ceylon Workers Congress (CWC), Admin Secretary**

Online, Individual Interview  
(conducted by Diana Vainer)

**Ms. Wijayakumarun, Lanka Jathika Estate Workers Union (LJEW), (Director)**

Online, Individual Interview  
(conducted by Diana Vainer)

**Ms. Dagmar Walter, RESEARCH, ILO, Senior Advisor**

Online, Group Interview  
(conducted by Svetlana Broniuk)

**Mr. Bernard Foe, CTA, VZF Madagascar**

**Mr. Lauréat RASOLOFONIAINARISON, ILO Madagascar**

**Ms. Anissa RAKOTOARISOA, ILO Madagascar**

Online, Individual Interview  
(conducted by Svetlana Broniuk)

**Mr Kamran Fannizadeh, Deputy Director, GOVERNANCE**

### 25 May 2023

Online, Individual Interview  
(conducted by Diana Vainer)

**Ms Illangathilake, National Institute of Plantation Management (NIPM), Head of Academic Affairs and Project Team**

Online, Individual Interview  
(conducted by Diana Vainer)

**Ms Simrin Singh, ILO Country Office for Sri Lanka and the Maldives, Director**

Online, Individual Interview  
(conducted by Diana Vainer)

**Mr. Dr. Amunugama, the Plantation Human Development Trust (PHDT) (Director Health)**

### 02 June 2023

Online, Group Interview  
(conducted by Svetlana Broniuk)

**Ms. Cerilyn Pastolero, CTA, USDOL project of Flagship in Philippines**

**Mr. Januar Rustandie, CTA, USDOL project of Flagship in Indonesia**

## ANNEX C Terms of Reference



International  
Labour  
Organization

**SAFETY  
+ HEALTH  
FOR ALL**

► Evaluation Office

### Terms of Reference

#### ILO Evaluation Office

#### Independent strategic evaluation of the ILO's Flagship Programme

#### Safety + Health for All (2016-Dec 2022)

February 2023

#### Introduction

1. Proposed by the ILO's Director-General and endorsed by the Governing Body in October 2015<sup>1</sup>, the five ILO Flagship Programmes consolidate and refine key existing development cooperation initiatives targeting decent work deficits and related challenges. The Flagship Programmes recognize the ILO's development cooperation portfolio as an important means of engagement with constituents. They support the realization of multiple organizational level outcomes (Programme and Budget Outcomes) and combine global leadership in evidence-based policy with effective field implementation. They offer the potential

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<sup>1</sup> ILO, Governing Body, Seventh Item On The Agenda, *The ILO's global Flagship Programmes*, October 2015, GB.325/POL/7, available at - [https://www.ilo.org/wcmsp5/groups/public/---ed\\_norm/---relconf/documents/meetingdocument/wcms\\_413765.pdf](https://www.ilo.org/wcmsp5/groups/public/---ed_norm/---relconf/documents/meetingdocument/wcms_413765.pdf)

for scaling up, replication in a variety of contexts and mobilization of resources in more efficient, effective and sustainable ways.

### **The ILO Global Flagship Programme on Safety + Health for All**

One of the [ILO five Flagship Programmes](#), [Safety + Health for All](#) fosters a culture of prevention to improve the safety and health of workers worldwide. The [Vision Zero Fund \(VZF\)](#), a G-7 initiative focusing on OSH in global supply chains is an integral part of the programme. The Fund pursues an approach that mobilizes all relevant stakeholders, including governments, employers' and workers organizations, as well as domestic and multinational enterprises, to act collectively to address the underlying root-causes of workplace accidents, injuries and diseases.<sup>2</sup>

Safety + Health for All is administered by the [Labour administration, Labour Inspection and Occupational Safety and Health \(LABADMIN/OSH\) Branch](#) of the [ILO Governance and Tripartism Department \(GOVERNANCE\)](#). The Programme is under the direct responsibility of the Branch Chief and managed by the Branch Programme and Operations (OPS) Team. A Global Tripartite Advisory Committee (GTAC) provides advice to the programme management team on the overall Flagship Programme effort. This committee, chaired by the director of the GOVERNANCE Department, meets annually. It is composed of representatives from employers' and workers' organizations, partner governments where the Programme is being implemented, and development/resource partners.

The Programme directly contributes to ILO Programme and Budget (P&B 2022-23) *Outcome 7: Adequate and effective protection at work for all – Output 7.2*. Increased capacity of Member States to ensure safe and healthy working conditions. It also contributes to the 2030 Agenda by

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<sup>2</sup> Vision Zero Fund Strategy 2019-2023 Collective Action for Safe and Healthy Supply Chains, available at - [https://www.ilo.org/wcmsp5/groups/public/---ed\\_dialogue/---lab\\_admin/documents/publication/wcms\\_729031.pdf](https://www.ilo.org/wcmsp5/groups/public/---ed_dialogue/---lab_admin/documents/publication/wcms_729031.pdf)



delivering on the realization of Sustainable Development SDG 8 which aims to “Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all”, with a specific focus on target 8.8 “Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, and those in precarious employment”. In addition, the programme contributes to SDG 3, especially target 3.9 to “substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water and soil pollution and contamination through the improvement of occupational health and hygiene”.

The first strategy period<sup>3</sup> provided direction to the flagship programme for the duration of 2016-2020. It is currently implementing the second phase of its strategy ([Safety + Health for All strategy \(phase II\)- 2021-2025](#)). The strategy contains the Theory of Change following which a global results framework was also developed. The strategy and the results framework serve as a frame of reference in designing projects as well as monitoring and reporting.

*Safety + Health for All* consists mainly of a number of projects operational at global, regional and country levels. Broadly, the projects implemented under the framework of the programme are of the following types:

Regional multi-country projects/programmes: These projects run in more than one country, either concentrated in a particular region (regional project) or across regions (global). These projects might or might not share a single results framework.

- i. Global projects: These are typically projects administered by the headquarters (HQ) with either only global-level activities (such as research projects) and may or may not have a country component.

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<sup>3</sup> The strategy was not published. It is included in the programme document for Phase I (2016-2020). The document will be provided to the evaluators in due course.

- ii. Decentralized country level projects: These projects are administered through country offices and have their exclusive logical framework, broadly within the overall Results-based Management Framework (RBMF) of the Flagship Programme but might have slightly varied indicators.

In addition to extra-budgetary contributions allocated to specific projects, the Programme receives in-kind contributions from development partners to support the implementation of the various projects and initiatives through the funding of Junior Professional Officer (JPO) positions and the secondment of civil servants from various Ministries of Labour.

Finally, Safety + Health for All uses technical expertise from ILO Occupational Safety and Health and Labour Inspection Specialists based both at headquarters and in the field to support Programme interventions and activities. Also, the Branch uses its own core funding to support specific activities. These activities primarily consist in developing global products such as research pieces and assessment tools and producing global information and data.

### **Context and purpose of the evaluation**

Since its launch, the Flagship Programme has implemented 31 projects (13 closed and 18 active projects across 19 countries as of October 2022). It encompasses global, regional and country level projects including those of Vision Zero Fund (VZF).

In order to make sure that all projects and initiatives under it contribute cohesively to clearly defined objectives, the Flagship Programme has developed during Phase I, an overarching Theory of Change and results framework with indicators aimed at measuring progress made in a systematic manner. The Theory of Change is showcased in **Annex I**. Each individual project (including VZF projects) must report against the relevant programme indicators aligned with the relevant ILO indicators as defined in its programme and budget documents.

In the year 2022, the flagship programme undertook two major initiatives to strengthen its monitoring and reporting. This includes development of standard survey tools for five key performance indicators that have qualitative elements and development of a digital online monitoring tool that allows aggregation of progress data reported by projects along global indicators of Flagship programme.

Since its launch as a Flagship programme, 20 evaluations (17 completed and 3 ongoing as of October 2022) have taken place. This includes evaluations of all closed as well as ongoing projects in line with ILO Evaluation policy guidelines (**Refer Annex II**). These evaluations, in addition to the [high-level evaluation of ILO's strategy on OSH](#) conducted in 2013 by ILO's Evaluation Office (EVAL), have provided useful lessons that have informed the design and implementation of the Flagship Programme (first and second phases).

Significant changes have recently occurred in the world of work that have a direct bearing on OSH-related work of the ILO in general and the Flagship Programme in particular. The two most significant developments include the COVID 19 pandemic and the adoption in June 2022 of a resolution adding the principle of a safe and healthy working environment to the ILO's Fundamental Principles and Rights at work.

In addition, the ILO is headed by a new Director General since October 2022, bringing changes to the organization, including its vision, priorities and operational modalities. At this point, the actual implication of these changes on the concept and management of Flagship Programmes is not clear. However, the draft Programme and Budget for 2024-25 mentions the Safety + Health for All as the vehicle for delivering ILO's mandate on OSH (output 5.1).

Although there is currently no formal ILO policy that requires for strategic level evaluation of Flagship Programmes, the LABADMIN/OSH Branch and Programme management considered that an independent evaluation of the Flagship Programme is needed. Requests in this perspective have also

been expressed by GTAC members. The [ILO results-based Evaluation Strategy 2018–21](#) includes focus on enhancing strategic evaluations of global programmes and clustered evaluations and the independent ILO Evaluation Office has supported the implementation of strategic evaluations of flagships programme such as the similar independent evaluation of the ILO [first phase of the ILO global flagship programme on building social protection floors for all \(2016 – 2020\)](#) carried out in 2021.

The evaluation findings and recommendations will provide valuable inputs into current Programme interventions in terms of refining or redefining its Theory of Change, assessing progress and shortcomings under the key strategic areas and its implementation strategy, notably under the new context of a safe and healthy work environment as a fundamental principle and right at work as of June 2022. In addition, members of the Programme Global Tripartite Advisory Committee (GTAC) at its 4<sup>th</sup> meeting (15 November 2022) requested that the findings and recommendations from the evaluation inform the revision of the Global OSH Strategy Building blocks and the roadmap to the revised OSH Strategy to be presented to the ILO Governing Body (GB) in its March 2023 session, with the final OSH strategy to be submitted to the GB in October 2023 for final approval.

The evaluation will follow a formative approach in that while analysing the success and shortcomings, it will also provide constructive and workable recommendations, identify good practice and elicit lessons for future programming. In doing so, the new developments, such as the declaration of OSH as a fundamental right of the workers should be considered.

### **Scope of the Evaluation**

The evaluation will review the operationalization of the Flagship strategy since its operational launch (2016) to the actual evaluation implementation date. It will examine the design and implementation of the strategy as well as the efforts made towards streamlining technical and operational backstopping and M&E support to the DC projects. The focus

of the evaluation will be both on the strategic and operational aspects of the Flagship programme, including its effectiveness as a key vehicle for delivering the OSH agenda of the ILO. The scope therefore includes the overall Programme strategy and actions, both at the global and country level, including those of Vision Zero Fund that has a specific supply chain focus. The scope and the approach will be further refined through structured consultation in the inception phase of the evaluation.

### **Clients of the evaluation**

The main clients of this evaluation include the ILO LABADMIN/OSH Branch and the GOVERNANCE Department, as well as ILO senior management; GTAC members; constituents from participating countries; development partners who contribute to the Flagship Programme but are not part of the GTAC; ILO technical specialists and the project teams. As one of the first evaluations of the Flagship Programme approach, this can also provide ILO wide organizational learning when considering further global and integrated programmes for action in specific areas.

### **Suggested key evaluation questions**

Some suggested broad evaluative questions are listed below, to be further refined/elaborated during the inception phase, based on consultations with key stakeholders:

<b>Key Questions</b>
<b>Relevance</b>
<b>1. To what extent are the Flagship programme interventions integrated within the work of the Branch on OSH? What role does the programme play in delivering ILO's OSH mandate in Member States?</b>
<b>2. How well does the Theory of Change and the strategy reflect the needs and expectations of ILO constituents?</b>

3. To what extent the strategic areas of the Flagship programme remained valid during COVID 19 response measures supported by LABADMIN/OSH Branch?
4. Is the flagship programme relevant to global context and expressed need of constituents at global level?
5. How and which processes are in place to ensure social partners have been involved in the design and implementation of the flagship programme and the projects within the flagship?

**Additional question(s) for clustered projects:**

- Are the projects relevant to the national context and expressed need of constituents?

#### **Coherence**

6. To what extent has the Safety + Health for All strategy been complementary to other Flagship programmes, related OSH interventions of the ILO and of other UN agencies?
7. To what extent is the VZF integrated into the Flagship programme? What are the limitations and opportunities for further integration?
8. To what extent have the necessary coherence been achieved between the different projects and components considered part of the flagship part?

**Additional question(s) for clustered projects:**

- How well are the projects aligned to the overall Flagship strategy and the other ongoing OSH initiatives in the countries?

#### **Effectiveness**

9. How effective has the Programme been in mainstreaming its overarching strategy in regional and country projects?
10. How effective has the Programme been in addressing the needs of the constituents (national governments, employers' organizations and workers' organizations)? What evidence do we have with regard to involvement of social partners in the projects?
11. What are the various operational modalities (variables include: centralized/ decentralized projects, management

arrangements, accountability, if technical support is provided from field and/or HQ) that are being used to deliver the projects? What are the factors that make the delivery more or less effective?

12. How has the Programme been effective in generating, consolidating, and disseminating knowledge?
13. Are management arrangements, including reporting and supervision-related arrangements adequate to maximize use of available resources (Development Cooperation/Regular Budget/other)?
14. To what extent has the programme been successful in making Safety + Health for All a well-recognized ILO initiative internally and externally? Do global initiatives and projects at national and regional levels strongly associate themselves with Safety + Health for All?
15. To what extent, the Flagship programme was successful in coordinating Branch's OSH response in the light of the COVID 19 pandemic?

**Additional question(s) for clustered projects:**

- How well are the projects progressing towards their stated objectives?
- Have the projects been able to leverage upon the existing partners and past work of the ILO in the countries/at global level?
- Are there challenges that will likely affect the progress of the projects?

#### **Efficiency**

16. To what extent has the Flagship programme been adequately resourced?
17. Have various sources of funds been used in a complementary manner to cope with resource gaps?
18. Have the management and implementation arrangements and set-up supported a more efficient delivery of the flagship programme?
19. How do the projects benefit by being embedded into the flagship programme?

#### **Impact**

20. **What are the notable areas of impact by the Flagship programme so far in terms of bringing positive changes in laws, policies, institutional capacities and practices and in establishing OSH as a priority in project countries among workers, constituents, including their members, and governments?**
21. **What notable lessons and good practice emerge from the implementation strategy so far?**

#### **Sustainability**

22. **Have the Programme/projects made conscious efforts to sustain the results achieved, for example by creating mechanisms or by building capacity of national institutions that can sustain them?**
23. **Has the flagship programme been conceived and implemented with a view of sustaining a global programme approach in support of OSH?**

Considering that the evaluation findings will be used as inputs for the upcoming revisions in ILO's global OSH strategy as well as to the Flagship and VZF strategy revisions in future, recommendations should focus on:

What adaptation and further direction are needed in the current strategy in the light of OSH being the new fundamental principle and right at work?

- What are the emerging directions for VZF in the light of new opportunities presented by renewed commitment of G-7 on climate change; need to support OSH-related due diligence etc.?
- What are the emerging recommendations in terms of strategy and implementation approach for the flagship programme as a global programme and for the projects and components part of the flagship programme? Are there indications that Safety + Health for All and VZF should expand or limit its sectoral and/or geographical reach?

#### **Evaluation Approach and Methodology**



## APPROACH

The ILO Evaluation Policy positions evaluations as learning and accountability exercises. Policy guidelines for results-based evaluation, 4th edition (2020) serves as a key resource and guidance for all evaluations in ILO. Evaluations in ILO follow the OECD/DAC evaluation criteria and UN Evaluation Group Norms and Standards in defining the scope of the evaluations. In addition, it also advocates for considering the normative, social dialogue mandate ([Guidance Note 3.2. Adapting evaluation methods to the ILO's normative and tripartite mandate](#)), inclusion such as gender and disability ([Guidance Note 4: Integrating gender equality in monitoring and evaluation \(ilo.org\)](#)) and environmental sustainability related mandate of the ILO (cross-cutting issues) in evaluations. The evaluation policy also calls for approaches that can provide more strategic and institutional level learning rather than taking a fragmented, localized approach to evaluations and suggests a clustered approach to evaluations to enable this. A clustered evaluation approach will both ensure more strategic level information and reduce evaluation burden on individual projects. In addition, a [protocol on collecting evaluative evidence on the ILO's COVID-19 response measures through project and programme evaluations](#) is available to guide methods and elements to best capture the COVID 19 response related evaluative information.

Based on their timeline and scope, two projects have been identified for clustering under this evaluation. This includes a Japan funded OSH project in south-east Asia (India, Nepal and Sri Lanka) and a global project 'consolidation and dissemination of OSH Knowledge', also funded by Japan<sup>4</sup>. In addition, the evaluation team can identify other active projects for getting more in-depth information on a given aspect of the strategy. Case studies can also be used to allow coverage of various thematic aspects as needed.

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<sup>4</sup> RAS/20/08/JPN and GLO/21/01/JPN are due for their interim evaluation in early 2023 and their clustering has been agreed upon by the donor as well as by EVAL.

Whenever possible, in selecting projects for in-depth feedback, the following criteria will be used:

Timelines of the project: Active projects, especially where evaluations are due around the first semester of 2023.

- Regional representation: To the extent possible, the sample would ensure regional representation. In case such regional distribution is not possible, available independent evaluations will be used as the key source and limited number of interviews can be held.
- Size of the project: To the extent possible, both small and big budget projects will be included in the cluster.
- Thematic coverage of the project: Sample selection will consider including projects that enable feedback on Flagship's work on its different strategic components that enables in-depth assessment of specific parts of the Theory of Change so that all components of the Theory of Change are covered.

Overall, the evaluation will follow the ILO policy guidelines for results-based evaluation, and the specific relevant guidance notes by EVAL. This includes the guidance on evaluation methodology, gender and inclusion and evaluation ethics. Depending on the COVID 19 situation, the evaluation will also refer to EVAL guidance on Implications of COVID-19 on evaluations in the ILO. As per the ILO evaluation approach a consultative process will be used throughout the evaluation to involve key external and internal stakeholders. The evaluation will be carried out by an external team of evaluators, selected as required by the TORs and with a combination of suitable evaluation expertise and subject matter technical expertise under the management of the independent ILO Evaluation Office (EVAL).

#### METHODOLOGY

The evaluation will follow a mix-method approach, using both primary and secondary data. The possible methods and their scope are outlined below:

**Document review:** The evaluator will review relevant documents provided by ILO. The documents will be organized and shared

through a shared folder to be created at the start of the assignment. The documents will include, among others:

- Flagship programme related documents such as the strategy, Theory of Change (ToC), results framework presentations made to the GTAC, relevant sections of programme implementation report.
- Strategy documents related to Visio Zero Fund (VZF Strategy, annual reports, gender and private sector engagement strategy)
- Evaluation reports of completed projects, including that of VZF
- Other publications as considered relevant by the Programme and Operations team of the Flagship programme and VZF Secretariat.
  - Other documents that the evaluation team in consultation with the evaluation manager consider relevant for the purpose and scope of the evaluation

Personal and group interviews with key stakeholders: The evaluation foresees covering a wide range of stakeholders at the global, regional and country levels, both virtually and through missions, as possible. This may include, among others (a full list with indication of involvement and role in the flagship programme will be provided),

Members of the GTAC for Safety + Health for all; members of VZF steering committee (some members are common to both)

- Senior management at the level of LABADMIN/OSH and GOVERNANCE as well as DDG-Policy; technical specialists at global level
- Flagship OPS team members who coordinate the Flagship and provide backstopping support to projects under the Flagship; selected members of VZF Secretariat.
- Selected regional OSH specialists; Country directors and project leads of selected active projects.
- National constituents in target countries (as identified for projects reviewed in detail)

- Any other person(s) identified in the course of the evaluation

Case studies: The evaluator can undertake 3-4 case studies to be able to provide more in-depth feedback on one or more strategic areas. This can include the strategic areas of VZF as required. The case studies will be used as a complementary method to fill in the gaps. The nature of the case studies (country based or theme based, for example) can be determined during the inception phase.

Survey: Surveys with a limited set of stakeholders can be used if data gaps are foreseen or as an additional source of data. The survey will be developed and administered by the evaluation team after due consultations with the Evaluation Team and the OPS team.

### **Foreseen limitations and their mitigation**

Although the travel restrictions due to the COVID-19 pandemic have generally been lifted, the final decision on the possibility of evaluation missions will depend on the situation prevalent at the time of implementation of the evaluation. The team will follow ILO guidelines with regard to evaluation missions.

Also, it is possible that precise data may not be available on some components, for example for the number of persons covered through awareness generation activities as not all teams are able to have credible data on this aspect. The limitations relating to available data will be conveyed to the evaluation team in due course so that alternative ways of estimation and triangulation could be used.

## ANNEX D Evaluability of human rights and gender equality

This strategic evaluation adopted Human Rights and Gender Sensitive Approach. To ensure this, UNEG [Guidance on Integrating Human Rights and Gender Equality in Evaluation](#) was followed in conducting the exercise and reporting. Summary of the evaluability assessment is presented below.

Evaluability	Characteristics of the intervention	Evaluators' comments
High	The intervention theory has clearly considered HR & GE issues (e.g. the intervention identified, from the beginning, problems and challenges that affect particular groups, inequalities and discrimination patterns in the area where it occurs, contextual or systematic violations of rights, etc.)	HR & GE issues were addressed in the intervention theory. Gender Analysis was not conducted as such but risks faced by women at the workplaces were mentioned. Disadvantaged groups at the occupations were specified – young workers, informal workers, migrants and women. Evidence: Problem's statement (Source: ProDoc)
	HR & GE are clearly reflected in the intervention design (logframe, indicators, activities, M&E systems, reporting mechanisms)	Programme design mentions cross-cutting drivers aimed at better protection of vulnerable groups. The logframe includes gender disaggregated indicators at the impact, outcome and outputs level, yet the programme design doesn't include the specific outputs targeted specifically at the vulnerable groups - young workers, informal workers, migrants and women. (Source: ProDoc)
	Intervention design benefitted from a strong, inclusive stakeholder analysis	The ProDoc includes the chapter on consultations with the stakeholders, members of the GTAC, the future interventions based on consultative process were outlined in the document yet the needs of various groups of the

		stakeholders were not presented. Wide range of stakeholders was identified and the needs of social partners were articulated in an aggregated manner.
	The intervention design benefitted from specific human rights and gender analyses	No
	Records of implementation and activity reports contain information on how HR & GE issues were addressed	No. The programme doesn't present the data on beneficiaries in sex-disaggregated manner. The info graphic on page 2 presents data on workers in general in absolute figures, without gender disaggregation, yet on p.3. the risks for vulnerable groups are well articulated and presented. The results of the programme on youth is well presented. No data on informal workers, migrants and persons with disabilities Source: Safety and Health for all. (Source: Key facts and figures 2016-2020)
	Stakeholders (both women and men) have participated in the various activities of the intervention in an active, meaningful and free manner	Yes (Source: GTAC meetings records)
	Monitoring systems have captured HR & GE information (e.g. the situation of different groups of people, specific indicators, etc.)	No (Source: Report from the Monitoring and Evaluation officer)
	Data has been collected in a disaggregated manner (e.g. by sex, ethnicity, age, etc.) reflecting the diversity of stakeholders	No
	Progress and results reports for the intervention include HR & GE information	To some extent. The data on beneficiaries is presented with a focus on vulnerable groups, though the data is not sex-disaggregated.

		<p>OSH policies and programmes addressing specific occupational hazards have been adopted or operationalized in 32 Member States, including in the 15 countries covered by the Safety + Health for All flagship programme that benefits about 138 million workers. Source: PIR Report</p>
	<p>Context (political, institutional, cultural, etc.) where the intervention is inserted is conducive to the advancement of HR &amp; GE</p>	<p>To some extent. Only four out 19 countries where the flagship interventions are ranked in the first 50 top countries with the gender gap index: The Philippines (17), Laos PDR (36), Mexico (34), Argentina (35).</p> <p>Source: Global Gender Gap Report, 2021, World Economic Forum.</p>
<p>UNEG recommendations to address evaluability challenges:</p> <ul style="list-style-type: none"> <li>• Make sure that the evaluation ToR takes full advantage of the information already produced by the intervention, and of the participation and accountability mechanisms established.</li> <li>• Consult stakeholders on whether there are still areas where the HR &amp; GE dimensions in the intervention need improvement.</li> <li>• Address any possible weaknesses and recommend steps to improve the intervention, if necessary. Consult stakeholders on their ideas about how to improve.</li> <li>• If necessary, include methods and tools in the evaluation that can capture new data or strengthen the existing ones on HR &amp; GE (e.g. information on additional groups of people, changes in the context, etc.).</li> <li>• Use the context (political, institutional, cultural) of the intervention in favour of the evaluation: when it is conducive, build on this support to ensure a highly participatory evaluation.</li> </ul>		
<p>Conclusions: Based on the conducted analysis the evaluability of HR&amp;GE dimensions in the project is rated as “high”</p> <ol style="list-style-type: none"> <li>1. Gender Equality and Human Rights dimension were included in the Project Intervention Logic and Design to a significant extent.</li> <li>2. Specific objectives were formulated to achieve a meaningful results in upholding HR&amp;GE</li> <li>3. Vulnerable groups were outlined but their interests and needs were addressed to some extent in the Programme Design.</li> </ol>		

## ANNEX E Lessons Learned

<b>Lesson Learned 1</b> <b>Programme Title: <i>Safety + Health for All Flagship Programme</i></b> <b>Project TC/SYMBOL: N/A</b> <b>Name of Evaluator: Svetlana Bronyuk</b> <span style="float: right;"><b>Date:</b></span> <b>28.06.2023</b>	
<b>The following lesson learned has been identified during the course of the evaluation. Further text explaining the lesson may be included in the full evaluation report.</b>	
<b>Brief description of lesson learned</b>	The programme of such scale and ambitions should have provisioned more adequate resources in terms of staffing, financing, technical and organizational support
<b>Context and any related preconditions</b>	Proposed by the ILO’s Director-General and endorsed by the Governing Body in October 2015 <sup>1</sup> , the five ILO Flagship Programmes consolidate and refine key existing development cooperation initiatives targeting decent work deficits and related challenges. The Flagship Programmes recognize the ILO’s development cooperation portfolio as an important means of engagement with constituents. They support the realization of multiple organisational level outcomes (P&B and Budget Outcomes) and combine global leadership in evidence-based policy with effective field implementation. They offer the potential for scaling up, replication in a variety of contexts and mobilization of resources in more efficient, effective and sustainable ways.
<b>Targeted users / Beneficiaries</b>	Development actors, including the ILO and the UN agencies
<b>Challenges /negative lessons - Causal factors</b>	<p>The ILO has not provisioned adequate budget to provide technical support the conceptualization of the Programme including the expectations of the Office from the Programme how to report in its impact at the country, regional and global levels. The actual conceptualization of the Programme took almost five years. Human resources were limited to one Technical Specialist, recruited in Feb 2015 with some tasks dedicated to development of projects and fund raising. A junior officer was recruited early in 2016 to support development cooperation activities in general, including Labour Inspection projects.</p> <p>In comparison to other Flagship programmes such as Better Work, FUNDAMENTALS and SOC/PRO, there was limited (no) DC programming / management experience, expertise or knowledge within LABADMIN/OSH to develop the “Safety + Health for All” Programme. ILO management didn’t provide clear guidance on development steps and expectations for the Programme. The other factors challenging set up of the Programme include: i) Extremely limited support from ILO management to promote visibility of the Programme, even internally; ii) no additional resources allocated by the ILO to support this set up; and no full time position ever allocated to it.</p>
<b>ILO Administrative issues</b>	<p>To the ILO Senior Management –</p> <p>To ensure sustainable staffing of Flagship Safety + Health for All Programme to carry out the requirements for the effective implementation of the programme.</p>



## Lesson Learned 2

**Programme Title:** *Safety + Health for All Flagship Programme*

**Project TC/SYMBOL:** N/A

**Name of Evaluator:** Svetlana Bronyuk

**Date:**

28.06.2023

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

LL Element	Text
<b>Brief description of lesson learned (link to specific action or task)</b>	Investing in design and strategies pays-off but the process of conceptualization of such global programme as <i>Safety + Health for All</i> may take up to five years.
<b>Context and any related preconditions</b>	Proposed by the ILO's Director-General and endorsed by the Governing Body in October 20151, the five ILO Flagship Programmes consolidate and refine key existing development cooperation initiatives targeting decent work deficits and related challenges. The Flagship Programmes recognize the ILO's development cooperation portfolio as an important means of engagement with constituents. They support the realization of multiple organisational level outcomes (Programme and Budget Outcomes) and combine global leadership in evidence-based policy with effective field implementation. They offer the potential for scaling up, replication in a variety of contexts and mobilization of resources in more efficient, effective and sustainable ways.
<b>Targeted users / Beneficiaries</b>	Development actors, including the ILO and the UN agencies
<b>Challenges /negative lessons - Causal factors</b>	When the ILO established the Flagship programme <i>Safety + Health for All</i> it neither provisioned any funds to provide technical support for the programme conceptualization nor communicated to the Flagship management on its expectations including on the programme results at the impact level. The programme struggled during the first phase yet in the second phase its management decided to invest into the Programme design by procuring a consultancy company.
<b>Success or Positive Issues - Causal factors</b>	The programme struggled during the first phase yet in the second phase its management decided to invest into the Programme design by procuring a consultancy company. The latter initiated a participatory exercise with the Flagship management and other staff of the LABADMIN/OSH branch. The theory of change was developed and expected outcomes were formulated. This allowed better structuring of the Flagship programme portfolio and aligning goals of the national, regional and global projects with hierarchical goals of the Flagship programme.
<b>ILO Administrative Issues (staff, resources, design, implementation)</b>	To the ILO Senior Management –  To support the positioning of Safety + Health for All in delivering the ILO OSH mandate, expected results from the programme, including targets on impact and outcomes level, and requirements for periodic internal and independent reporting and evaluation.

<b>Lesson Learned 3</b> <b>Programme Title: <i>Safety + Health for All Flagship Programme</i></b> <b>Project TC/SYMBOL: N/A</b> <b>Name of Evaluator: Svetlana Bronyuk</b> <span style="float: right;"><b>Date: 28.06.2023</b></span>	
<b>The following lesson learned has been identified during the course of the evaluation. Further text explaining the lesson may be included in the full evaluation report.</b>	
LL Element	Text
<b>Brief description of lesson learned (link to specific action or task)</b>	Theory of changes of such global programmes as <i>Safety + Health for All</i> should sound clear and simple to be easily understood by various audiences.
<b>Context and any related preconditions</b>	Proposed by the ILO's Director-General and endorsed by the Governing Body in October 2015 <sup>1</sup> , the five ILO Flagship Programmes consolidate and refine key existing development cooperation initiatives targeting decent work deficits and related challenges. The Flagship Programmes recognize the ILO's development cooperation portfolio as an important means of engagement with constituents. They support the realization of multiple organizational level outcomes (Programme and Budget Outcomes) and combine global leadership in evidence-based policy with effective field implementation. They offer the potential for scaling up, replication in a variety of contexts and mobilization of resources in more efficient, effective and sustainable ways.
<b>Targeted users / Beneficiaries</b>	Development actors, including the ILO and the UN agencies
<b>ILO programme staff, development actors</b>	When the ILO established the Flagship programme <i>Safety + Health for All</i> it neither provisioned any funds to provide technical support for the programme conceptualization nor communicated to the Flagship management on its expectations including on the programme results at the impact level. The programme struggled during the first phase yet in the second phase its management decided to invest into the Programme design by procuring a consultancy company.
<b>Success / Positive Issues – Causal Factors</b>	The consultancy company initiated a participatory exercise with the Flagship management and other staff of the LABADMIN / OSH branch. The theory of change was developed and expected outcomes were formulated. This allowed better structuring of the Flagship programme portfolio and aligning goals of the national, regional and global projects with hierarchical goals of the Flagship programme. The Theory of Change was formulated in a concise and precise manner using a simple language. The stakeholders of this evaluation at the global (GTAC members) and country level (ILO staff at country offices) shared that this allowed to their better understanding of the higher Flagship goals and the importance of work in a holistic approach across its strategic objectives.
<b>ILO Administrative Issues (staff, resources, design, implementation)</b>	To the ILO Flagship management and PARDEV department  To make sure that the design of the Flagship programmes at the country, regional and global levels are aligned with the Flagship goals To promote visibility of the Flagship programme including its Theory of Change to better understanding of its higher goals at the regional and national levels.

### Lesson Learned 4

**Programme Title:** *Safety + Health for All Flagship Programme*

**Project TC/SYMBOL:** N/A

**Name of Evaluator:** Svetlana Bronyuk

**Date:** 28.06.2023

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

LL Element	Text
<b>Brief description of lesson learned</b>	Creation of M&E position of high qualification is important to ensure coherent monitoring and reporting on programme results across country, regional and global projects.
<b>Context and any related preconditions</b>	<p>Proposed by the ILO's Director-General and endorsed by the Governing Body in October 2015<sup>1</sup>, the five ILO Flagship Programmes consolidate and refine key existing development cooperation initiatives targeting decent work deficits and related challenges. The Flagship Programmes recognize the ILO's development cooperation portfolio as an important means of engagement with constituents. They support the realization of multiple organisational level outcomes (Programme and Budget Outcomes) and combine global leadership in evidence-based policy with effective field implementation. They offer the potential for scaling up, replication in a variety of contexts and mobilization of resources in more efficient, effective and sustainable ways.</p> <p>The first strategy period provided direction to the Flagship programme for the duration of 2016-2020. The programme is currently implementing the second phase of its strategy (Safety + Health for All strategy (phase II) - 2021-2025). The strategy contains the Theory of Change (ToC) following which a global results framework was also developed. Currently the programme is operated in 23 countries.</p>
<b>Targeted users / Beneficiaries</b>	ILO programme staff, the development actors
<b>Challenges /negative lessons</b>	Initially the Programme has not received any adequate financing for the staffing
<b>Success / Positive Issues – Causal Factors</b>	In its second phase the Programme benefitted from the expertise of the highly qualified P4 level Monitoring and Evaluation Specialist with prior experience at EVAL. This allowed initiation of the development of the comprehensive Monitoring and Evaluation Framework of the Flagship programme, strengthening of the monitoring of the Flagship projects at the regional and country level and ability of the programme to report on its results across the expected outcomes stipulated in its logframe.
<b>ILO Administrative Issues (staff, resources, design, implementation)</b>	<p>To the ILO Senior Management and PARDEV:</p> <p>To staff all Flagship programmes with highly qualified M&amp;E officers in order to strengthen the reporting at the global level.</p>

### Lesson Learned 5

**Programme Title:** *Safety + Health for All Flagship Programme*

**Project TC/SYMBOL:** N/A

**Name of Evaluator:** Svetlana Bronyuk

**Date:** 28.06.2023

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

LL Element	Text
<b>Brief description of lesson learned</b>	Collecting, organizing and keeping knowledge products in one place accompanied with search engine allows provision of efficient operational and technical support
<b>Context and any related preconditions</b>	<p>Proposed by the ILO’s Director-General and endorsed by the Governing Body in October 2015<sup>1</sup>, the five ILO Flagship Programmes consolidate and refine key existing development cooperation initiatives targeting decent work deficits and related challenges. The Flagship Programmes recognize the ILO’s development cooperation portfolio as an important means of engagement with constituents. They support the realization of multiple organisational level outcomes (Programme and Budget Outcomes) and combine global leadership in evidence-based policy with effective field implementation. They offer the potential for scaling up, replication in a variety of contexts and mobilization of resources in more efficient, effective and sustainable ways.</p> <p>The project “Consolidating and disseminating OSH knowledge” is a global project of the Flagship programme <i>Safety + Health for All</i>. It is a 36 months intervention of the ILO funded by the Ministry of Health, Labour and Welfare of Japan. The project started in April 2021 and is to end in April 2024. The project is implemented under the ILO Flagship Programme <i>Safety + Health for All</i> directly contributing to its first component “Building Knowledge”.</p>
<b>Targeted users / Beneficiaries</b>	ILO programme staff, the development actors, LABADMIN / OSH
<b>Challenges /negative lessons -</b>	N/A
<b>Success / Positive Issues – Causal Factors</b>	The Project has collected more than 400 publications on OSH, organized them and placed at the “Development Cooperation Knowledge Management Platform” to be used the ILO staff worldwide. It was reported by the LABADMIN/OSH staff that before they had information in various places while now the ability to search the information across the topics allowed to increase their efficiency in the provision of the technical support to the Flagship projects worldwide.

<b>ILO Administrative Issues (staff, resources, design, implementation)</b>	To the LABADMIN/OSH:  To continue supporting the “Development Cooperation Knowledge Management Platform” by updating and adding the materials and promoting its usage among the ILO staff
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**Lesson Learned 6**

**Programme Title: *Safety + Health for All Flagship Programme***  
**Project TC/SYMBOL: N/A**  
**Name of Evaluator: Svetlana Bronyuk** **Date: 28.06.2023**

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

LL Element	Text
<b>Brief description of lesson learned</b>	Allocation of human resources for national coordination at 50% part time leads to poor coordination and affects implementation of project activities
<b>Context and any related preconditions</b>	<p>Proposed by the ILO’s Director-General and endorsed by the Governing Body in October 2015<sup>1</sup>, the five ILO Flagship Programmes consolidate and refine key existing development cooperation initiatives targeting decent work deficits and related challenges. The Flagship Programmes recognize the ILO’s development cooperation portfolio as an important means of engagement with constituents. They support the realization of multiple organisational level outcomes (Programme and Budget Outcomes) and combine global leadership in evidence-based policy with effective field implementation. They offer the potential for scaling up, replication in a variety of contexts and mobilization of resources in more efficient, effective and sustainable ways.</p> <p>The regional project “Safety + Health for All in South Asia” was initiated in India, Nepal, and Sri Lanka in May 2021 (after six months delay from the initial start date) and is to end in December 2024. The project is administered by the ILO country office in India. The budget of the project is US\$3m USD. The project aims to provide support to the tripartite constituents in strengthening health and safety legislations, national OSH policies and programs and encourage them to improve health and safety in the plantation sector and catering to the needs of not just workers in the organized/formal sector but also to reach workers in the lower tiers of the supply chains/workers in informal employment relationships/workers in small holdings. The project is implemented under the ILO Flagship Programme <i>Safety + Health for All</i>.</p>
<b>Targeted users / Beneficiaries</b>	ILO programme staff, development actors, LABADMIN/OSH, directors of ILO country offices
<b>Challenges /negative lessons -</b>	The Project budgeted the human resources for national coordination in the target countries – Nepal and Sri Lanka at 100% from the regular full time involvement. However, due to the implementation issues, the national coordinators only worked at 50% involvement. This led to a poor coordination and affected implementation of project activities as it required more involvement of project coordinators in this countries, especially in the inception phase of the Project.

► Independent Strategic Evaluation of the ILO's Safety + Health for All Flagship Programme

<p><b>Success / Positive Issues</b></p>	<p>After the Project procured full time dedicated staff in each of the target countries the implementation of the planned activities went back on track.</p>
<p><b>ILO Administrative Issues (staff, resources, design, implementation)</b></p>	<p>To the country office directors:  National coordination should foresee full time involvement of the dedicated staff as it requires coordination with multiple stakeholders in the countries</p>

## ANNEX F Emerging Good Practice

### Emerging Good Practice 1

**Programme Title:** *Safety + Health for All Flagship Programme*

**Project TC/SYMBOL:** N / A

**Name of Evaluator:** Svetlana Bronyuk

**Date:**

29.06.2023

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

GP Element	Text
<b>Brief summary of good practice</b>	The digital M&E framework developed by the Flagship Programme Safety + Health for All allows efficient way of reporting on the results across the projects at country, regional and global levels aimed at aggregating the data to report on the global level of the Programme.
<b>Relevant conditions and context</b>	Proposed by the ILO’s Director-General and endorsed by the Governing Body in October 20151, the five ILO Flagship Programmes consolidate and refine key existing development cooperation initiatives targeting decent work deficits and related challenges. The Flagship Programmes recognize the ILO’s development cooperation portfolio as an important means of engagement with constituents. They support the realization of multiple organizational level outcomes (Programme and Budget Outcomes) and combine global leadership in evidence-based policy with effective field implementation. They offer the potential for scaling up, replication in a variety of contexts and mobilization of resources in more efficient, effective and sustainable ways. The Flagship programme “Safety and Health for All is operating in 23 countries aimed at making life of workers safer worldwide.
<b>Establish a clear cause-effect relationship</b>	Such complex programme operated at the global level requires a comprehensive M&E system able to collect and report on its results against its targets set. The Programme opted for the development of a digital M&E. All Flagship projects are required to report on its results in this system. This simplifies the reporting at the HQ level and allows monitoring the data on programme indicators in a real time. The strategic evaluation found that country projects which are part of the global <i>Safety + Health for All</i> Programme don’t mind additional reporting as they could see how their projects contribute to higher goals of the Flagship programme, also it creates a better sense of ownership and belonging.
<b>Indicate measurable impact</b>	This evaluation observed that the M&E system would make monitoring of the Safety and Health for All programme more efficient through reporting across countries and merging this into global-level results; currently 38 global-level results were captured and stored.
<b>Potential for replication</b>	This emerging good practice could be replicated by other ILO flagship and global programmes.
<b>Upward links to higher ILO Goals</b>	Outcome 7

## Emerging Good Practice 2

**Programme Title:** *Safety + Health for All Flagship Programme*

**Project TC/SYMBOL:** N / A

**Name of Evaluator:** Svetlana Bronyuk

**Date:**

29.06.2023

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

GP Element	Text
<b>Brief summary of the good practice</b>	Cooperation with a diverse set of stakeholders (constituents, universities, journalists, SMEs etc.) allowed achieving great numbers of beneficiaries in Indonesia (25,000 + people trained)
<b>Relevant conditions and context: limitations or advice in terms of applicability and replicability</b>	<p>Proposed by the ILO's Director-General and endorsed by the Governing Body in October 2015<sup>1</sup>, the five ILO Flagship Programmes consolidate and refine key existing development cooperation initiatives targeting decent work deficits and related challenges. The Flagship Programmes recognize the ILO's development cooperation portfolio as an important means of engagement with constituents. They support the realization of multiple organizational level outcomes (Programme and Budget Outcomes) and combine global leadership in evidence-based policy with effective field implementation. They offer the potential for scaling up, replication in a variety of contexts and mobilization of resources in more efficient, effective and sustainable ways.</p> <p>The Flagship programme "Safety and Health for All is operating in 23 countries aimed at making workers safer worldwide. A project implemented in Indonesia was a part of the global programme. The 18-month project received US\$1,636,363 in Japanese government funding. The Project targeted 1500 workplaces as direct beneficiaries of the Project. It also actively shares knowledge with at least an additional 1,000 non-target enterprises through webinars on a voluntary basis. Indirectly, hundreds of thousands of workers were expected to benefit as their workplaces implemented appropriate measures against COVID-19, following health and hygiene protocols.</p>
<b>Establish a clear cause-effect relationship</b>	The project was launched by the Government of Japan, Ministry of Manpower, Indonesian Employer's Association (APINDO), Indonesian Medical Association for Occupational Health (IDKI), and trade union confederations. Also the project collaborated with the Alliance of Independent Journalists (AJI) to organize a competition for a written article and photo journalism. This competition collected as many as 220 journalistic works. E-OSH Learning ( <a href="http://www.youth4osh.com/eoshlearning">www.youth4osh.com/eoshlearning</a> ) endorsed by the tripartite organizations included the Ministry of Education, Culture, Research, and Technology, Indonesian universities, and representatives of university students and youth.
<b>Indicate measurable impact</b>	This tripartite plus approach resulted in high impact on the targeted beneficiaries. The project has reached over 15,218 people from the tripartite and tripartite-plus conversing on occupational safety and health issues. 2,782 companies have registered to the service. In ensuring workers' protection and continuation of business during the pandemic, the project provides a free COVID-19 risk assessment service to Indonesian companies. 2,782 companies have registered to the service. As many as 474 national news were generated on the project activities and issues.
<b>Potential for replication</b>	This emerging good practice could be replicated by other ILO flagship and global programmes
<b>Upward links to higher ILO Goals</b>	Outcome 7



<b>Emerging Good Practice 3</b> <b>Programme Title: <i>Safety + Health for All Flagship Programme</i></b> <b>Project TC/SYMBOL: N / A</b> <b>Name of Evaluator: Svetlana Bronyuk</b> <span style="float: right;"><b>Date:</b></span> <b>29.06.2023</b>	
<i>The following emerging good practice has been identified during the course of the evaluation. Further text can be found in the full evaluation report.</i>	
GP Element	Text
<b>Brief summary</b>	Coherent approach and focused, long-term interventions on OSH in Madagascar allowed creating meaningful sustainable results at a national level giving the Flagship programme confidence to phase out).
<b>Relevant conditions and context: limitations or advice in terms of applicability and replicability</b>	<p>Proposed by the ILO's Director-General and endorsed by the Governing Body in October 20151, the five ILO Flagship Programmes consolidate and refine key existing development cooperation initiatives targeting decent work deficits and related challenges. The Flagship Programmes recognize the ILO's development cooperation portfolio as an important means of engagement with constituents. They support the realization of multiple organizational level outcomes (Programme and Budget Outcomes) and combine global leadership in evidence-based policy with effective field implementation. They offer the potential for scaling up, replication in a variety of contexts and mobilization of resources in more efficient, effective and sustainable ways.</p> <p>The Flagship programme "Safety and Health for All is operating in 23 countries aimed at making life of workers safer worldwide. Madagascar was chosen as a target country based on the interest on the part of tripartite constituents on OSH and the donor, France hence many French companies are based in Madagascar. The Safety and Health for All programme started its operation in Madagascar in 2016 and since then has implemented 3 projects. They include:</p> <p><b>Project "Protecting garment sector workers: occupational safety and health and income support in response to the COVID-19 pandemic"</b> (GLO/20/20/MUL)</p> <p><b>Knowledge activities:</b> Filling data and knowledge gaps on OSH in GSC to strengthen the model of shared responsibility (GLO/19/07/EUR)</p> <p><b>Project "Improving safety and health in Madagascar global supply chains"</b> (GLO/18/58/FRA and MDG/17/50/FRA)</p>
<b>Clear cause-effect relationship</b>	These consecutive interventions for more than eight years resulted in robust institutional and policy level results in Madagascar allowing the Safety and Health for All programme to phase out.
<b>Indicate measurable impact</b>	At the institutional level Malagasy labour inspectorate, comprising 120 labour inspectors (48 men and 72 women) and 125 controllers (53 men and 72 women) was trained to perform effective OSH checks nationwide, including in the construction and public works sectors. The École nationale revised and strengthened its OSH training course, which it is currently delivering to 50 future labour inspectors (33 women and 17 men). Finally, a five-year plan was adopted to facilitate coordinated and/or joint interventions by OSH institutional actors. Under the plan, labour inspectors and the National Social Security Fund (CNAPS) conducted joint factory visits. This coordinated action led to 558 employers, accounting for 12,172 workers, registering with the CNAPS in 2019.
<b>Potential for replication</b>	This emerging good practice could be replicated by ILO flagship programme <i>Safety + Health for All</i> opting for long-term consecutive interventions focused on OSH to achieve impact level sustainable results

**Emerging Good Practice 4**

**Programme Title: *Safety + Health for All Flagship Programme***  
**Project TC/SYMBOL: N / A**  
**Name of Evaluator: Svetlana Bronyuk** **Date:**  
**29.06.2023**

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

GP Element	Text
<b>Brief summary of the good practice</b>	In South Asia, the training for the trainers (ToT) implemented Work Improvement in Neighbourhood Development (WIND) allowed scaling up OSH training and enable work place improvements at SME and plantations
<b>Relevant conditions and context: limitations or advice in terms of applicability and replicability</b>	<p>Proposed by the ILO’s Director-General and endorsed by the Governing Body in October 2015, the five ILO Flagship Programmes consolidate and refine key existing development cooperation initiatives targeting decent work deficits and related challenges. The Flagship Programmes recognize the ILO’s development cooperation portfolio as an important means of engagement with constituents. They support the realization of multiple organizational level outcomes (Programme and Budget Outcomes) and combine global leadership in evidence-based policy with effective field implementation. They offer the potential for scaling up, replication in a variety of contexts and mobilization of resources in more efficient, effective and sustainable ways. The Flagship programme “Safety and Health for All is operating in 23 countries aimed at making life of workers safer worldwide.</p> <p>The regional project “Safety + Health for All in South Asia” was initiated in India, Nepal, and Sri Lanka in May 2021 (after six months delay from the initial start date) and is to end in December 2024. The project is administered by the ILO country office in India. The budget of the project is US\$3m. The project aims to provide support to the tripartite constituents in strengthening health and safety legislations, national OSH policies and programs and encourage them to improve health and safety in the plantation sector and catering to the needs of not just workers in the organized/formal sector but also to reach workers in the lower tiers of the supply chains/workers in informal employment relationships/workers in small holdings. The project is implemented under the <i>Safety + Health for All Flagship Programme</i>.</p>
<b>Establish a clear cause-effect relationship</b>	In South Asia the training for the trainers (ToT) implemented Work Improvement in Neighbourhood Development (WIND) allowed scaling up OSH training and enable work place improvements at SME and plantations. These trainings target the employers and workers. The effect of these trainings is characterized by a sustainable and continuous action. Employers, who were trained on OSH and became trainers, share their knowledge with workers at their enterprises.
<b>Indicate measurable impact</b>	The training was provided to 30 enterprises of Jhapa and Ilam Districts of Nepal. As a result 200 entrepreneurs are registered as an enterprises or factories.
<b>Potential for replication</b>	This emerging good practice could be replicated by ILO flagship programme <i>Safety + Health for All</i> and country offices to train workers and employers on safety at work
<b>Upward links to higher ILO Goals</b>	Outcome 7

## ANNEX G Status on achievement of flagship programme outcomes

\*Per cent of countries which achieved results under the programme

Note: See section 1.6 for details on KPIs.

Expected Outcomes	Indicators	Results achieved	Per cent*
Long-term Outcome: Greater adoption of OSH management systems	LTO.1 - Number of workplaces conducting risk assessments (by country; per sector if COVID-related)	<b>2265</b> – Ethiopia, Madagascar, Viet Nam (Garment, construction)	16%
	LTO.2 - Number of workplaces with representative bipartite OSH committees consistent with national law and international labour standards (by country; per sector)	<b>140</b> – Madagascar, Ethiopia. (Textile sector)	11%
	LTO.3 - Number of workplaces with OSH mgt system in place (by country; per sector)	<b>1521</b> – Indonesia. Not sector-specific, focus is on SMEs in multiple sectors.	5%
	LTO.4 – Number of workplaces with reporting and notification policies and systems	<b>Null</b> – Efforts are ongoing in Viet Nam and Honduras (using the guide prepared under a global research project of VZF)	11%
Medium-term programme outcomes			
Medium-term Outcome 1:	MTO 1.1 – % of active labour force covered by OSH laws, disaggregated by sex	No data	

Expected Outcomes	Indicators	Results achieved	Per cent*
Reform of OSH governance, policy and legal framework based on evidence	MTO 1.2 - Number of ratifications by country and Convention	<b>4</b> – Three in Madagascar (C.155, C.161, C.187); One in Mexico (C.187)	21%
	MTO 1.3 - Number of Member States with institutional frameworks for labour	<b>3</b> – Madagascar, Myanmar, Colombia	16%
	MTO 1.4 - Number of intermediary organizations that extended their OSH education/information services, by type of organization	<b>83</b> – Argentina, Cambodia, Colombia, Côte d'Ivoire, Honduras, Indonesia, Madagascar, Myanmar, Mexico, Philippines, Uruguay, Viet Nam	63%
Medium-term Outcome 2: OSH-related organizations ability to promote a culture of compliance with and promotion of OSH at all levels	MTO 2.1 - Number of Member States with newly established/strengthened OSH infrastructures (institution established by the government dealing with OSH or a coordination structure between organizations with a mandate on OSH). (P&B Indicator 7.2.1.)	<b>4</b> – Indonesia, Myanmar, Philippines, Viet Nam,	21%

Expected Outcomes	Indicators	Results achieved	Per cent*
Medium-term Outcome 3: Employers, workers and their representatives are empowered to improve OSH practice at the workplace	MTO 3.1 - Number and percentage of employers reporting to have an improved understanding of their legal duties and responsibility related to OSH ((by country, per sector, by sex) (KPI 2)	No data <sup>5</sup>	
	MTO 3.2 - Number and Percentage of workers reporting to have an improved understanding of their rights and duties related to OSH issues.(by country, per sector, by sex) (KPI 3)	No data	
	MTO 3.3 - Number of OSH complaints from workers submitted to competent authority	No results reported	
	MTO 3.4 - Number of targeted economic units taking corrective and preventive actions to improve OSH ( by country; per sector and covid related)	<b>2975</b> – Ethiopia, Indonesia, Madagascar, Viet Nam	21%
	MTO 3.5 - Number and Percentage of workers reporting to have benefitted from the adoption of concrete and documented actions to improve OSH. (by country; per sector and covid related and by sex) KPI 4	No data	
Short-term programme outcomes			
Short-term Outcome 1:	STO 1.1 Number of Member States with updated/upgraded	<b>4</b> – Indonesia, Philippines,	21%

<sup>5</sup> The KPI tools to calculate percentage were finalized late last year. The data on this will only be available in 2023 when projects start using this indicator for reporting.

Expected Outcomes	Indicators	Results achieved	Per cent*
OSH Knowledge is built	collection mechanism on OSH data, including data disaggregated by sex	Myanmar, Viet Nam)	
Short-term Outcome 2: Conducive national frameworks are built	STO 2.1 Number of Member States adopting new or revised National OSH Policies and Programmes (linked to P&B output 7.2.1.) by type	<b>5</b> – Cambodia, Indonesia, Laos PDR, Nepal, Viet Nam	26%
	STO 2.2 Number of laws and regulations undergoing revision according to recommendations supported by projects to ensure increased conformity with relevant ILO Conventions (per country)	<b>2</b> – Cambodia, Ethiopia, Indonesia, Kosovo, Madagascar Mexico; Myanmar, Philippines, Viet Nam	47% (9 of 19 countries)
Short-term Outcome 3: National capacities are strengthened	STO 3.1 Number and percentage of trained personnel from organizations working on OSH and reporting that the training they have received is useful to their work (KPI 1)	<b>100</b> – Myanmar, Viet Nam	11%
Short-term Outcome 4: Demand for safe and healthy workplaces is promoted	STO 4.1 - Number of statements and/or similar documents adopted by stakeholders at global, regional and/or national level	<b>2</b> – Memorandum of Understanding with IWCA and IOSH	N/A
	STO 4.2 - Number of initiatives on OSH undertaken in targeted GSCs by lead firms and/or PCIs (at national, regional or global levels).	<b>5</b> – Madagascar, Myanmar, Viet Nam	16%

## ANNEX H Distribution of results under flagship programme outcomes

Important note: The results listed in this table are based on the results reported by the flagship projects as recorded in the M&E data base system; data may not reflect the actual number of results achieved at time this evaluation is published.

\* Per cent of countries which achieved results under the flagship programme

\*\* The KPI tools to calculate % were finalized late last year. The data on this will only be available in 2023 when projects start using this indicator for reporting

Expected Outcomes	Indicators	Results achieved	Per cent *
Long-term Outcome: Greater adoption of OSH management systems	LTO.1 - Number of workplaces conducting risk assessments (by country; per sector, if COVID-related)	<b>2265</b> – Ethiopia, Madagascar, Viet Nam (Garment, construction sectors)	16%
	LTO.2 - Number of workplaces with representative bipartite OSH committees consistent with national law and international labour standards (by country; per sector)	<b>140</b> – Ethiopia, Madagascar (Textile sector)	11%
	LTO.3 - Number of workplaces with OSH mgt system in place (by country; per sector)	<b>1521</b> – Indonesia (Not sector specific- focus is on SMEs in multiple sectors)	5%
	LTO.4 – Number of workplaces with reporting and notification policies and systems	<b>Null</b> – Efforts are ongoing in Viet Nam and Honduras (using the guide prepared under a global research project of VZF)	11%

Expected Outcomes	Indicators	Results achieved	Per cent *
Medium-term programme outcomes			
Medium-term Outcome 1: Reform of OSH Governance, policy and legal framework based on evidence	MTO 1.1 – % of active labour force covered by OSH laws, disaggregated by sex	No data	
	MTO 1.2 - Number of ratifications by country and Convention	4 – (three in Madagascar, C.155, C.161, C.187; one in Mexico, C.187)	21%
	MTO 1.3 - Number of Member States with institutional frameworks for labour	3 – Colombia, Madagascar, Myanmar,	16%
	MTO 1.4 - Number of intermediary organizations that extended their OSH education/information services, by type of organization	83 – Argentina, Cambodia, Colombia, Côte d'Ivoire, Honduras, Indonesia, Madagascar, Myanmar Mexico, Philippines, Uruguay, Viet Nam	63%
Medium-term Outcome 2: OSH-related organizations ability to promote a culture of compliance with and promotion of OSH at all levels	MTO 2.1 - Number of Member States with newly established/strengthened OSH infrastructures (institution established by the government dealing with OSH or a coordination structure between organizations with a mandate on OSH). (P&B Indicator 7.2.1.)	4 – Indonesia, Myanmar, Philippines, Viet Nam	21%
Medium-term Outcome 3: Employers, workers and their representatives are empowered to improve OSH	MTO 3.1 - Number and percentage of employers reporting to have an improved understanding of their legal duties and responsibility related to OSH (by country, per sector, by sex) (KPI 2)	No data **	



Expected Outcomes	Indicators	Results achieved	Per cent *
practice at the workplace	MTO 3.2 - Number and percentage of workers reporting improved understanding of OSH rights and duties (by country, per sector, by sex) (KPI 3)	No data **	
	MTO 3.3 - Number of OSH complaints from workers submitted to competent authority	No results reported	
	MTO 3.4 - Number of targeted economic units taking corrective and preventive actions to improve OSH (by country; sector, COVID-related)	<b>2975</b> – Ethiopia, Indonesia, Madagascar, Viet Nam	21%
	MTO 3.5 - Number and Percentage of workers reporting to have benefitted from the adoption of concrete and documented actions to improve OSH. (by country; per sector and covid related and by sex)(KPI 4)	No data **	
Short-term programme outcomes			
Short-term Outcome 1: OSH Knowledge is built	STO 1.1 Number of Member States with updated/upgraded collection mechanism on OSH data, including data disaggregated by sex	<b>4</b> – Indonesia, Myanmar, Philippines, Viet Nam	21%
Short-term Outcome 2: Conducive national frameworks are built	STO 2.1 Number of Member States adopting new or revised National OSH Policies and Programmes (linked to P&B output 7.2.1.) by type	<b>5</b> – Cambodia, Indonesia, Viet Nam, Laos PDR, Nepal	26%
	STO 2.2 Number of laws and regulations undergoing revision according to recommendations supported by projects to ensure increased conformity with	<b>21</b> – Cambodia, Ethiopia, Indonesia, Kosovo, Madagascar, Mexico, Myanmar,	47% (9 of 19 countries)

Expected Outcomes	Indicators	Results achieved	Per cent *
	relevant ILO Conventions (per country)	Philippines, Viet Nam	
Short-term Outcome 3: National capacities are strengthened	STO 3.1 Number and percentage of trained personnel from organizations working on OSH reporting that the training they have received is useful to their work (KPI 1)	<b>100</b> – Myanmar, Viet Nam	11%
Short-term Outcome 4: Demand for safe and healthy workplaces is promoted	STO 4.1 - Number of statements and/or similar documents adopted by stakeholders at global, regional and/or national level	<b>2</b> – MoUs with IWCA and IOSH	N/A
	STO 4.2 - Number of initiatives on OSH undertaken in targeted GSCs by lead firms and/or PCIs (at national, regional or global levels).	<b>5</b> – Madagascar, Myanmar, Viet Nam,	16%

## ANNEX I Distribution of results under flagship outcomes

Countries	Long-term Outcome: Greater adoption of OSH management systems	Medium-term Outcome 1: Reform of OSH Governance, policy and legal framework based on evidence	Medium-term Outcome 2: OSH-related organizations ability to promote a culture of compliance with and promotion of OSH at all levels	Medium-term Outcome 3: Employers, workers and their representatives are empowered to improve OSH practice at the workplace	Short-term Outcome 1: OSH Knowledge is built	Short-term Outcome 2: Conducive national frameworks are built	Short-term Outcome 3: National capacities are strengthened	Short-term Outcome 4: Demand for safe and healthy workplaces is promoted	Total number of results
<b>Africa</b>									
Côte d'Ivoire		1							1
Ethiopia	1	1		1		1			4
Madagascar	1	1		1		1		1	5
Morocco									
Algeria									
Tunisia									
<b>Total results for Africa</b>									<b>10</b>
<b>Asia</b>									
Cambodia		1				1			2

► Independent Strategic Evaluation of the ILO's Safety + Health for All Flagship Programme

<b>Countries</b>	Long-term Outcome: Greater adoption of OSH management systems	Medium-term Outcome 1: Reform of OSH Governance, policy and legal framework based on evidence	Medium-term Outcome 2: OSH-related organizations ability to promote a culture of compliance with and promotion of OSH at all levels	Medium-term Outcome 3: Employers, workers and their representatives are empowered to improve OSH practice at the workplace	Short-term Outcome 1: OSH Knowledge is built	Short-term Outcome 2: Conducive national frameworks are built	Short-term Outcome 3: National capacities are strengthened	Short-term Outcome 4: Demand for safe and healthy workplaces is promoted	<b>Total number of results</b>
India									
Indonesia	1	1	1		1	1			<b>5</b>
Philippines		1	1		1	1			<b>4</b>
Lao PDR		1				1			<b>2</b>
Myanmar		1	1		1	1	1	1	<b>6</b>
Nepal		1				1			<b>2</b>
Sri Lanka									
Vie Nam	1	1	1	1	1	1	1	1	<b>8</b>
Thailand									
<b>Total results for Asia</b>									<b>29</b>
<b>Europe</b>									

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<b>Countries</b>	Long-term Outcome: Greater adoption of OSH management systems	Medium-term Outcome 1: Reform of OSH Governance, policy and legal framework based on evidence	Medium-term Outcome 2: OSH-related organizations ability to promote a culture of compliance with and promotion of OSH at all levels	Medium-term Outcome 3: Employers, workers and their representatives are empowered to improve OSH practice at the workplace	Short-term Outcome 1: OSH Knowledge is built	Short-term Outcome 2: Conducive national frameworks are built	Short-term Outcome 3: National capacities are strengthened	Short-term Outcome 4: Demand for safe and healthy workplaces is promoted	<b>Total number of results</b>
Kosovo						1			<b>1</b>
<b>Total results for Europe</b>									<b>1</b>
<b>Latin America</b>									
Guatemala									
Honduras		1							<b>1</b>
Mexico		1				1			<b>2</b>
Argentina		1							<b>1</b>
Colombia		1							<b>1</b>
Uruguay		1							<b>1</b>
<b>Total results for Latin America</b>									<b>6</b>
<b>Total</b>	<b>4</b>	<b>15</b>	<b>4</b>	<b>3</b>	<b>4</b>	<b>11</b>	<b>2</b>	<b>3</b>	<b>46</b>

## ANNEX J Status on flagship statistical indicators by targeted countries

**Note:** Prepared by the evaluators based on the data from <https://www.ilo.org/IRDashboard/> and [https://www.ilo.org/shinyapps/bulkexplorer29/?lang=en&id=INJ\\_FATL\\_SEX\\_MIG\\_RT\\_A](https://www.ilo.org/shinyapps/bulkexplorer29/?lang=en&id=INJ_FATL_SEX_MIG_RT_A). (Accessed: 20.04.2023)

Countries	Year	Number of fatal occupational injuries per 100,000 workers in target population per year, sector, sex	Number of non-fatal occupational injuries per 100,000 workers in target population per year, sector, sex	Number of occupational diseases per 100,000 workers in target population per year, sector, sex
Argentina	2016	6,6 (m)/ 0,3 (f)	5282,7 (m)/ 2232,8 (f)	
	2021	5,4 (m)/ 0,3 (f)	45062 (m)/ 1466 (f)	
Cambodia	2016			
	2023			
Colombia	2015	18 (not disaggregated)	7495,6 (not disaggregated)	
	2023			
Côte d'Ivoire	2016			
	2023			
Ethiopia	2016			
	2023			
Guatemala	2016			
	2023			
Honduras	2016			
	2023			
	2016			

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Countries	Year	Number of fatal occupational injuries per 100,000 workers in target population per year, sector, sex	Number of non-fatal occupational injuries per 100,000 workers in target population per year, sector, sex	Number of occupational diseases per 100,000 workers in target population per year, sector, sex
India	2023			
Indonesia	2016			
	2023			
Kosovo	2016			
	2023			
Lao	2016			
	2023			
Madagascar	2016			
	2023			
Mexico	2016	11,5 (m), 1,4 (f)	2979,4 (m)/ 2784,4 (f)	
	2021	10,6 (m)/ 3 (f)	2408 (m)/ 2721 (f)	
Myanmar	2016	10,2 (m), 0,5 (f)	50,2 (m)/ 14 (f)	
	2019	8,6 (m)/ 0 (f)	24,8 (m)/ 4,3 (f)	
Nepal	2016			
	2023			
Philippines	2016			
	2023			
Sri Lanka	2016	1,2 (m), 0,1 (f)		
	2021	0,1 (m)/1,1 (f)	15,1 (m)/ 11,2 (f)	
Uruguay	2016			
	2018	3,7 (not disaggregated)	2654,3 (not disaggregated)	

► Independent Strategic Evaluation of the ILO Flagship Programme: Safety + Health for All





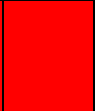

























Countries	Year	Number of fatal occupational injuries per 100,000 workers in target population per year, sector, sex	Number of non-fatal occupational injuries per 100,000 workers in target population per year, sector, sex	Number of occupational diseases per 100,000 workers in target population per year, sector, sex
Viet Nam	2016			
	2023			



## ANNEX K Ratification status of OSH Conventions by targeted countries

Note: prepared by the evaluators based on the ILO information at NORMLEX [Ratification by conventions \(ilo.org\)](https://www.ilo.org). Accessed on 23.04.2023

 Not ratified

Country		ILO CONVENTIONS										
		C.87 (1948)	C.98 (1949)	C.29 (1930)	Protocol 29 (2019)	C.105 (1957)	C.100 (1951)	C.111 (1958)	C.138 (1960)	C.182 (1999)	C.155 (1981)	C.187 (2006)
1.	Argentina	1960	1956	1050	2016	1960	1956	1968	1996	2001	2014	2014
2.	Algeria	1962	1962	1962		1969	1962	1969	1984	2001	2006	
3.	Cambodia	1999	1999	1969		1999	1999	1999	1999	2006		
4.	Colombia	1976	1976	1969		1963	1963	1969	2001	2005		
5.	Côte d'Ivoire	1960	1961	1960	2019	1961	1961	1961	2003	2003	2016	2016
6.	Ethiopia	1963	1963	2003		1999	1999	1966	1999	2003	1991	
7.	Guatemala	1952	1952	1989		1959	1961	1960	1990	2002		
8.	Honduras	1956	1956	1057		1958	1056	1960	1980	2001		
9.	India			1954		2000	1958	1960	2017	2017		
10.	Indonesia	1998	1957	1950		1999	1958	1999	1999	2000		2015
11.	Kosovo	N/A										
12.	Lao PDR			1964			2008	2008	2005	2005	2022	2022
13.	Madagascar	1960	1998	1960	2019	2007	1962	1961	2000	2001		
14.	Mexico	1950	2018	1934		1959	1952	1961	2015	2000	1984	

15.	Morocco		1957	1957		1966	1979	1963	2000	2001		2019
16.	Myanmar	1955		1955					2020	2013		
17.	Nepal		1969	2002		2007	1976	1974	1997	2002		
18.	Philippines	1953	1953	2005		1960	1960	1970	2002	2002		
19.	Thailand			1969	1969	1969	1999	2017	2004	2001		2016
20.	Tunisia	1957	1957	1962		1959	1968	1959	1995	2000		2021
21	Sri Lanka	1995	1950	1931	2017	1958	1962	1962	1990	2001	1982	2008
22	Viet Nam		2019	2007		2020	1997	1997	2003	2000	1994	2014
23.	Uruguay	1954	1954	1995		1968	1989	1989	1977	2001	1988	

C.29 Forced Labour Convention, 1930 (No. 29)

P.29 Protocol C.29 - Protocol of 2014 to the Forced Labour Convention, 1930

C.87 Freedom of Association and Protection of the Right to Organise Convention, 1948 (No. 87)

C.98 Right to Organise and Collective Bargaining Convention, 1949 (No. 98)

C.100 Equal Remuneration Convention, 1951 (No. 100)

C.105 Abolition of Forced Labour Convention, 1957 (No. 105)

C.111 Discrimination (Employment and Occupation) Convention, 1958 (No. 111)

C.138 Minimum Age Convention, 1973 (No. 138)

C.155 Occupational Safety and Health Convention, 1981 (No. 155)

C.182 Worst Forms of Child Labour Convention, 1999 (No. 182)

C.187 Promotional Framework for Occupational Safety and Health Convention, 2006 (No. 187)

## **ANNEX L Global events attended and/or organized by the VZF**

### **2017**

- G20 Employment Working Group meeting (Hamburg, Germany, February 2017)
- XXI World Congress on Safety and Health at Work (Singapore, September 2017)

### **2018**

- ASEAN Labour Inspection Conference (Ho Chi Minh City, Viet Nam, September 2018)
- Vision Zero Fund global knowledge sharing event (Geneva, November 2018)

### **2019**

- Information session for G20 countries organized by Vision Zero Fund (Geneva, October 2019)
- A+A 36th International Congress for Safety and Health (Düsseldorf, November 2019)
- Vision Zero Summit (Helsinki, November 2019)
- ILO-ITC seminar on Decent Work and Inclusive Growth in Global Supply Chains (Johannesburg, November 2019)
- Stakeholder event to improve worker well-being in Ethiopia's garment industry through the model of shared responsibility (Addis Ababa, December 2019)

### **2021**

- Vision Zero Fund High-Level Forum (virtual, February 2021)
- UN Global Compact (UNGC) Academy (virtual, May 2021)
- EU Infopoint (webinar, September 2021)
- XXII World Congress on Safety and Health at Work (Australia/virtual, September 2021)

- Side event to the XXII World Congress on Safety and Health at Work (Australia/virtual, September 2021)

## 2022

- Social dialogue to promote decent work in the private sector in Africa (Turin, February 2022)
- Second Meeting of the G7 Employment Task Force (Dortmund, March 2022)
- The French Platform for the Global Deal (virtual, April 2022)
- Vision Zero Summit (Japan/virtual, May 2022)
- Safety and Health Expo (London, May 2022)
- World of Coffee Expo (Milan, June 2022)
- ORP Foundation 22nd International Congress (Cartagena, Colombia, August 2022)
- International Women's Coffee Alliance Connect (virtual, September 2022)
- International Social Security Association International Colloquium (Rome, September 2022)
- GZ Networking event OSH Institutions (Dresden, October 2022)
- G7 Employment Working Group (Berlin, December 2022)

## 2023

- ORP XXXIII International Conference (Bilbao, Spain, April 2023)
- International Conference on Occupational Heat Stress (Doha, Qatar, May 2023)
- Symposium on Trade, Investment and Decent Work in Asia (Bangkok, May 2023)