# ILO EVALUATION

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| ILO TC Project Code: | RAS/16/05/USC (105880) |
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| Evaluation Manager: | Pamornrat Pringsulaka |
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*This evaluation has been conducted according to ILO's evaluation policies and procedures. It has not been professionally edited, but has undergone quality control by the ILO Evaluation Office*

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# List of Abbreviations

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| APINDO | Employer's Association of Indonesia |
| ASEAN | Association of South-East Asian Nations |
| ASEAN OSHNET | ASEAN Occupational Safety and Health Network |
| ATUC | ASEAN Trade Union Council |
| AYOSH | Advancement of Youth for Occupational Safety & Health |
| CITU | Confederation of Indonesian Trade Unions |
| CO | ILO country office |
| CSO(s) | Civil Society Organization(s) |
| CTA | Chief Technical Advisor |
| DK3N | National OSH Council of Indonesia |
| DWT | Decent Work Support Team |
| FGD | Focus Group Discussion |
| GSC(s) | Global Supply Chain(s) |
| ILO | International Labour Organization |
| ITC ILO | International Training Centre of the International Labour Organization (Turin) |
| ITUC-AP | International Trade Union Confederation Asia-Pacific |
| K-SBSI | Indonesian Prosperity Trade Union Confederation (*Konfederasi Serikat Buruh Sejahtera Indonesia*) |
| K-SPSI | All Indonesian Workers Union Confederation (*Konfederasi Serikat Pekerja Seluruh Indonesia*) |
| KPSI | Indonesian Trade Union Confederation (*Konfederasi Serikat Pekerja Indonesia*) |
| LABADMIN/OSH | Labour Administration, Labour Inspection and Occupational Safety and Health Branch of the International Labour Organization |
| LION | Local Initiative for OSH Network |
| M&E | Monitoring and Evaluation |
| MOLISA | Ministry of Labour, Invalids and Social Affairs (of Vietnam) |
| MOM | Ministry of Manpower (Indonesia) |
| NCE | No-Cost Extension |
| NGO(s) | Non-Government Organizations NGO(S) |
| NPC | National Project Coordinator |
| OSH | Occupational Safety and Health |
| PAC | Project Advisory Committee |
| PCC | Project Consultative Committee |
| ROAP | Regional Office – Asia Pacific (of the ILO) |
| SDG(s) | Sustainable Development Goals |
| SME(s) | Small and Medium-sized Enterprise(s) |
| TOR | Terms of Reference |
| TCPR/TPR | Technical Cooperation Progress Report |
| TURC | Trade Union Rights Centre |
| USDOL | United States Department of Labour |
| VCCI | Viet Nam Chamber of Commerce and Industry |
| VGCL | Vietnam General Confederation of Labour |
| WSH | Workplace Safety and Health |
| XXI WCSH | Twenty-First World Congress on Safety and Health at Work |
| SY@W | ILO Safe Youth @ Work Project |

# Executive Summary

## Project and evaluation overview

The Regional Office of Asia and the Pacific (ROAP) of the International Labour Organization (ILO) commissioned an independent final evaluation of the *OSH for Young Workers and Young Employers in Global Supply Chains* (Youth4OSH) project, an ILO technical cooperation project funded by the Walt Disney Company through the United States Council For International Business with a budget of USD $1 million. The evaluation covered the project implementation period from October 2016 to June 2019. The evaluation took place during May to June 2019.

The project focused on reducing the occupational injuries and fatalities among young workers aged 15 to 24 years in the construction and manufacturing sectors in Indonesia, Myanmar, the Philippines and Vietnam. According to ILO publications, young workers suffer up to 40 per cent higher rates of non-fatal occupational injuries than older workers. Key factors responsible for high injury rates for young workers include a lack of awareness of workplace safety principles and worker rights, limited job skills and experience, poor training, assignment to inappropriate tasks, precarious employment terms, and long working hours in difficult conditions.

In response to these challenges, Youth4OSH sought to address one of the key factors contributing to high injury rates among young workers: the lack of awareness on occupational safety and health (OSH) among young workers and young employers. The project was implemented in conjunction with the ongoing ILO Safe Youth at Work Project, funded by the US Department of Labor (USDOL), which also addresses youth OSH and focuses on the improvement of national systems and capacity development to enhance youth occupational safety and health as well as awareness raising.

The overall goal of Youth4OSH was to increase preventative safety and health actions by young workers and young employers in Indonesia, Myanmar, the Philippines and Viet Nam.  The project was delivered through three components designed to achieve the overall goal:

1) Creation of communication tools to educate young workers and young employers on OSH issues and pilot them in one or more sectors.

2) Empowerment of young workers and employers through their representation at the XXI World Congress on Safety and Health at Work to promote public engagement on OSH issues and increase demand for safer and healthier workplaces.

3) Collaboration with national and regional partners to develop and activate "networks of intermediaries" -- including young workers and young employers -- to effectively promote OSH awareness and action in their workplaces and communities.

The purpose of this final independent evaluation is to promote accountability and learning by assessing the project's design validity, relevance, effectiveness, resource-use efficiency, impact orientation and sustainability. The evaluation likewise documents challenges, lessons learned, good practices, and recommendations to guide its main target audience, the ILO, and ILO's partners, on potential follow-up actions to enhance the achievement of this project and the design and implementation of future youth occupational safety and health projects.

The evaluator conducted data collection via face-to-face meetings and Skype interviews in Jakarta, Viet Nam, The Philippines and Myanmar as well as with ILO LABADMIN/OSH staff and project consultants

during May to June 2019. The evaluation employed qualitative data collection methods including document review, key informant interviews, focus group discussions and a validation meeting with Indonesia stakeholders. The final months of the project implementation (from 7 June to 31 July 2019) are excluded from the temporal scope of the evaluation.

## Findings and Conclusions

**Design Validity and Coherence.** The focus on creating OSH communications tools for young workers and activating relevant networks to use them in advocacy was sound and feasible within the timeframe. The three component outcomes were well linked to each other. However, the evaluation found that the outcomes as articulated in the design did not go far enough in involving and reaching young workers in its targeted high risk sectors in advocacy and preventative actions. The project outcomes were limited to capacitating relevant networks to use the communication tools and the timeframe was too short to extend to the usage of the tools with young workers and young employers, or employers in general, in the target sectors. The empowerment of youth champions was intended to raise broad civil society awareness, which was a valid outcome. Under implementation, the recruitment strategy did not focus strongly enough on youth with institutional linkages to workers and employers in the risk sectors. Had the project emphasized recruitment of youth with institutional linkages to the ILO's constituents this may have increased their effectiveness as advocates. The geographic targeting of the four countries in South-East Asia where Safe Youth@Work operates was relevant inn capturing synergies with Safe Youth@Work, but the four-country scope was too broad given the available human and financial resources.

**Relevance to Stakeholders.** The project focus on young workers' occupational safety and health was perceived as highly relevant to tripartite and civil society participants in Indonesia. The evaluation could not consult directly with tripartite stakeholders in the other countries as it was not possible to arrange distance interviews with them. Project advisory committees took different forms in different countries, but generally helped to build engagement with the project. However, the project did not establish a strong foothold in Viet Nam so the relevance to ILO constituents in the country could not be clearly determined. In terms of communications products, the comprehensive assessment by the project of preferred communications channels among young workers and young employers ensured that the communications products are relevant to the ultimate beneficiaries.

**Effectiveness.** The development of the communications tools (component 1) and activation of relevant networks to use them (component 3) was delayed while the project focused effort during the first year on recruitment and preparation of youth delegates for the XXI World Congress on Safety and Health at Work (XXI WCSH) and the development of a highly visible youth engagement platform at the Congress (component 2). The project as a whole would have benefited from a parallel implementation strategy of the three components. Overall, the project was most successful in Indonesia and in the Philippines where several networks were committed to applying the toolboxes with young workers towards the end of the project. In Myanmar collaboration with the Vision Zero Fund enabled useful adaptation and use of Youth4OSH materials. In Vietnam, the some of the project's communications materials have been shared among tripartite partners but the project did not engage directly with intermediary networks, in part due to strict government regulations for engaging with international cooperation projects.

Per component:
**Component 1. Youth4OSH developed an innovative online and interactive communications portal by the end of the project.** The project benefited from a comprehensive assessment process to develop a relevant communications strategy based on online platform with social media facility, known as the

Youth4OSH Communications Platform. This was enriched by ILO know-how on occupational safety and health for young workers.

**Component 2. The coaching and mentoring of youth participants at the WCSH in cooperation with Safe Youth @Work brought unexpected dividends.** Youth4OSH together with Safe Youth@Work, succeeded in generating significant media coverage and social media mobilization around its key themes, putting OSH for young workers on the agenda of key regional forums such as ASEAN-OSHNET conferences, and on the global agenda at the XXI WCSH. The youth delegates who participated in the WCSH were inspired by the 'design thinking' methodology, and in the Philippines were empowered to establish an OSH for youth NGO. Indonesian and Philippines youth champions also replicated the 'safe jam' awareness raising method; while Vietnamese and Myanmar youth remained active on social media following the Congress. While the youth champions proved to be an excellent channel to reach young activists, university students, and some workplaces, their composition did not permit easy access to young workers in the target sectors of construction and manufacturing. An alternative recruitment strategy could have included a higher representation of trade union youth members and young employers.

**Component 3. The project made substantial progress in engaging relevant networks for outreach to young workers in Indonesia and the Philippines.** The project identified a wide range of potential advocacy networks at country level and regionally. In Indonesia the project made substantive progress in engaging the National OSH Council, the trade union confederations and the Indonesian Employers' Association and gained their commitment to utilise the communications tools produced. In the Philippines, the youth champions and their new non-government organization group are fully engaged to carry the work forward. The Philippines OSH Center, trade unions and Employers' Confederation are interested to use the communications platform.

**Management Effectiveness and Resource Use Efficiency.** The effective implementation of the project was hindered by limited staff resources which made it difficult to progress activities evenly across the four countries and at regional level. Coordination with the Safe Youth@Work project was successful for specific jointly executed activities, but would have been improved by an overall coordination strategy. Overall, financial resources were used efficiently.

**Sustainability and Impact.** The evaluation suggests that the communications web platform will be able to operate successfully provided the ILO makes sufficient transitional support available to the Indonesia National OSH Council. The Youth Champions networks, particularly in the Philippines and Indonesia, have good prospects of continuing their advocacy actions beyond the project's life. The main impact of the project is seen in raising the priority of OSH for young workers on the agendas of national, regional and global OSH bodies.

## Recommendations

**Immediate recommendations to enhance Youth4OSH achievements**

1.  **ILO Jakarta should provide technical follow-up support to communications portal**
    - Provide further training to the National OSH Council on the administration of the platform and the role of the 'content editor'/administrator.
    - ILO should provide transitional technical support to the DK3N through consultancy of the web designer while its designated personnel are gaining familiarity with the web portal and the content editor role. Based on the experience of the web portal developer, institutional

confidence in website management and organising the material on new sites takes time to grow, especially for organizations not used to working with online.
- ILO Jakarta should make IT support available to the DK3N during the initial operation of the portal.
- ILO should review the usage and operation of the portal together with DK3N at 6 monthly intervals in the first year of operation.
*(ILO Jakarta, High priority; Short term timeframe; medium resource implications)*

2.  **Promote the Youth4OSH communications portal widely among constituents, youth champions and OSH networks in the target countries, the South East Asia Region and beyond**
- ILO Jakarta should provide refresher training to tripartite constituents and the youth champions in Indonesia on the use of the portal prior to the end of the project.
- ILO Jakarta should ensure that the DWT-Bangkok Senior Specialist on OSH is familiar with the Youth4OSH communications platform and can promote the platform among regional OSH networks (e.g. ASEAN-OSH Net) and ILO OSH projects in the region.
- The ILO and National OSH Council Indonesia can promote the OSH portal among vocational schools.
- CO-Manila together with Youth Champions should use social media to promote the portal among potential users.
- LABADMIN/OSH can promote the portal internationally in ILO forums and annual Safe Day events.
*(ILO Jakarta, DWT-Bangkok Senior OSH Specialist, LABADMIN/OSH; High Priority; Medium timeframe;  medium resource implications)*

3.  **Promote the voice of youth champions in national tripartite OSH bodies and facilitate linkages with tripartite-constituents in Indonesia and the Philippines**
- Prior to and following the end of the project, ILO Jakarta should engage with DK3N to facilitate the formation of the proposed Youth Taskforce within the DK3N and engage the youth representatives in the content editing and promotion of the OSH portal.
- Mentor the youth champions in Indonesia to form a non-government organization and facilitate learning between the youth champions in the Philippines and Indonesia on formalising the network.
*(ILO Jakarta; High priority; Short-medium timeframe; low resource implications)*

4.  **Promote the use of the 'OSHnopoly' board game to educate young workers on OSH issues and reproduce in hard copy and digital version**
- ILO Jakarta should invest in the production of a digitized, multi-player version of the game that can be used in multiple languages.
- ILO Jakarta in conjunction with country offices in Vietnam and Myanmar should promote the testing and dissemination of the game among relevant networks in Vietnam and Myanmar. In the Philippines this has already commenced.
*(ILO Jakarta/LABADMIN/OSH; Medium priority; short to medium timeframe; medium resource implications)*

**Recommendations for future projects on awareness of OSH for young workers**

5.  **Engage young workers and employers from high risk sectors in OSH advocacy and peer training**
    - Youth champions selected as advocates for young workers' OSH and other decent work rights should include a balance of worker representatives with institutional links to high risk sectors.
    - In future projects aimed at improving preventative actions among young workers the ILO should engage young workers from high risk sectors as peer trainers in their workplaces, in partnership with trade unions and employers' organizations. This should include Training of Trainers and coaching to carry out workplace awareness raising activities, adapting Youth4OSH approaches.
    - Future projects should place emphasis on tapping young entrepreneurs as OSH advocates. Promotion can focus on the principle that OSH is the primary responsibility of the employer.
    *(ILOLABADMIN/OSH; High priority; Medium-long term; medium resource implications)*

6.  **Engage with vocational training colleges and other training providers to reach future workers and future employers by integrating innovative ILO OSH training modules in their curricula. The scope of courses for such integration could be training for high risk sectors such as construction, manufacturing and mining and also business-related courses.**
    *(ILOLABADMIN/OSH; High priority; Medium-long term; medium resource implications)*

7.  **Develop and disseminate gender-specific messaging in future projects on awareness of OSH for youth and specific messaging applying to persons with disabilities.**
    *(ILOLABADMIN/OSH; High priority; Medium-long term; medium resource implications)*

## Good practices

The Youth4OSH project, together with the Safe Youth@Work project featured several good practices that may be replicated in other youth-focused projects that address communications and awareness raising OSH and other decent work issues:

1.  **Design thinking approach to developing creative OSH solutions**

Both the Youth4OSH and Safe Youth@Work projects benefited from the design thinking approach introduced by the selected communications consultants. Design thinking is a problem solving approach that allows participants to brainstorm problems and come up with innovative and practical solutions. The youth champions met by the evaluator found the method to be highly effective and empowering for them in developing and presenting OSH solutions.

2.  **Fostering and empowering youth champions to raise awareness of OSH in the wider society**

The intensive coaching and mentoring of youth champions by the project resulted in core groups of youth leaders in the target countries who have continued to take action on the issue of OSH for youth in their spheres of influence almost two years after their initial participation in the World Congress on Health and Safety. In the Philippines the youth champions initiated their own NGO, while in Indonesia they are ready to join national forums to raise the voice of youth.

3.  **Online platform for knowledge sharing and advocacy among youth**

The Youth4OSH portal with social media interactivity is an emerging good practice for dissemination of OSH and decent work messages to young members of society including young workers and advocates.

## Lessons learned

The evaluation suggests the following lessons learned that may be used to inform the design and implementation of future ILO programmes. In particular:

**1. The importance of engaging local staff in-country in multi-country projects and matching geographical scope with available resources.** Multiple key informants within the ILO highlighted that the project achievements were hindered by the lack of locally based project staff in Vietnam, the Philippines and Myanmar. It is advisable to ensure that designated local project staff are included in the project design and if necessary, reduce the number of countries to fit available resources.

**2. The design and implementation of OSH awareness projects aiming to reach young workers needs to go beyond training of advocates to reach the ultimate target group, the workers in the high risk sectors.** The design of Youth4OSH did not ensure that the communications capacity built among youth champions, tripartite constituents and other civil society networks would reach the ultimate beneficiaries during the life of the project. Therefore little impact could be observed on the preventative behaviour of young workers and young employers or other employers within the relatively short lifespan of the project itself.

**3. Need for overarching coordination arrangements for concurrently operated technical cooperation projects intended to address the same objectives and work in coordination in given countries.**
Youth4OSH was designed to support the Safe Youth@Work project in its awareness raising efforts, but due to a complex set of factors the two projects did not achieve a high level of synergy. Projects that are intended to work closely together towards a common objective need to be well coordinated by the relevant ILO technical backstopping office and follow a common strategic plan to work efficiently and effectively.

# 1. Introduction

## 1.1 Project Context

Workplace situations that put the lives or health of workers at risk are unacceptable and have high economic, social and political costs. Each year, an estimated 2.3 million women and men die from occupational injuries or illnesses. Over 313 million non-fatal injuries, and 160 million non-fatal work-related illnesses occur each year. Young workers, aged between 15 and 24, suffer up to 40 per cent higher rates of non-fatal occupational injuries than older workers.[1] Key factors responsible for high injury rates for young workers include a lack of awareness of workplace safety principles and worker rights, limited job skills and experience, poor training, assignment to inappropriate tasks, precarious employment terms, and long working hours in difficult conditions.

In response to these challenges, the ILO project "Youth4OSH: OSH for Young Workers and Young Employers in Global Supply Chains - Building a Culture of Prevention" aimed to address one of the key factors contributing to high injury rates among young workers: the lack of awareness on OSH among young workers and young employers.

## 1.2 Project Overview

The Youth4OSH project was funded by the Walt Disney Company through the United States Council for International Business (USCIB) in September 2016 with a budget of US $1 million. The ultimate duration of the project was from 1 October 2016 to 31 July 2019. The project has received two no-cost extensions; the first extending the project from August 2018 to 31 March 2019; and the second, formalized in April 2019 extending it to 31 July 2019.

The goal of the Youth4OSH project was to reduce workplace injuries, fatalities and occupational diseases through *increased preventative safety and health actions by young workers and young employers* in Indonesia, Myanmar, the Philippines and Viet Nam. The project targets young workers aged 15 -24 years engaged in two target sectors, construction and manufacturing as the ultimate beneficiaries. The direct beneficiaries are national and regional networks of actors targeted to conduct awareness raising on OSH for young workers and young employers to be trained by the project.[2]

As stated in the project document, the three key project components of the project designed to achieve the goal are:

1) Creation of communication tools to support county-level and regional-level networks to educate young workers and young employers on OSH issues and pilot and disseminate them in one or more sectors.

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[1] Youth4OSH project document.

[2] Youth4OSH project document. p.8. To clarify, the national and regional networks are the direct beneficiaries to be trained by the project.

2) Empowerment of young workers and employers through their representation one significant event - the **XXI World Congress on Safety and Health at Work**, to promote public engagement on OSH issues and increase popular demand for safer and healthier workplaces for young workers.

3) Collaboration with national and regional partners to develop and activate "networks of intermediaries" - including young workers and young employers - to effectively promote OSH awareness and action in their workplaces and communities.

This initiative is a key element of the ILO's "Safety and Health for All" global Flagship Programme.[3] The project was designed to complement another project under the Flagship Programme: SafeYouth@Work, funded by the US Department of Labor (USDOL), which targets young workers in the same countries, among others.[4]

An international Project Manager, based in the ILO Country Office for Indonesia and Timor Leste, was engaged until July 2018. He worked under the direct supervision of the Country Director and under general guidance of specialists and of the technical backstopping team in the Labour Administration, Labour Inspection and Occupational Safety and Health (LABADMIN/OSH) Branch in ILO HQ.

The final evaluation of the project "Youth4OSH" was undertaken in accordance with ILO policy and was a requirement in the project document. The final evaluation was conducted as an independent process under the management of the ILO Regional Evaluation Officer, Regional Office for Asia and the Pacific.

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[3] https://www.ilo.org/global/about-the-ilo/how-the-ilo-works/WCMS_495278/lang--en/index.htm
[4] The full name of the SafeYouth@Work project is "Building a Generation of Safe and Healthy Workers – SafeYouth@Work Project. The project runs from 19 Dec 2014 – December, 2019, with a budget of US$11.4 million.

## 2. Evaluation Objectives and Methodology

### 2.1 Evaluation Purpose and Objectives

The overall purpose of the final evaluation was to promote accountability and enhance learning among its main users: the ILO, ILO constituents and the donor.  The objectives of the evaluation, set out in the TOR (included at Annex G) were to assess project design validity, the relevance to stakeholders, the effectiveness of the project in achieving its objectives, project implementation efficiency and the level of sustainability.

The evaluation set out to answer the following evaluation questions listed in the table below, organized according to the key DAC/OECD evaluation criteria:

**Table 1. Evaluation Questions**

| Design Validity |
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| Determine the validity of the project design, including the appropriateness of the methodologies and strategies employed. Did these assist or hinder the achievement of the project's goals set out in the ProDoc? |
| Were the timeline and objectives of the project clear, realistic and likely to be achieved within the established time schedule and with the allocated resources, including human resources? |
| To what extent were the problems and needs including institutional arrangements, roles, capacity, and commitment of stakeholders, adequately analysed? |
| To what extent were the needs, constraints, resources and access to project services of the different beneficiaries clearly identified, taking gender equality, non-discrimination and concerns of people with disabilities into account? |
| Was the project design logical and coherent (both internal and external, taking into consideration other stakeholders' initiatives on the issue)? |
| To what extent were external factors and assumptions identified at the time of the design? Have these underlying assumptions on which the project was based proven to be true? |
| Assess the strategic fit: a) Was the design coherent with other ILO initiatives on the topic, and in the region, in particular SafeYouth@Work? b) Did the project complement any initiatives of other stakeholders? c)To what extent did the project design take into account the relevant SDG targets and indicators? |
| Does the project design meet the ILO guidance on results-based project design?  How appropriate and useful were the indicators and targets established in the project's performance monitoring plan (PMP) in terms of assessing project progress and informing management decisions? |
| Was the strategy for sustaining the project results clearly defined clearly at the design stage of the project? |
| **Relevance** |
| Examine whether the project responded to the real needs of the beneficiaries (young workers and employers) and stakeholders. |
| Was the project relevant for all target countries? |
| Assess whether the problems and needs that gave rise to the project still exist or have changed. If the needs changed, did the project adapt its strategies? |
| Did the strategy address the different needs and roles, constraints, access to resources of the target groups? |

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| Assess whether the project leveraged resources to promote gender equality and non-discrimination; and inclusion of people with disabilities? |
| **Effectiveness** |
| Examine the delivery of project outputs in terms of quality, quantity and timing – were they delivered in line with the plan? |
| To what extent has the project achieved its immediate objectives? |
| Were any changes in OSH awareness of youth influenced by the project? |
| Have unplanned outputs and results been identified? If so why were they considered necessary and to what extent were they significant to achieve project objectives? |
| How did positive and negative factors outside of the control of the project affect the project implementation and objectives and how did the project deal with these external factors? |
| How effective were the project's activities and strategies for gender mainstreaming, non-discrimination and inclusion of people with disabilities? |
| **Efficiency of resource use and management effectiveness** |
| Compare the allocated resources (funds, human resources, time) with results obtained. In general did the results obtained justify the costs incurred? |
| Has the project received adequate administrative, technical and if needed, political support from the ILO office in the field, technical specialists in the field, and the responsible technical unit at Headquarters? |
| Were the management arrangements efficient to implement the project? i.e. Project Manager based in Jakarta with support from another country (project?) for the other countries. |
| To what extent did the project leverage partnerships (with constituents, national institutions, and other UN/development agencies) that enhanced the project's relevance and contribution to priority SDG targets and indicators (explicitly or implicitly) |
| How effectively has the project management and ILO monitored project performance and results? Is a monitoring and evaluation system in place and how effective has it been? Is information regularly analysed to feed into management decisions? |
| **Sustainability** |
| Assess to what extent a phase-out strategy was defined and planned and what steps were taken to ensure sustainability (e.g. government involvement). Assess whether these strategies have been articulated or explained to stakeholders. |
| Assess the likelihood that specific results of the project will be sustained beyond the project life and by whom. |
| Assess the degree to which the sustainability strategy includes a gender perspective and a strategy for long term inclusion of the youth and vulnerable groups, especially at the outcome level. |
| Assess the extent to which the project has contributed to the achievements of the Safe Youth@Work Project, therefore extending its sustainability? |
| **Impact** |
| Has the intervention made a difference to the specific SDGs the project is linked to? If so how has it made a difference? (Implicitly or explicitly). Can a plausible contribution to the SDGs and targets be established? |
| What are the project's likely long term effects in terms of reducing or exacerbating i) gender inequalities and gender –based discrimination? ii) Inequalities and exclusion faced by people with disabilities? |

The evaluation covered all the activities in the project four target countries that have been implemented since the start of the project to the time of the field visit.

## 2.2 Evaluation Methodology

### 2.2.1 Approach and standards

The evaluation was conducted by an independent evaluator according to the principles of independence and confidentiality. An interpreter provided assistance for the field work in Indonesia, recruited by the ILO CO.  Project/ILO staff were not present during interviews with the stakeholders to preserve trust and independence. The data collected as evidence for the evaluation are mainly qualitative, while incorporating quantitative data from project reports were incorporated in the analysis where available.

As mentioned above, the evaluation will be carried out in the context of the evaluation criteria and approaches for international development assistance established by OECD/DAC Evaluation Quality Standard. In addition, the ILO's specific guidance and standards on results based management in project design described in the ILO Development Cooperation Manual (February 2016) as  well as and the ILO's policy guidelines for Evaluation (3rd Edition 2017) with be utilised.[5]

Diversity, equality and cultural sensitivity will be integrated in the evaluation approach. The gender dimension will be considered as a cross-cutting concern throughout the methodology, deliverables and the final evaluation report. This implies involving a balance of male and female persons in the consultations and in the analysis of findings, and recognizing persons of non-conforming gender where relevant.

### 2.2.2 Data Sources and Data Collection Methods

The evaluation mainly relied upon qualitative data collection methods including document review, key informant interviews (KIIs), focus group discussions and exploration of the online tools produced by the project. The **Data Collection Matrix** at **Annex B.** presents the evaluation questions together with the sources of data and main data collection methods used to answer each question and some sample questions. In analyzing the data the evaluator triangulated information from various sources and stakeholder perspectives as far as possible to ensure reliable and robust conclusions.

The stakeholders groups represented among the key informants included ILO staff in Jakarta, Geneva, the Philippines, Myanmar and Vietnam; project constituents in Indonesia, youth champions participating in the Youth4OSH and Safe Youth@Work project, the donor and external consultants who supported the project implementation. The full list of persons interviewed is included in **Annex C**.  The evaluator interviewed a total of 49 individuals (20 females and 29 males) from various stakeholder groups, either individually or in small groups, or by Skype/telephone call in the case of ILO staff and stakeholders in the Philippines, Myanmar, and Geneva. The interviews were conducted using question guides adapted to each stakeholder group and featuring open-ended questions. (See sample questions in the Data Collection Matrix in Annex B)

**De-brief Meetings**
The evaluator presented preliminary findings at a validation meeting in Jakarta on 16 May 2019 and gathered feedback at this meeting to contribute to the formulation of findings, conclusions and

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[5] http://www.ilo.org/wcmsp5/groups/public/---ed_mas/-eval/documents/publication/wcms_571339.pdf

recommendations. Following this, a de-brief meeting was held with the CO-Jakarta Director and key programme staff on initial findings and potential recommendations to sustain the achievements.
 **Evaluation schedule**
The evaluation commenced on 22 April 2019.  The field schedule was planned in coordination with CO-Jakarta during the inception phase. The evaluator conducted face-to-face meetings during fieldwork in Indonesia from 13 – 17 May (see schedule at Annex D), face- to-face meetings in Vietnam during May, as well as a series of interviews via Skype and telephone calls. The analysis and report drafting was completed from 19 May to 7 June, 2019.

## 2.3 Evaluation Limitations

Key among the limitations is that the evaluator could not meet directly with stakeholders in all four target countries as resources only provided for a mission to Indonesia. The evaluator was additionally able to conduct a small number of interviews in Vietnam. Thus, representation of constituents and youth champions in Indonesia was much more numerous than in the other countries.  The evaluator compensated for this as far as possible through distance interviews with key informants including external consultants in the Philippines and Myanmar, but this remains a limitation.  The evaluator was only able to meet a small number of youth champions from the four countries, three from Indonesia, one from the Philippines and one from Vietnam.  This was due mainly to the lack of field visits made to Philippines, and Myanmar, but also in Indonesia, only three of six youth participants attended the meeting. It is likely that the findings reflect the views of the most active youth champions.  A further limitation was that the Myanmar Safe Youth@Work Project Officer position was not currently filled and it was not possible to reach to former NPC.

It is important to note that the combined delivery of a number of key outputs by Safe Youth@Work and Youth 4 OSH means it is not possible to attribute the related benefits/outcomes to solely one project or the other. Since Youth4OSH was designed to support SY@ Work this is not highly problematic, but the Evaluator did not have access to the full range of information on the outcomes of Safe Youth@at Work to ascertain some aspects of sustainability.

# 3. Evaluation Findings

## 3.1 Design and Strategic Fit

This section provides an assessment of the project's rationale and design logic, strategic fit, adherence to ILO guidelines for results-based management, and the feasibility of the scope.
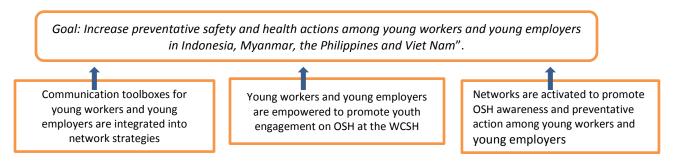
**3.1.1 Validity of the design**

**Overall, the project's rationale of reaching young workers and young employers with relevant communications to raise their awareness on OSH was sound, but the role of young workers and young employers themselves in the communications actions was not sufficiently clear in the project's awareness raising strategy.**

**Focus on young workers**. The project's aim to promote OSH for young workers, the key technical issue in focus, is unquestionably an important decent work issue and is well justified. Both the Youth4OSH project document as well as the Safe Youth@Work project document, which laid the foundations for this project, substantiate that young workers are disproportionately affected by OSH risks and hazards, with up to 40% higher rate of non-fatal work-related injuries (EU-OSHA). This vulnerability is due to their stage of physical and psychosocial development, lack of awareness of safety rules and worker rights, and limited job skills and work experience, lack of training in job tasks and hazard prevention; their lack of voice and empowerment in management structures and age-hierarchical societies, according to available research. On the other hand, the focus on *young employers* as one of the project's targeted groups was not well supported in the design rationale. The original thinking for this design parameter was that young employers also lack experience and awareness. However, young employers do not typically have much influence over the OSH conditions of large numbers of young workers, as some key informants suggested. Employers in general or employers' organizations may have been a more strategic entry point. In recognition of this, during the course of implementation the Project Manager and LABADMIN/OSH staff discussed the issue and agreed to widen the scope to all employers. However, the project documentation generally continued to refer to young employers as the target group.

**Validity of the strategy**. The proposed means to raise awareness and change behaviour was through inculcating a ***preventative safety and health culture amongst young workers and young employers*** in the selected countries, Indonesia, Myanmar, the Philippines and Viet Nam and in two targeted sectors, construction and manufacturing. The underlying theory of change, is that *If* appropriate communications tools and channels especially designed for young workers are made available (Component 1) and adopted by networks of actors capable of reaching young workers and employers in the target sectors, (Components 2 and 3), t*hen* the awareness of young workers and young employers will improve and behaviour change among the ultimate beneficiaries will follow.

The logic is presented graphically below:

**Figure 1. Project Logic**

> Goal: *Increase preventative safety and health actions among young workers and young employers in Indonesia, Myanmar, the Philippines and Viet Nam".*

| Communication toolboxes for young workers and young employers are integrated into network strategies | Young workers and young employers are empowered to promote youth engagement on OSH at the WCSH | Networks are activated to promote OSH awareness and preventative action among young workers and young employers |
|---|---|---|

The project document did not set out a detailed theory of change with risks and assumptions, but the logic links between the outputs and their respective outcomes is clear. However, the theory that the combination of the three outcomes is sufficient to lead to the goal contains some assumptions which if not met pose a risk to attainment of the goal. First there is an assumption that the networks will have the resources and commitment to implement their communication tools and reach the ultimate targets beyond the project timeframe. Component 3: "Networks are activated to promote OSH and preventative action among young workers and young employers", does not specify the extent to which networks will actually reach young workers. Outreach to young workers appears to be something to be achieved beyond the project life. The Component 3 outcomes statement could have been expressed a higher level of achievement by including the conduct of outreach campaigns. Second, as with most awareness raising interventions there is the assumption that once awareness is improved among young workers and employers in the target sectors, safer behaviour will occur.

The design did not specify which networks would be targeted, other than existing networks or organizations focused on OSH issues, young employers/entrepreneur issues. It was one of the key tasks of the project to identify the most strategic networks; but the openness of the design in this regard is questionable given the short time frame. While the second component outcome implies that young workers in the targeted industry sectors would be among the advocates and peer educators, in practice this was largely not the case at least in the Youth4OSH countries. Interaction with young workers in the target sectors appears to have been minimal during the project life, other than in developing the communications packages. Under implementation the project rested rather too heavily on Component 2, the empowerment of a group of some 32 youth champions to promote youth engagement on OSH and broader social awareness of the issue, especially when many of them have no ready links with vulnerable workers.

**Designed link with SY@W**. The project was conceived as a means to supplement the existing ILO **Safe Youth at Work** Project which began in 2015 and focuses on strengthening the capacity of systems and duty bearers; in other words, the suppliers of occupational safety and health services. The USDOL and the SY@W team, as well as LABADMIN/OSH saw the need to strengthen the communication and awareness raising efforts of the larger ILO project, and Youth4OSH was designed to contribute to and complement the effort. The overlap of some activities as designed, however, placed a major expectation of coordination between the two projects and it may have been more practical to separate project activities more clearly or alternatively, ensure a joined-up programme through coordinated work planning. Since both projects were backstopped by the LABADMIN/OSH Branch, a stronger coordinating role could perhaps have been played by the Branch. There were advantages and constraints in the designed collaboration with SY@W. The sharing of knowledge and resources was advantageous, but there were constraints in the process of selecting youth champions who may not necessarily have links

with young workers in the vulnerable sectors. The target industry sectors, construction and manufacturing were pre-selected under SY@W; and some informants felt that the sectors were too narrow.  Agriculture is a key sector of the overarching flagship programme and an area of focus of the SafeYouth@Work project, therefore the sectoral scope was broadened under implementation according to LABADMIN/OSH key informants.  However, most project documentation and products continued to refer to the target sectors as construction and manufacturing, such as the major assessment study on OSH issues and communications strategies produced in June 2018, so a broader delineation of sectoral scope was not made clear. Nevertheless, in practice, much of the guidance in the communications toolbox developed by the project has broader application than the two initial target sectors.

### 3.1.2 Geographic targeting and feasibility

Generally speaking, OSH for young workers is a relevant issue in the South-East Asia region where large numbers of young people join the labour market each year.  Youth4OSH was designed to operate in the same countries in South-East Asia as SY@W. Viet Nam, the Philippines and Myanmar were the three pilot countries of SY@W, and Indonesia, a later addition, was included in the geographic scope of Youth4OSH partly because it did not have its own country staff, according to SY@W staff.  However, the very limited staffing allocated to the project and the funding size funding led to a thin spread of resources, across four countries, especially in terms of human resources. A greater depth of impact could have been gained through a smaller number of countries, given the available funds.  The lack of national project officers also made the project dependent on the SY@W project staff, as discussed in the section of the report addressing Management Effectiveness and Resource Efficiency (section 3.4). The two-year duration of the project proved short in practice to achieve the designed outputs, but the no-cost extensions have overcome this constraint.

### 3.1.3 Adherence to ILO Results-Based Management design guidance

The three project component outcomes are coherent and clear, although there is an overlap between Component 1 and Component 3 in relation to disseminating the communications tools, which could have been assigned to Component 3.  In terms of ILO's guidelines for results-based management in project design and evaluation, the Component Outcome statements could have been more specific and measurable.[6] The original indicators included in the Project Document at outcome and output level were not practical in terms of data collection. For example, component outcome 1 indicator: "Number of young workers that have access to the communications tools" would be difficult to measure.  The Project Document indicated that the M&E framework would be revised in the inception phase, but it was not revised until March 2018. In this revision, the original Component Outcome 1: "Communication toolboxes are piloted and disseminated to educate young workers and young employers on OSH prevention in the construction and manufacturing sectors" was revised as "Communications toolboxes are integrated into network communications strategies" – which was a sound adjustment to avoid duplication of the Outcome and output 1.1. The revision of the framework did comply with RBM guidance, but some indicators at outcome and output level were set ambitiously high, or were hard to collect data on. The framework was adjusted again in the October 2018 annual Technical Cooperation Progress Report providing for more realistic indicators.  The utility of the M&E framework that was developed during the project is discussed as part of management effectiveness in Section 3.4.

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[6] ILO Development Cooperation Manual, February 2016: https://www.ilo.org/wcmsp5/groups/public/---dgreports/---exrel/documents/publication/wcms_452076.pdf

**3.1.4 Alignment with ILO programming and wider programmes**

It is clear that the project is well aligned with the ILO's strategic framework on the promotion of OSH, operating within the framework of the larger SY@W project and the overall framework of the "Safety and Health for All" Flagship Programme. Both projects supported the ILO's biennial Programme and Budgets for 2016-2017 and 2018-2019. The ILO's efforts to strengthen occupational safety and health are aligned with Sustainable Development Goals (SDG) targets 3.9 and 8.8. [7] The project aligned with each of the countries' Decent Work Country Programmes for the period.

In Myanmar, Youth4OSH was integrated within the OSH portfolio of four concurrent projects addressing OSH and was represented on a common OSH tripartite steering committee. These projects include SY@W and another key OSH project, the Vision Zero Fund (VZF) Myanmar project, a multi-donor program aimed at preventing work-related deaths, injuries and diseases in global supply chains, focused on the ginger and garment sector supply chains (May 2017-April 2020). In Viet Nam, the project was thematically aligned with SY@W, and the ENHANCE child labour project, focused on the garments, handcraft and agriculture sectors. However, in Viet Nam the project did not have an official presence vis-à-vis the tripartite constituents where government rules for international cooperation worked against a having a separate profile for Youth4OSH. In the Philippines, in addition to alignment with SY@W, other OSH-related projects concurrent are the CARING Gold Mining Project (USDOL - 2015-2019), Building the Capacity of the Philippines Labour Inspectorate (2014-2018) and the Country-level Engagement and Assistance to Reduce Child Labour (CLEAR) project (2013-2018). In Indonesia, SY@W was the only related project.

## 3.2 Relevance to Stakeholders

The project did not carry out in-depth consultation with the ILO's constituents in the project countries and region during project conceptualization and design. According to the former Project Manager, consultative missions undertaken during the first few months of project implementation validated the relevance of the project's central topic for the tripartite constituents in the target countries. In addition, under implementation the project established a Project Advisory Committee (PAC) in Indonesia shared with SY@W. In Myanmar the project was overseen by the Project Consultative Committee together with other concurrent OSH projects. Similarly in the Philippines, updates and consultations for the Youth4OSH activities were done under the auspices of the of the SY@W Tripartite Project Steering Committee. In addition, the consultation process for the development of communication channels and identification of networks further ensured the relevance of the specific communications strategies selected for young workers in the target sectors.

In Indonesia the evaluator consulted the constituents, youth champions and ILO staff regarding the relevance of the project's objectives and strategies. Regarding the perceptions of stakeholders, tripartite constituents in Indonesia concur with the need to strengthen OSH and the greater vulnerability of young workers but differ regarding the age definition of youth, sectors selected and strategic scope. The tripartite National OSH Council of Indonesia (DK3N) representatives are supportive of the project and find it relevant to their concerns. Representatives of the Labour Inspectorate and OSH sub-directorates within the Ministry of Manpower raised questions about the age range of youth, especially as "youth" is not

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[7] SDG 3.9 – By 2030, substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water and soil pollution and contamination; and SDG 8.8 – protect labor rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment.

defined in the labour law; and representatives were also concerned about the lack of OSH data by age group. The Employers' Association of Indonesia (APINDO) expressed that they are concerned about the issue of workplace accidents among youth and are keen to be involved in disseminating messages among their members.  Representatives of the Indonesian Trade Union confederations (CITU, KSPI, KSBSI and KSPSI) met by the evaluator were highly engaged with the issue and similarly concerned about OSH among their young members. They find it challenging to reach young workers who tend not to be active in the trade unions and therefore appreciate the project's aim to do so. The Indonesian constituents also raised the work hazards face by youth in emerging industries such as the online motorcycle taxi services (Jek and Grab) as an area of concern.

It was not possible for the evaluator to consult with the ILO constituents in the other countries where the ILO did not facilitate interviews with the constituents to occur. The Youth Champions consulted in Indonesia, the Philippines and Vietnam found the project activities highly relevant to their concerns about the OSH risks faced by young workers, as well as personally transformative.

## 3.3 Project Effectiveness

This section begins with a global review of the key results achieved by Youth4OSH towards its goal, along with main challenges experienced by the project. This is followed by a detailed discussion of the quality of the results attained per component and the contributing factors, both positive and negative.  The section also discusses the quality and utilization of the monitoring and evaluation system, and the quality of gender and inclusion strategies. The analysis integrates an assessment of the project's contribution to, and cooperation with SY@W project.

### 3.3.1 Overview of progress and achievement of objectives

By the time of the final evaluation in May 2019, with the benefit of the two no-cost extensions, the project has delivered the majority of its planned outputs for **Component 1 (Development of communications toolboxes)** and has fully achieved the **Component 2 outputs and outcome (Empowerment of youth champions for OSH**). **Component 3** outputs have been partially completed as they are dependent on the full launching of the communications toolboxes and engaging relevant networks in their use. The main weakness of the project's effectiveness, has been the timing and sequencing of component delivery, particularly the delayed achievement of the completion of the tool boxes and full engagement and training of relevant networks to use them. However, the project picked up momentum towards its objectives in 2019 with assistance of key external consultants.

Following the project approval October 2016, the project effectively started in January 2017 when the Project Manager came on board. During first three-quarters of 2017 most of the Project Manager's time went into supporting the preparation of the youth champions for the XXI World Congress on Safety and Health at Work (XXI WCSH) in September 2017 and working with the Safe Youth@Work project to build a platform for youth engagement around the Congress. Progress on Component 1 - the *development, piloting and dissemination of communication toolboxes for young workers and young employers* – was, in effect, delayed until after the World Congress event and got underway in early 2018. Based on the observations of ILO staff and consultants, and the former Project Manager, the delay appears to have been due to a lack of staff resources within the project and insufficient advance planning.  Among ILO key informants, several including LABADMIN/OSH officers and SY@Work staff expressed that the work on the communication tools would ideally have commenced in parallel to the Youth Congress preparation. The

evaluation concurs that this would have enabled more success in achieving the aims of the project as a whole.

**Engaging with institutional networks capable of reaching young workers** in the targeted sectors of construction and manufacturing (under Component 3) was originally conceived as a channel for both identifying the youth champions and embedding the communication tools within these agencies or other networks. **However, in practice, the project's relationship building with national and regional constituents was not initiated early enough,** coming mainly in the communications assessment research process, **and was hampered by the lack of project on the ground presence in three of the four countries.** In Vietnam, for example, the project could not interact directly with the constituents as the project was not represented on the project steering committee for SY@W due to the strict government rules concerning approval of development cooperation projects. As well as this, cooperation between Y4OSH and SY@W proceeded relatively smoothly up to and including the delivery of the Youth Congress and the Safe Youth@Work Action Plan completion, but less smoothly thereafter.  The reasons for the challenges in cooperation are explored further under <u>Section 3.4</u> addressing management effectiveness. In Indonesia, the Project established relationships with the tripartite partners and the National Council for OSH and set up a Project Advisory Committee (PAC), but ILO Geneva observers expressed the view that relationship building with the partners should have been deeper and commenced earlier. As discussed in <u>Section 3.2,</u> addressing relevance to stakeholders, the evaluator's interviews with the constituents supported the view that the project's linkages with the government partners in Indonesia were not robust, while those with DKN3, the Indonesian Trade Union Confederations and the Employers' Association of Indonesia (APINDO), appear to have gained strength during the project's consultations for the communications toolbox development.

**Table 2** summarizes the completion of the outputs and outcomes drawing on project reporting and key informant interviews, noting that the latest Technical Cooperation Progress Report available is October 2018. A more detailed report, including the indicators of achievement, is included in **Annex A**.

**Table 2. Achievements at Output, Outcome and Development Objective Levels**

| Development Objective[8] | Extent of achievement as of May 2019 |
|---|---|
| "Increase preventative safety and health actions among young workers and young employers in Indonesia, Myanmar, The Philippines and Viet Nam".<br><br>'**Project Outcome**': "Young workers and young employers take action to reduce workplace injuries, fatalities and occupational diseases". (March 2018 Revised logframe) | • **Youth champions** in all four countries, with the support of the project, engaged in advocacy and awareness raising activities starting from World Day for Safety and Health at Work 2018 April 2018, with highest ongoing engagement in Indonesia and the Philippines.<br>• '**Safe Jams**' organized by Youth Champions succeeded in scaling-up project results through a peer-to-peer training approach in the Philippines and Indonesia.<br>• A web portal developed and activated, responding to the needs of advocates on youth OSH in South East Asia, hosted in Indonesia by the National OSH Council. |
| **Outcomes and Outputs** | **Extent of Achievement** |
| **Component 1 outcome: Communication toolboxes are integrated into network communication strategies**<br><br>Output 1.1: Communication toolboxes for young workers and young employers developed, piloted and disseminated | • **Communication Toolboxes** have been developed and piloted in Jakarta and the Philippines (latter half of 2018 and 1st quarter 2019). The first piloting was by the Project Manager during a "Micro Pilot Workshop" in Indonesia in April 2018 (Safe Day).<br>• **Sustainability partners** (direct beneficiaries) for the Communication Toolboxes identified per target country, e.g. DK3N in Indonesia.<br>• **Training on use of the portal and other communications materials** |
| **Component outcome 2: Young workers and young employers are empowered to promote youth engagement on OSH prevention at the XXI World Congress on Safety and Health at Work** | • Project contributed to successful SafeYouth@Work Congress at XXI WCSH, including leveraging resources and support of Singapore MOM.<br>• 32 Youth Champions from 4 target countries capacitated to raise awareness on OSH.<br>• OSH solutions through Design Thinking methodology proved to be an impactful and inclusive approach.<br>• OSH4 Youth contribution to Safe Youth@Work Action Plan |
| **Output 2.1: OSH awareness and actions increased ahead of XXI World Congress** | • National events held in each project target country in the lead up to the XXI WCSH.<br>• Tripartite-plus workshop in **Indonesia,** Youth Champion training workshop in **Myanmar** (jointly with SafeYouth@Work),<br>Tripartite workshop in **Philippines** (jointly with SafeYouth@Work)<br>• Media mobilization resulted in coverage by **12 media outlets**, including at least 1 media outlet per project target country. |
| **Output 2.2: OSH issues addressed at the XXI World Congress by young workers and young employers** | • SafeYouth@Work Action Plan launched on schedule on World Day for Safety and Health at Work 28 April 2018, translated into national languages of 4 project target countries.<br>• Process to develop the Action Plan was consultative and inclusive of youth participation: XXI WCSH SafeYouth@Work Congress, design thinking; Sub-Regional |

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[8] The term 'development objective' was introduced in the project's updated M&E framework in March 2018 and was not used in the project document design where it is referred to as the 'project goal'.

| | |
|---|---|
| | Consultation (January 2018; Online survey; Drafting Committee.<br>• Youth4OSH made significant contributions to the development of the Action Plan. |
| **Component outcome 3: Networks are activated to promote OSH awareness and preventative action among young workers and young employers**<br><br>**Output 3.1: Networks capable of raising awareness on OSH for young workers and young employers <u>at country level</u> activated and equipped with the communication toolboxes** | • Identified **priority networks** in each of the project target countries, e.g. DK3N and youth champions in Indonesia<br>• Regional Youth Champions **Coaching Workshop** in Indonesia in January 2019.<br>• '**Safe Jams**' organized by Youth Champions, with ILO support on World Day for Safety and Health at Work 2018 and on World Day for Safety and Health at Work 2019.<br>• **Communication Toolboxes** partially disseminated to networks in Indonesia. |
| **Output 3.2: Networks capable of raising awareness on OSH for young workers and young employers <u>at regional level</u> strengthened and equipped with the communication toolboxes** | • An informal regional network amongst **Youth Champions** was catalysed by the project.<br>• Formal regional networks such as **ASEAN-OSHNET** were engaged by the project, e.g. regional ASEAN-OSHNET conference in Viet Nam (May 2017).<br>• Delivered a technical session on OSH and youth at **APOSHO-33** conference (Hong Kong, December 2018).<br>• Discussions held with ASEAN Trade Union Council (**ATUC**) at **ACTRAV** for integrating OSH and youth issues at ATUC Youth events |

### 3.3.2 Assessment of Outcome 1: Communications Toolboxes

**Outcome 1: Communication toolboxes are integrated into network communication strategies**

Under this component the project aimed to produce a range of innovative communications tools for raising awareness among with young workers and young employers for use by relevant advocacy networks nationally and regionally capable of reaching young workers and young employers.  The key products of this component are:

- an assessment of the communication channels and identification of key networks per country and regionally;
- the creation of OSH for youth fact sheets in four languages;
- compilation of available ILO OSH resources for youth;
- production of video animations;  and
- development of an OSH portal to be used by advocates for youth OSH with young workers and employers.

**Review of the assessment process and products**
As noted, work on this component started in late 2017/early 2018, when the project was due to close in August 2018. (the first NCE was granted in March 2018). With the urgency to move the activities forward, the Project Manager recruited individual external consultants in each of the Philippines, Myanmar and Viet Nam, as well as two consultants supporting the process as a whole to carry out the assessment of key OSH issues, communications channels favoured by youth, and survey and identify the networks to be targeted per country, and in the South-East Asia region.  The hiring of consultants was done in the context of the Youth4OSH project staffing design which had no locally based staff in three of its four target countries.

The research was carried out during the first half of 2018 through a range of methods including focus group discussions, and desk research. [9] However, progress was hampered in each country by a range of factors. For example, the project consultant for Vietnam was a highly qualified Vietnamese communications consultant based in New York, but she did not travel to Viet Nam due to repeated requests on the part of Safe Youth@Work to delay her missions which affected progress there. Selection of a locally based consultant would likely have been more effective, but no suitable applicants in Viet Nam could be identified. The communications consultants in the Philippines and Myanmar commented that communications gaps with the Project Manager and a lack of sufficient technical OSH input hampered the progress of their work. In Myanmar the consultant felt that there was insufficient technical input on the OSH content of the intended messages. Despite these setbacks, by mid-2018 the consultants had jointly contributed to a full assessment report compiled by the Program Manager.

**Value of the assessment report**: Based on a review of the report and discussion with its contributors, the evaluator found that the assessment was well-researched and provided a useful resource for the project to use in developing and targeting media strategies for young workers in the four countries. The assessment culminated in a set of recommendations to guide the development of the communications toolboxes to reach young workers and employers. Key recommendations were that the communications toolboxes should be readily available online and should include tools that support the networks to develop social media campaigns such as Facebook, Twitter and instagram. The recommendations were well supported with evidence and the online platform represents a relevant and innovative approach.

**Assessment of the Youth4 OSH online portal**

In the second half of 2018, under the guidance of the Country Director, CO-Jakarta, the project acquired consultant support to further develop communications modules and gather OSH content for the online platform, including an international communications consultant and a web portal developer. The selection of highly experienced consultants contributed to the completion of the strategy and toolbox as an interactive platform for advocates on youth OSH in the region. The intention is that the online portal can become a rich, interactive knowledge-sharing platform for a wide range of OSH advocates and trainers addressing young workers.

The major product delivered under this outcome is an Online Web-based Toolbox that includes five modules on communications methods with application to OSH (or other awareness raising campaigns). As of May 2019, the Youth4OSH web portal was open, and a large amount of content has been uploaded, but the contents have not been fully organized in easily accessible locations. For example, the LABADMIN/OSH staff provided OSH content guidelines and messages but these are presently located in an ILO folder on the portal, rather than appearing under the main Resources tab. The portal has multilingual facility but submissions need to be translated manually as an automated function would not be accurate. It has two main components - an editor-managed part, where the technical OSH content and communications guidance is uploaded and organized by the content editor; and an open interactive section where contributor members can upload and share freely. This division is intended to maintain the technical quality of the OSH and communications guidance on the platform.

A consultant media firm has produced 18 videos associated with each of five communications modules which the evaluator viewed and found to be well made and generally appropriate for the youth audience.

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[9] ILO Youth4OSH Project. Assessment of predominant OSH issues, communication channels and networks in Indonesia, Myanmar, the Philippines, Vietnam and the Asia Pacific Region. 27 June, 2018.

The ILO intends to upload the videos in a Youtube or other streaming format as soon as possible, accessible via the portal, as recommended by the chief communications consultant. The delay in uploading such material may be due to the lack of any remaining Y4OSH staff in Jakarta and the dependence on the responsible Programme Officer, who covers several projects, and the SY@W Project Officer who has many tasks to complete as that project draws to a close in Indonesia in July 2019.

The dissemination of the portal is most advanced in Indonesia where the ILO CO Jakarta/SY@W Officer held a tripartite plus workshop in the early months of 2019 to introduce the portal and tailor it more effectively to needs and interests of the constituents including the National OSH Council and Youth Champions. The National OSH Council has agreed to become the Administrative home of the portal and ILO Jakarta and the communications consultant envisage that the youth champions core represented on the Task Force will become the managers of the portal. The transition of the portal management to the National OSH Council is discussed further under **Section 3.5** addressing Sustainability.

**Dissemination of other Youth4OSH Tools in Myanmar and Vietnam**

Taking advantage of Youth4OSH funds that became available in the latter half of 2018, the project provided funding to adapt and reproduce Youth4OSH materials for use by the Myanmar Vision Zero Fund (VZF) that promotes OSH in the ginger supply chain and in the garment sector. The Youth4OSH messages and communications tools were adapted for a Training of Trainers workshop for workers and employers organizations in Yangon in March 2019, targeting workers in these sectors, with positive evaluations from the participants.[10] The Senior Technical Officer for the Myanmar VZF made an effort to forge valuable synergies across the OSH projects in collaboration with OSH for Youth, Jakarta.

In Vietnam, SY@W was provided Y4OSH funding to reproduce the Youth4OSH booklet in Vietnamese and disseminate to its tripartite partners. The Vietnam SY@W project and CO were interested in using the *OSHnopoly* board game, although the NPC expressed her view that adjustments are needed to make it more user-friendly. SY@W Vietnam and the CO have not yet been engaged in testing or promoting the Youth4OSH communications web platform.

### 3.3.3    Assessment of achievement of Outcome 2: Empowerment of Youth Champions

**Outcome 2: Young workers and young employers are empowered to promote youth engagement on OSH prevention at the XXI World Congress on Safety and Health at Work**

Under this outcome, Youth4OSH was intended to contribute to the SY@W effort to initiate a global campaign on OSH for young workers and to establish the basis for a "Safe Youth@Work Action Plan" through the occasion of the XXI World Congress on Safety and Health at Work (WCSH) held in Singapore from 3-6 September, 2017. The event attracted some 3,500 participants from policy makers, OSH experts, tripartite organizations and other interested parties. Together, the two projects organized a "Safe Youth@Work Congress" as part of the overall event. 125 "Youth Champions" (60 women and 65 men) from 28 countries took part in the event. Youth4OSH's role was to take responsibility for the coaching and follow-up mentoring of the youth champions from its four target countries, contributing to the development and facilitation of the Safe Youth@Work Congress, including engaging expert design

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[10] "Effective Communication on Occupational Safety and Health and Social Security in Workers and Employers Organizations". 22-23 March 2019. Yangon.

Thinking and workshop facilitation consultants, and contributed to the process of developing the Safe Youth@ Work Action Plan.

**Overall, Youth4OSH's contribution to the coaching and mentoring of a cohort of youth champions from the 4 countries, within a larger group recruited by SY@Work was highly successful in empowering these young people to raise public awareness on safe and healthy workplaces for young workers.**

**Recruitment process**

The Youth Champions for OSH were recruited through a media competition organised by Safe Youth@Work and jointly promoted by Youth4OSH in the first quarter 2017, with the winners to be offered the chance of participating in the congress. It was generally advertised through universities, youth websites, and social media and various other channels, and in the Philippines through the SY@W Project Steering Committee comprising representatives from government, workers and employers.  Applicants were required to enter a media piece including videos addressing youth OSH themes. This was followed by a competitive selection process. The recruitment and selection process tended to attract student activists, young public servants and a small number of young employers (at least in the project-targeted countries. The composition among the 32 youth champions from the four target countries included 14 young workers (including a public sector tTrade union officer), 3 young employers, 7 government officials and 8 students, graduates and other civil society.

| Nationality | Gender | Constituency |
|---|---|---|
| 9 Indonesia | 15 female | 14 young workers |
| 9 Myanmar | 17 male | 3 young employers |
| 8 Vietnam | | 7 government officials |
| 6 Philippines | | 8 students, recent graduates |
| Total: 32 Youth Champions from the target countries | | |

The youth champion cohort did not include a high representation of young workers from the four Youth4 OSH countries, particularly from the high risk sectors, nor many young employers in these sectors. Therefore there was little opportunity to empower young workers from the target sectors and the project did not fully realize this element of the intended outcome – *empowerment of young workers and young employers*. A more targeted recruitment strategy might have resulted in a higher proportion of youth champions with direct institutional links to young workers and young employers in the targeted sectors.

**Key successful results**

**Empowerment of youth for OSH**. Youth4OSH made a significant contribution to coaching and catalysing a network of youth champions and this effort is one of its key successes. This was supported by the comments provided to the evaluation by the SY@W project officers in the Philippines and Vietnam, the CTA and Technical Officer of SY@W, former Project Manager and by Youth Champions. Each of the five youth champions met by the evaluator in Indonesia, the Philippines and Vietnam exhibited strong confidence in their capacity to continue to raise public awareness on OSH issues.

The youth champion in the Philippines expressed how the involvement in the Congress brought about a personal transformation in terms of her inspiration and commitment to working on OSH for youth, starting from a virtually zero knowledge base.

> "Youth4OSH opened up so many opportunities for me to become an ambassador for youth occupational safety and health. I went into this knowing zero about occupational safety and health " Ms. Brondial, youth champion from the Philippines who went on to found the NGO, "AYOSH"

The evaluator met three youth champions in Indonesia who similarly described their continuing commitment to working on youth OSH issues among their networks. Their original motivation for making a submission to the competition included personal experience, as for one of the youth champions in Indonesia, whose 24 year old neighbor died after falling from a scaffold without a safety harness.

The evaluation found widespread consensus that the Youth Congress and the presentations of the Youth Champions at the World Congress were a huge success. Through the "Design Thinking" process and the discussion approach known as "Safe Jam", facilitated by three specialist consultants during the Youth Congress the Youth Champions developed a number of innovative solutions to OSH problems a mobile app for reporting safety and health negligence at workplaces; safe ride - a mobile awareness vehicle going from location to location in non-urban areas.[11]  Some of these prototypes were presented to the general congress.   The coaching and mentoring of the Youth Champions reportedly represented the most successful area of collaboration between the two projects and the contribution of Youth4OSH was valued in evaluation interviews with the SY@W team.

**The Youth Congress at the XXI WCSH was a springboard for ongoing actions.**
- The Youth Champions set up a global Facebook group and national Whatsapp groups in Vietnam and Indonesia. The global facebook group, Indonesia group and the Vietnam group are still active although traffic is relatively low.[12]
- "AYOSH" (Advancement of Youth for Occupational Safety and Health) is a civil society organization initiative in the Philippines set up by a prominent youth champion. AYOSH has gone on to conduct three "Safe Jams", with the Red Cross Youth, Resorts World Manila and a national youth gathering with 60 participants from Luzon, Visayas and Mindanao regions (with SY@W support and Y4OSH).
- In Vietnam the youth champions continued to be active in raising OSH awareness via social media (Facebook and Whatsapp groups)
- Full realization of the "OSHnopoly" board game, by the leading Youth Champion in the Philippines to train young workers on safety and health at work in a fun and creative way.[13]  The project produced 50 demonstration sets in Bahasa Indonesian and is producing 50 more in Vietnamese. ILO Jakarta will train trade union and students on its use in June 2019, with youth champions as the facilitators.

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[11] One consultant was funded by Safe Youth@Work and two by Youth4OSH according to the Youth4OSH First Annual Technical Cooperation Progress Report.

[12] https://www.facebook.com/venhaantoanSYatWV/

[13] The game is based around the design of 'Monopoly' and the object is to find ways to reduce the number of hazards in the workplace.

- Two other Philippine youth champions were inspired to develop their prototypes further – an OSH Learning App developed by a young DOLE employer from the Bureau of Working Conditions; and a young entrepreneur managing a school in Mindanao who developed sample lesson plans on teaching OSH to young students.
- Potential for youth delegation at the XXII WCSH to be held in 2020 in Toronto.

**Safe Youth@Work Action Plan.** The Action Plan was a successful joint achievement of the two projects. It was developed through a participatory process through a series of sub-regional meetings, using problems and solutions analysis typical of the ILO-IPEC "Strategic Programme Impact Framework" (SPIF) methodology. It contains a series of specific plans for each of the stakeholders: government, trade unions, employers, and youth champions. A variety of follow-up actions by various stakeholders occurred under Safe Youth@Work.

**Strategies that contributed to the successful outcomes**

The evaluation highlighted the following strategies that contributed to the successful results of the component:
- Intensive coaching by Youth4OSH prior to the event, especially through the sub-regional coaching workshop held in Jakarta in 2017.
- Ongoing mentoring following the congress was key to enabling the youth champions to initiate further actions as expressed by the Youth Champions, especially in the Philippines where the SY@W NPC and the communications consultants continued to support them, plus support from the Country Director, Jakarta.
- Ongoing opportunities to participate in regional and international OSH events, including the ITC Turin workshop on OSH in January 2019 where the Philippines youth champion presented the OSHnopoly board game.
- Design thinking OSH solutions and "Safe Jams".  Safe Youth@Work selected three highly experienced consultants to facilitate the youth activities at the Safe Youth@Work Congress.  (Two consultants' contracts were covered by both projects, while the third was covered by Safe Youth@Work only).  The participatory approach used an innovative design thinking methodology to come up with prototypes to address OSH issues, two of which were showcased by youth champions to the congress gathering.

**Limitations and challenges**
The evaluation found that a small number of Youth Champions remain active, for example in Indonesia only 6 of the original 9, and a similar attrition in Vietnam. Without institutional linkages, it is challenging for the young advocates to remain active, in part because they lack resources to hold events (see further discussion in **Section 3.5**, Sustainability).

Secondly, the creative energy generated among the youth champions during the Congress to come up with OSH prototype solutions, has only seen two substantive ideas reach fruition. These are the OSHnopoly game and the OSH Learning App noted above -; both developed in the Philippines . The Indonesian youth met during the evaluation expressed the wish that more of the prototypes they had developed could  be turned into reality.

**3.3.4 Assessment of Outcome 3: Networks Activated and Equipped with Communication Tools**

**Component Outcome 3: Networks are activated to promote OSH awareness and preventative action among young workers and young employers**

The project aimed to activate and equip networks capable of raising awareness among young workers and young employers at both country and regional level. Overall, the evaluation found that the project made limited progress on this component, in part due to the late completion of the communications toolboxes. The online Y4OSH portal is only just being introduced to the Indonesian networks in the first quarter of 2019. Although the baselines assessment canvassed a very wide range of potential networks to target for training on the use of the communications boxes, only two in each of Indonesia, Vietnam, and Myanmar were prioritized in the report recommendations. In the Philippines multiple networks of the SY@W project were nominated. The Project Manager identified a key sustainability partner network for the toolboxes in each country before his post closed. The Project Manager planned for the roll-out of the toolboxes in Viet Nam through the Department of Work Safety of MOLISA, but this did not progress following his departure. However, the evaluation questions the prioritization of the Youth Champions networks in all countries among the two or three key networks, even though they have very limited institutional access to young workers and young employers in the target sectors.

**Extent of country level achievement**

Progress in activating and strengthening networks has been most evident in Indonesia and the Philippines. **In Indonesia**, CO-Jakarta has held at least two training events to introduce the communications toolbox to the constituents, and has trained the DKN3 secretariat directly in the functions of the online platform. This has been achieved through assistance of SY@W staff and the Programme Officer. DKN3 has uploaded some articles already. Although the trade union confederations and the Employers Federation, APINDO, were not identified as the key networks to target, ILO Jakarta with the assistance of the SY@W Officer is ensuring that these constituents are engaged in all promotional and training events about the platform. It was noted however, that the two youth representatives at the final evaluation validation session were not highly confident about the value of the communications portal and said that they preferred to use FB pages and the ILO website as a source of information.

In **the Philippines**, the assessment report identified the network of youth organizations established by the SY@W project, and the youth champions network as the target networks. As noted in the preceding section, a leading youth champion along with other youth champions in the Philippines, has organized their own youth OSH NGO, AYOSH which has received further mentoring and found support to run Safe Jams, a key communications and awareness tool. **The evaluator suggests that guides on how to conduct Safe Jams should also be included on the web portal.** The SY@W project has recently closed in the Philippines there are no focal staff to actively train constituents in the use of the online platform, but the ILO Country Office is nevertheless keen to promote it.

In **Vietna**m there was reportedly no substantive engagement by the project with the key constituents/advocacy networks following the June 2018 assessment report which identified the Ministry of Labor, Invalids and Social Affairs (MOLISA) and the Youth Champions as the target networks. This was chiefly because the project had no presence in Vietnam and also communications between the two projects were not effective, according to Safe Youth@Work staff. Similarly in **Myanmar**, the lack of Youth4OSH staff presence and the absence of SY@W staff in 2019 when the Project officer left hindered any further engagement with constituents in that country.

**At regional level,** the evaluation could not identify any substantive evidence of strengthening regional networks on OSH. The assessment identified the ASEAN-OSHNET, APOSHO, ASEAN Young Entrepreneurs

Council for reaching young employers, and ITUC-AP, ATUC for the young workers, among others, as capable of promoting OSH awareness and action. However, it was not possible to interview members of regional OSH bodies such as ASEAN-OSHNET and APOSHO to explore this further. During the project there were several regional OSH events where the project raised youth issues on the agenda, notably discussion with the ASEAN-OSHNET early in the implementation, involvement of ACE, ATUC and an ASEAN-OSHNET official during the sub-regional consultation of the Safe Youth@Work Action Plan, but it is difficult for the evaluator to assess the effectiveness or outcomes.

### 3.3.5    Gender and inclusion strategies

The Youth4OSH project proposal did not describe any specific strategies to address specific gender issues in advocating for youth OSH in the sectors.  The second TCPR of October 2018 acknowledges the increasing role of women in the workforce and the potential for different physical and mental effects from exposure to occupational hazards among men and women. The report notes that project interventions have taken close account of gender-specific factors in the development of OSH outreach efforts. It cites as evidence, gender balance in project management structures including country-level steering committees, while there was only one Steering Committee set up for the project in Indonesia. In addition it nots that products developed by the project avoided gender stereotypes and sought to impart a message that there ought to be due regard to the differential effects of occupational hazards.
In practice, the project, together with SY@W, ensured that male and females were equally represented in the cohort of selected youth champions and the process of mentoring and coaching of female and male youth was highly inclusive. The evaluation found that very little in the way of gender-specific analysis in the assessment report.

However, there was no gender and inclusion analysis evident in the communications assessment report and no gender-specific messages about OSH for young workers or disabled workers, as far as the evaluator could ascertain.

There is significant ILO research on which the project could have drawn regarding risks to women in the construction sector in South East Asia, for example.[14]  ILO Better Work program evaluations have also highlighted gender OSH issues in garment manufacturing. Furthermore, in Vietnam for example, a high proportion of informal and formal construction workers are young women, and increasingly young ethnic minority women are seen on Hanoi's construction sites. Trade Union representatives met by the evaluator in Indonesia were are aware of the gender issues facing young workers and commented on the menstrual leave provisions in Indonesia, which they reported are frequently not applied. Such gender issues were not explored by the project.

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[14] High Rise, Low Pay. Experiences of Women in the Thai Construction Sector. 2016.
https://www.ilo.org/asia/publications/WCMS_537743/lang--en/index.htm

## 3.4 Management Effectiveness and Resource Efficiency

This section addresses the effectiveness of the project management and staffing, ILO technical support and the operation of the monitoring and evaluation system, as well as the efficiency of financial resources.

### 3.4.1 Management arrangements and technical support

Overall, the evaluation found that the project staffing was not sufficient to effectively carry out activities in the four target countries. The lack of staff on the ground inhibited progress in Vietnam, the Philippines and Myanmar, and to an extent resulted in an additional burden on the NPCs of SY@W in those countries. A lesson unanimously reported by key informants was that the project needed its own staff in each country.

**Management and staffing**: The project staffing comprised one international Project Manager, responsible for overall management and technical inputs on communications and OSH, and one Administrative Secretary. Both were based at the ILO Country Office in Jakarta. The Project Manager reported to the Country Director for Indonesia and Timor-Leste, which the LABADMIN/OSH branch in Geneva provided technical backstopping on an as needed basis. The project operated without staff in the Philippines, Vietnam and Myanmar. This presented an almost insurmountable challenge for the Project Manager to progress the activities evenly in all four countries, as noted by several ILO key informants and the former Project Manager. To carry out its in-country activities, including research and stakeholder relationship building, and arrangements of in-country missions by the Project Manager in these countries, the project had to rely on the good will of the NPCs/Project Officers of SY@W, according to the accounts of key informants, who under USDOL project management guidelines are not permitted to work on other projects. Although having a minimal number of project personnel was a cost saving, this arrangement did not prove to be effective in practice. It hindered progress on Component 3 in particular, where local knowledge and relationship building with constituents and networks was critical. The hiring of dedicated staff per country may have necessitated selecting fewer target countries given the available budget.

The project has utilised external consultancies to accomplish a wide range of technical tasks. For the most part, this has very highly successful. The first instance was the World Congress, where the consultants (supported jointly by Youth4OSH and SY@W) brought innovative youth leadership skills development to the Youth Congress organized by the ILO. As noted earlier, this proved highly inspirational to the youth participants. In late 2017 to early 2018 the Project Manager recruited a team of communications consultants covering the Philippines, Myanmar, Vietnam and Indonesia to progress the research and development of the communication tools through the assessment of preferred channels and networks. From August 2018 the PM position was discontinued by decision of the Country Director and LABADMIN/OSH because it was decided that resources of the project needed to be used to source international consultants specialized in communications and/or OSH. In the absence of the Project Manager, the Indonesia Country Director took over most of the project management responsibility, with support of the designated Programme Officer in Jakarta. LABADMIN/OSH staff also increased their involvement in project management, which appears to have worked effectively. However, efforts to progress the networks for advocacy in Vietnam and Myanmar ceased for the most part after July 2018.

To progress the Communications Toolboxes, a highly experienced communications consultant who had supported the needs assessment work was recruited to carry forward the development of the communications toolboxes in the latter half of 2018 and early 2019, together with a web designer

consultant who has worked with ILO on the design of successful knowledge sharing platforms in South-East Asia. The communications consultant had a particular vision for the toolbox to become a state-of-the-art interactive communications resource that would appeal to young advocates and young workers. On the whole, the evaluation found that the consultants brought a high level of expertise and value to the project, although their work was not well-supported during the assessment phase, according to several of them, as noted in Section 3.3.  The evaluator noted that the project did not source external expertise on occupational safety and health guidance, or sectoral issues, but relied on ILO Geneva expertise and the Safe Youth@Work project in developing its OSH messaging.

**Cooperation with SY@Work**.  The project was intended to work closely with Safe Youth @Work on its knowledge products and awareness raising outcomes following the original conception of the SY@W and LABADMIN/OSH design team. However, a joint strategic plan for the two projects was never fully set out and realized, and cooperation occurred largely on an activity by activity basis according to LABADMIN/OSH staff and SY@W staff. Since both projects were backstopped by the LABADMIN/OSH Branch, a stronger coordinating role could perhaps have been played by the branch in this regard.

In the preparation and implementation of the World Congress event and in the follow-up preparation of the Safe Youth@Work Action Plan, the collaboration between the projects worked effectively according to all parties interviewed.  Following the Congress, as Youth4OSH tried to progress the network building and communications tools, the national project officers in the Philippines, Vietnam and Myanmar found it difficult to accommodate the needs of the Youth4OSH project – particularly as the USDOL has strict guidelines on project staff working solely on the project for which they are funded. This put all parties including the Youth4OSH project manager and the Chief Technical Advisor and staff of Safe Youth@Work in a difficult position. According to SY@W staff, the cooperation between the projects declined from late 2017 onwards, following the Congress, apart from joint planning for the Action Plan. This appears to have had a negative impact on the progress and achievement of activating the intended advocacy networks. In Indonesia, from August 2018 SY@W placed a national project officer in-country, and inter-project coordination at country level then re-commenced. According to key informants, one of the reasons the cooperation was not fully effective was that the projects had different management reporting lines. The evaluator concurs that this structural arrangement was not the most conducive to a fully integrated approach.

**ILO technical value adding**

The project has benefited from the ILO's technical expertise in OSH provided by the LABADMIN/OSH branch through the wide range of materials provided for the toolbox and their ongoing support throughout the project.  The project could have benefited from more technical support from ILO regional Decent Work Team. The DWT-Bangkok Senior Specialist on OSH, had a relatively low level of involvement in supporting the project. He was new to the post and still familiarising with OSH actors and issues in the region during the early implementation of the project.  The regional OSH Specialist was not available for interview to ascertain his perspective.  The Project did benefit from the technical expertise available within the Safe Youth@Work project, including the Knowledge, Attitude and Behaviour survey which was referenced in the Youth4OSH communications assessment report, and the OSH systems strengthening and capacity building components of SY@W which supported the "supply side" institutional environment.

### 3.4.2    Monitoring and Evaluation and Documentation

**Effectiveness of monitoring and evaluation system.** As noted earlier in the assessment of the project design, the original project document did not specify its objectives in "SMART" terms (specific, measurable, achievable, realistic, time-bound), in accordance with the ILO's RBM design guidelines, and more significantly, the initial performance indicators at outcome level were not practical.[15]  This meant that the project lacked objectively verifiable means of measuring its performance at outcome level, while the output level was reasonably well defined.  The framework was revised twice in the project's life, but later than intended in the project plan. In March 2018, the Project Manager produced a full logical framework which included a new project development objective statement, the original Component Outcomes statements, as well as measurable indicators and targets to be achieved per outcome and output and corresponding means of verification.  This framework met the requirements of the RBM standards, but the performance indicator for Outcomes 1 and 3 and some of the outputs were set at ambitious levels: For example:

*Outcome 1: Communication toolboxes are integrated into network communication strategies*[16]
 *Indicator: Percentage (%) of networks targeted by the project that integrate communication toolboxes in their communication strategies. Target: 80%.*

Achieving 80% integration rate among the targeted networks was ambitious to achieve during the project life and relevant data was not collected or reported. Moreover, it would have been more appropriate to shift the adoption of the communications boxes by the networks to Outcome 3.

Following a monitoring mission in May 2018, LABADMIN/ OSH adjusted the M&E Framework again to define more specific and realistic indicators at the output level, as reported in second TCPR, October 2018. The second annual report provides progress status against the adjusted framework at the output level. However, the only Outcome indicator included is for Outcome 2; indicators for Outcomes 1 and 3 do not appear in the table.  The evaluation concluded that the M&E framework was not fully developed as planned, and was not well used in practice. While useful for monitoring output delivery, it did not serve provide any significant value in monitoring and evaluating project performance at outcome level regarding the dissemination of the communications toolboxes in the target countries and beyond (Outcome 1) and the engagement of networks to actively use the tools (Outcome 3).

**Project documentation and reporting**. Regarding project reporting, the annual Technical Cooperation Progress Reports (TCPR) were prepared by the Project Manager and finalised by LABADMIN/OSH for submission to the donor. The reports provide a very thorough description of the project's activities and achievements.  The annual reports document challenges and corrective measures, though it would have been useful to record more of the significant challenges faced by the project with regard to delivery progress.  It is also difficult in some of the activity reporting to discern which activities were led by SY@W to which Youth4OSH contributed. The handover note prepared by the Project Manager provided a comprehensive guide to the status of the project and the filing system.

### 3.4.3 Cost effectiveness

The evaluation approaches the issue of financial efficiency from the perspective of value for money, as a cost-benefit analysis is not feasible given the limited quantitative data available on the project benefits. Table 3 presents the planned budget by major categories and the balance as of May, 2019. The current

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[15] PARDEV RBM guidelines.
[16] March 2018 revised version of the Outcome was used in subsequent reporting.

planned allocation reflects some adjustments in the budget compared with the original proposal made during the course of the project and the total budget is the amount after a 1% USCIB management fee.

**Table 3. Budget Allocation and Expenditure as of May 2019**

| Category | Planned | Project Proposal | Balance | % of Budget allocation |
|---|---|---|---|---|
| Total | 991,048 | 990,000 | 59,63 | 100 |
| Sub-total activities costs | 438,466 | 355062 | 28,439 | 44.2 |
| Component 1 | 235,540 | 150,000 | 28,435 | |
| Component 2 | 165,902 | 107,000 | 0 | |
| Component 3 | 37,024 | 98,062 | 4 | |
| Project management costs | 420,560 | 491,714 | | 42.4 |
| Evaluation | 18,000 | 5,000 | 17 | 1.8 |
| Program support | 114,014 | 143,224 | 15,684 | 11.5 |

Source:  Project records, May 2019

The budget proportion allocated to the project activities is approximately US$ 438,000, 44% of the budget. The proportion of the planned allocated to project management and program support costs is 53.9%. This balance is comparable to other ILO projects where international staff salaries require a major budget commitment.  The project gained some financial efficiency from August 2018 onwards when the international Project Manager position was discontinued and the tasks the manager would have undertaken were supported by external consultants and the Country Director. The availability of additional funds following the discontinuation of the PM position enabled the project to fund the communications training initiative in Myanmar under the Vision Zero Fund.

Among the component costs, the largest proportion has been allocated to development and dissemination of the communications toolbox – US$235,000 under Component 1; US$166,000 on the activities associated with the Youth Congress/XXI WCSH and Safe Youth@Work Action Plan consultation and launch (Component 2); and $37,000 to the network engagement and activation under Component 3. The evaluator considers that the production of the tool boxes and communications platform represents good value for money, given the intended ongoing and wide use of the platform. The relatively small proportion of funds spent on network activation reflects the lower level of activity under this outcome, as well as the allocation of some items to Component 1 which might have been logically allocated to Component 3.

## 3.5 Sustainability

This section presents the evaluation findings regarding the project's planning for sustainability as well as the prospects that the results achieved will be sustained or expanded beyond the life of the project.  The evaluation assessed the prospects that the project outcomes achieved will continue to serve their intended purpose or expand, based on project reports and key informant interviews.

**3.5.1 Sustainability planning**

The strategy envisaged in the project document for sustaining the use of the new communication tools and continuing the social momentum for occupational safety and health for youth is through the networks of intermediaries that the project was to engage with, at country and regional levels.  Sustainability was also foreseen through SY@W project promoting the use of the communications toolboxes among its networks, but joint sustainability planning between ILO Jakarta or LABADMIN/OSH and the CTA of SY@W has not occurred as far as the evaluator was informed.

The project did not prepare a specific sustainability plan and share it with ILO constituents per country early in implementation, but the Project Manager included country-level plans in relevant documentation for the Communication Toolboxes, and developed plans for their country-level roll-out. During the early months of 2019, ILO Jakarta maintained the momentum of activities to complete the communication tools; and at the time of the evaluation was mounting a strong project exit strategy.  The main exit strategies being put forth are engagement with constituents to promote the Youth4OSH communications portal and establish its institutional basis. The portal will be publicly launched in Jakarta on 27 June 2019 and Manila in the Philippines on 31 July, 2019.

### 3.5.2 Sustainability prospects

*Overall, the prospects of sustaining the use the communications platform and tools are strongest in Indonesia and the Philippines where the project has made intensive efforts to engage with the key partners in their use.  The activation of new and existing networks in Indonesia and the Philippines to continue to address OSH for youth looks likely to be sustained, while prospects in Myanmar and Vietnam will depend largely on the impact of Safe Youth@Work.*

The evaluation considers the sustainability of the outcomes which the project has produced or contributed towards in further detail below.

**Communications Toolbox**
The major outcome produced under the tools component is the web-based platform serving as a channel to access the communications toolbox developed through the project. The platform was open and operating in May 2019. Administrative access has been set up for several staff of the DK3N Secretariat.

The decision to locate the portal under the administrative umbrella of DK3N was made in consultation with constituents in Indonesia and the Philippines, LABADMIN/OSH and the communications consultants. Options considered were the ILO International Training Centre in Turin, the OSH Center in the Philippines and the National OSH Council of Indonesia. The National OSH Council of Indonesia was selected based on assessment of its interest, and its location in the South East Asia region.  While locating the portal at the ITC would have provided the ILO with more control over the content, and may have promoted its use as a global resource, the evaluation concurred that locating the portal in the region will be more effective towards local engagement and ownership. The official handover will take place at the launch set for 27 June 2019, meanwhile ILO has provided training to five Secretariat staff on the content editor role, and the OSH council are uploading material to populate the portal.  It seems likely that the platform will get most use in Indonesia and the Philippines unless there is a concerted effort to promote it regionally or globally.

The evaluation raises a number of risks to the successful rolling out of the platform and potential limitations to its usage - at country level and regionally, noted at the evaluation validation meeting and interviews with DK3N Secretariat staff and ILO staff:

**Technical risks**: There is a risk that the DK3N Secretariat may not have the level of expertise to ensure that international OSH knowledge is continually updated and that material is screened properly. The evaluator was not informed of the screening guidelines and whether they have been developed. There is a question of how material posted in the interactive part of the site in languages other than Bahasa Indonesia can be screened if the administrator is not fluent in English. This could be addressed by the ILO (through CO Jakarta/LABADMIN/OSH or ROAP) if it maintains a co-administrator role in the platform. Responding to IT and administrative sustainability issues, ILO Jakarta is providing for extended technical consultancy support from the website developer until July 31, 2019. This is highly supported by the evaluator; however, a longer period of support may be warranted as the DK3N staff gain familiarity with the operation of the website.

**Institutional risk**: There is a risk to the operation and maintenance of the platform if the role of screening and any other administration tasks are delegated to only one individual from the Council Secretariat, as currently appears to be the case. Based on the discussion with this individual, they suggest they would ideally like to have a technical backup based at ILO Jakarta, at least until the institutional support for the platform is strong at the council. There are details of intellectual property guidelines regarding material produced by the ILO that also need to be determined.  The ILO staff of SY@W Jakarta and the lead communications consultant noted the aspiration that the intended Youth Taskforce at the DKN3 could take a key role in administering the portal, with membership of the youth champions. This would be a good way to promote youth engagement, but it is still aspirational as the Youth Task Force has not been formed yet, and the youth champions themselves need to be fully convinced of the value of the portal.

**Prospects of usage**.  Regional and global usage of the website is technically highly feasible, but some ILO observers interviewed considered this to be less likely if the platform is hosted in Indonesia. It is too early to assess how widely the platform will be taken up and used. In Indonesia the prospects look relatively good, particularly if the ILO can introduce the website to a wider range of potential users including polytechnics and universities that teach occupational safety and health curricula. Interest expressed by the Ministry of Public Works is high, while interest within the OSH units of the MOM appeared somewhat ambivalent. The ILO in the Philippines expressed that they are keen to use and promote the usage of the platform by its constituents and the youth champions.

The likely level of usage of the platform in the target countries beyond Indonesia and the Philippines is hard to gauge. The portal has not been taken up by the ILO Vietnam Office nor promoted to constituents in Vietnam and the SY@W project closed in Vietnam at the end of May. In Myanmar the portal has not yet been promoted. However, the platform could be promoted by the regional DWT Senior OSH Specialist and through annual Safe Day events in the region. The evaluation recommendations include several pertaining to the sustainability and utility of the platform.

**Other Youth4OSH products exhibit varying prospects for continued use.**
There are good prospects that other products of Youth4OSH will continue to be used by advocates and OSH trainers.  ILO Jakarta is reproducing **OSHnopoly** sets to disseminate in Indonesia, the Philippines, Myanmar and Vietnam. There is a high level of interest and capacity to use it in the Philippines and Indonesia with young workers and future workers enrolled at vocational colleges and polytechnics. The

digital version of the game would also provide a readily accessible format that would be relatively inexpensive to produce according to the communications specialist supporting the project.

In Vietnam further support of the ILO would be needed to promote the board game among OSH trainers and advocates. In Vietnam Safe Youth@Work has disseminated the generic OSH guideline booklets for young workers among the tripartite constituents. In Myanmar the OSH focal point and CTA of the Vision Zero Fund reported that the materials produced with OSH funds will continue to be used directly with workers in the focus sectors.

**Continued advocacy action on youth OSH by network partners and youth champions**

The project has built capacity among its identified sustainability partners to continue youth OSH preventative actions to a limited extent. For example, In Indonesia the project has consulted with the key partners in the development of the communications platform and they have been trained in its use, but are not actively using it yet, with the exception of the OSH council. To expand potential uptake, the project also plans to introduce the communications platform to selected vocational schools and polytechnics in Jakarta that have OSH curricula in the months remaining. Other networks with which the project has engaged are the national OSH Center in the Philippines, and the Scouts organization in the Philippines. The short timeframe of 24 months per the project document constrained the extent to which the project was able to develop local partner capacities.

The project's contribution to creating a cohort of youth champions for OSH has evidently had a long term impact on them at an individual level, as expressed by those interviewed by the evaluator. More significantly, in both the Philippines and Indonesia individual youth champions have initiated wider youth networks for OSH. *AYOSH* in the Philippines has found sources of funding for its activities through cost sharing by organizations hosting "Safe Jams", for example with Philippine Red Cross which cost-shared the first Safe Jam in the Philippines. The Boy Scouts have launched a merit badge to introduce OSH concerns to its 2.5 million youth members. The safe jam and design thinking methodology appears to have a good chance of being re-used and utilised in Philippines where AYOSH looks set to continue conducting advocacy actions. There is potential for the group to reach out to workers in high risk sectors in the future. In Indonesia the Youth Champions conducted a 'safe jam' in Yogyakarta with university students. However, the Indonesia Youth4OSH Whatsapp network is unsure how to fund ongoing advocacy activities.

Not all the members of the original youth champion cohort continue to be active but the global Facebook page continues to be used, and Vietnam's group are still active on their Facebook page. The prospects that the youth champions in Vietnam and Myanmar can mount campaigns in the future are slim given their other competing life interests and lack of resources. On the positive side, in Indonesia, the evaluator observed emerging networking between the youth and the youth officers of the Trade Union federations in events for awareness raising that may bring an impact on the ultimate beneficiaries, young workers.

At regional level it is difficult to identify the sustainable outcomes among OSH bodies and networks as a result of the Youth4OSH project but the evaluation was not directed to any key informants a regional level who could provide an insight on this. The project, together with SY@W did succeed in raising the priority of OSH for young workers on regional and global OSH forums including ASEAN-OSHNET, the global WCSH, the APOSHO 33 conference and the OSH training in Turin this year. Safe Youth@Work has also secured a young worker platform at the 2020 OSH World Congress to enable a progress report on youth and OSH issues.

## 3.6 Impact

The impact of the project on the safety and health awareness and behaviours of young workers in the construction and manufacturing sectors is not yet apparent, given that the project did not include direct engagement with workers in the sectors, but rather with intermediary networks.

The combined efforts of Safe Youth@Work and Youth4OSH have had tangible impacts on the capacity of some employers' and workers' organizations to provide training and deliver communications on OSH for young workers. For example, in Indonesia the workers' and employers' organizations have a heightened awareness of youth OSH issues and are building communications activities into their training plans. In Myanmar the workers' and employers' organizations from several sectors including garments, construction and agriculture are equipped with a tailored toolkit based on the Youth4OSH one, and moreover are more aware of communications for OSH as an organizational priority, and there is a demand for further support on the use of digital communications tools.

The interactive web portal, provided it gains a strong following, has the potential to bring a wider culture of prevention for youth in workplaces. The project has made a modest impact on civil society demand for OSH services and concern for young workers, especially through the actions of the core youth champions. Together with the Safe Youth@Work project it has helped put the issue of OSH for young workers on the agenda of national, regional and global OSH networks.  For example at the policy level in the Philippines, with the support of the SY@W project DOLE has revised its Occupational Safety and Health Standards such that there is a specific section addressing the OSH vulnerabilities of young workers.  In this sense the two projects have contributed to SDG 8.8 on protecting labour rights and promoting safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment.

The project did not make any discernible long term impacts in terms of reducing gender inequalities and gender –based discrimination or Inequalities and exclusion faced by people with disabilities.

## 4.  Conclusions

**Design Validity and Coherence**
The focus on creating OSH communications tools for young workers and activating relevant networks to use them in advocacy was sound and feasible within the timeframe. The three component outcomes were also closely linked. However, the evaluation found that the intended outcomes as articulated in through the outputs and activities did not go far enough in involving and reaching young workers in the high risk sectors with preventative actions.  The project outcomes are limited to capacitating relevant networks to use the communication tools and the timeframe was too short to extend to the usage of the tools with vulnerable young workers and young employers.  The project therefore represents a small step towards the goal of building a culture of prevention extending to workplaces. The empowerment of youth champions was intended to raise broad civil society awareness which was a valid outcome, but the strategy did not ensure that the youth champions had institutional linkages to young workers and employers in the targeted high risk sectors, which may have increased their effectiveness as advocates. The geographic targeting of the four countries in South-East Asia where Safe Youth@Work operates was relevant in terms of enabling synergies with the Safe Youth@Work project, but the four-country scope

was too broad given the available human and financial resources. A more focused allocation of resources to a smaller number of countries may have enabled greater impact.

**Relevance to Stakeholders**

The focus on young workers' occupational safety and health was perceived as highly relevant to tripartite and civil society participants in Indonesia. Although the evaluation did not consult directly with constituents in other countries, in Myanmar and the Philippines, relevance to tripartite constituents was built through the tripartite advisory committees shared with Safe Youth@Work and other OSH projects. Regarding the development of appropriate communications tools, the comprehensive assessment of preferred communications channels of young workers and young employers ensured that the communications products are relevant to the ultimate beneficiaries. In Vietnam the project did not establish a strong foothold so the relevance to ILO constituents could not be clearly determined, but the assessment of communications channels provided a sound basis for the use of online and social media communications channels and relevant actors were identified.

**Effectiveness**

Implementation of the development of communication tools and activation of advocacy networks was delayed while the project focused its effort on preparation of youth champions for the XXI WCSH. The project as a whole would have benefited from a parallel implementation strategy across the three components. Overall, the project was most successful in Indonesia and in the Philippines where several networks were committed to applying the communications toolboxes with young workers towards the end of the project and had improved their capacity to do so. In Myanmar the youth champions were successfully engaged and collaboration with the Vision Zero Fund enabled useful adaptation and use of Youth4OSH materials for training workers in other sectors. In Vietnam, the some of the project's communications materials have been shared among tripartite partners but the project did not engage directly with intermediary networks, in part due to strict government regulations for engaging with international cooperation projects.

Per component:

**Youth4OSH developed innovative online and interactive communications tools by the end of the project**

The project benefited from a comprehensive assessment process to develop a relevant communications strategy based on online platform with social media facility, known as the Youth4OSH communications Platform. This was enriched by ILO know-how on occupational safety and health for young workers.

**The coaching and mentoring of youth participants at the WCSH in cooperation with Safe Youth @Work brought unexpected dividends**

Youth4OSH together with SY@Work, succeeded in generating significant media coverage and social media mobilization around its key themes, putting OSH for young workers on the agenda of key regional forums such as ASEAN OSHNET conferences, and on the global agenda at the XXI WCSH. The youth delegates who participated in the WCSH were inspired by the design thinking methodology, and in the Philippines were empowered to establish an OSH for youth NGO. Indonesian youth champions also replicated the 'safe jam' awareness raising method, while Vietnamese and Myanmar youth remained active on social media following the Congress. While the youth champions proved to be an excellent channel to reach young activists, universities, and some workplaces, their composition did not permit easy access to young workers in the target sectors of agriculture, construction, and manufacturing. A different recruitment strategy for youth champions could have included a higher representation of trade union youth and young employers from the target sectors.

**The project made substantial progress in engaging relevant networks for outreach to young workers in Indonesia and the Philippines.**
The project identified a wide range of potential advocacy networks at country and regionally and made substantial progress in engaging the National Council for OSH, the trade union confederations and the Employers' Association (APINDO) in Indonesia. In the Philippines, the Youth Champions and their civil society group are fully engaged to carry the work forward, and the OSH Council, trade unions and Employers' Confederation are interested to use the communications platform.

**Management Effectiveness and Efficiency of Resource Use**
The implementation progress of the project was hindered by limited staff resources which made it difficult to progress activities evenly across the four countries and regionally. Coordination between Youth4OSH and the Safe Youth@Work project was successful for specific jointly executed activities, but would have been improved by an overall coordination strategy. Overall, financial resources were used efficiently.

**Sustainability and Impact**
Since the early months of 2019 ILO Jakarta has been mounting a vigorous exit strategy to enhance the sustainability of the Youth4OSH Communications portal. The evaluation suggests that the platform will be able to operate successfully provided that sufficient transitional support from the ILO is made available to the National OSH Council. The Youth Champions networks, particularly in the Philippines and Indonesia have good prospects of continuing their advocacy beyond the project life.

The main impacts of the project are seen in raising the priority of OSH for young workers on the agendas of national, regional and global OSH bodies.

# 5. Recommendations

The following recommendations are directed to the ILO and its partners and are divided into short term recommendations to enhance the achievements of Youth4OSH. Each recommendation includes the responsible agency/ies, priority, timeframe; and resource implications.

**Immediate recommendations to enhance Youth4OSH achievements**

1.  **ILO Jakarta should provide technical follow-up support to communications portal**
    *   Provide further training to the National OSH Council on the administration of the platform and the role of the 'content editor'/administrator.
    *   ILO should provide transitional technical support to the DK3N through consultancy of the web designer while its designated personnel are gaining familiarity with the web portal and the content editor role. Based on the experience of the web portal developer, institutional confidence in website management and organizing the material on new sites takes considerable time to grow, especially for organizations not used to working online.
    *   ILO Jakarta should make IT support available to the DK3N during the initial operation of the portal.
    *   ILO should review the usage and operation of the portal together with DK3N at 6 monthly intervals in the first year of operation.
    *(ILO Jakarta, High priority; Short term timeframe; medium resource implications)*

2. **Promote the Youth4OSH communications portal widely among constituents, youth champions and OSH networks in the target countries, the South East Asia Region and beyond**
   - ILO Jakarta should provide refresher training to tripartite constituents and the youth champions in Indonesia on the use of the portal prior to the end of the project.
   - ILO Jakarta should ensure that the DWT-Bangkok Senior Specialist on OSH is familiar with the Youth4OSH communications platform and can promote among regional OSH networks (eg. ASEAN-OSHNet)  and ILO OSH projects in the region.
   - The ILO and the National OSH Council Indonesia should promote the OSH portal among vocational schools and polytechnics
   - CO-Philippines together with Youth Champions should use social media to promote the portal among potential users.
   - LABADMIN/OSH can promote the portal internationally in ILO forums and annual Safe Day events.

   *(ILO Jakarta, ILO Manila, ROAP OSH Specialist, LABADMIN/OSH and National OSH Council Indonesia; High Priority; Medium timeframe;  medium resource implications)*

3. **Promote the voice of youth champions in national tripartite OSH bodies and facilitate linkages with tripartite-constituents in Indonesia and the Philippines**
   - Prior to and following the end of the project, ILO Jakarta should engage with DK3N to facilitate the formation of the Youth Taskforce within the DK3N and engage the youth representatives in the content editing and promotion of the OSH portal.
   - Mentor the youth champions in Indonesia to form a civil society group and facilitate learning between the youth champions in the Philippines and Indonesia on formalising the network.

   *(ILO Jakarta; High priority; Short-medium timeframe; low resource implications)*

4. **Promote the use of the 'OSHnopoly' Board game to educate young workers on OSH issues in hard copy and digital version.**
   - ILO Jakarta should invest in the production of a digitized, multi-player version of the game that can be used in multiple languages.
   - ILO Jakarta in conjunction with country offices in Vietnam and Myanmar should promote the testing and dissemination of the game among relevant networks in Vietnam and Myanmar.

   *(ILO Jakarta/LABADMIN/OSH; Medium priority; short to medium timeframe; medium resource implications)*

**Future projects on awareness of OSH for young workers**

5. **Engage young workers and employers from high risk sectors in OSH advocacy and peer training.**
   - Youth champions selected as advocates for young workers' OSH and other decent work rights should include a balance of worker representatives with institutional links to the vulnerable sectors.
   - In future projects promoting preventative actions among young workers the ILO should engage young workers from high risk sectors as peer trainers in their workplaces, in partnership with trade unions and employers' organizations. This should include training of trainers and coaching to carrying out workplace awareness raising activities adapting Youth4OSH "design thinking" approaches.
   - Future projects should also place emphasis on tapping young entrepreneurs as OSH advocates. Notably in the Philippines, the Department of Trade and Industry workswith the private sector

      to encourage youth entrepreneurship. Promotion can focus on the principle that OSH is the primary responsibility of the employer.
      *(ILOLABADMIN/OSH; High priority; Medium-long term; medium resource implications)*

6. **Engage with vocational training colleges and other training providers to reach future workers and future employers by integrating innovative ILO OSH training modules in their curricula. The scope of courses for such integration could be training for high risk sectors such as construction, manufacturing and mining and also business-related courses.** The SafeYouth@Work project engaged with the vocational training sector in some of its participating countries to integrate improved OSH orientation in vocational training programs; and there is scope for expanding the approach to other countries and training programs.
      *(ILOLABADMIN/OSH; High priority; Medium-long term; medium resource implications)*

7. **Develop and disseminate gender-specific messaging in future OSH for youth awareness projects and messaging for persons with disabilities.**
      *(ILOLABADMIN/OSH; High priority; Medium-long term; medium resource implications)*

## 6. Emerging Good Practices and Lessons Learned

### 6.1 Good Practices

The Youth4OSH project, together with Safe Youth@Work featured several good practices that could be applied in other youth-focused projects that address communications and awareness raising OSH and other decent work issues:

**1. Design thinking approach to developing creative OSH solutions**
Both Youth4OSH and Safe Youth@Work benefited from the design thinking approach led by the Sparks consultant. In a nutshell, design thinking is a problem solving approach that allows participants to brainstorm problems and come up with innovative and practical solutions. The youth champions met by the evaluator found it to be highly effective. The method empowered young people to be confident in presenting their ideas in international forums and to replicate the method by themselves.

**2. Fostering and empowering youth champions to raise awareness of OSH in the wider society**
The intensive coaching and mentoring of youth champions by the project resulted in core groups of youth leaders in the target countries who have continued to take action on the issue of OSH for youth in their spheres of influence almost two years after the initial event. In the Philippines the youth champions initiated their own NGO, while in Indonesia they are ready to join national forums to raise the voice of youth.

**3. Online platform for knowledge sharing and advocacy on OSH among youth**
The Youth4OSH web portal with social media interactivity is an emerging good practice for generating youth participation and disseminating OSH and other decent work messages to young members of society including young workers and young advocates.

### 6.2 Lessons Learned

The evaluation suggests some important lessons learned that may be used to inform the design and implementation of future ILO programmes. In particular:

**1. The importance of placing local project staff in-country in multi-country projects and matching geographical scope with available resources**

Multiple key informants within the ILO highlighted this lesson. The project achievements were significantly hindered by the lack of locally based project staff in Vietnam, the Philippines and Myanmar. It is therefore advisable to ensure that locally based dedicated project staff are included in project designs, and if necessary reduce the number of countries to fit available resources. For projects with modest resources, it is better to aim for depth of implementation and strong sustainability in a smaller number of countries than attempt implementation in three or more countries.

**2. The design and implementation of OSH awareness projects aiming to reach young workers in high risk sectors needs to go beyond training of advocates in communications strategies to directly reach the ultimate target group, the workers in the high risk sectors.**

While the design of Youth4OSH envisioned that young workers and young employers would themselves be engaged in advocacy within OSH forums and within the wider society, it did not encompass campaigns or application of the new communications tools among the targeted young workers themselves during the project life. As a result, little impact has been made so far on OSH preventative behaviour of young workers and young employers or employers in general. Although the project duration was relatively short, there could have been a modest level of roll-out of direct awareness raising among vulnerable workers themselves planned and executed within the timeframe of the project.

**3. Need for overarching coordination arrangements for concurrently operated technical cooperation projects intended to address the same objectives and work in coordination in given countries.**

Youth4OSH was designed to support Safe Youth@Work in its awareness raising efforts, but due to a complex set of factors the two projects did not achieve a high level of synergy. The contributing factors included internal factors such as different project management reporting lines, lack of a joint strategic plan, and duplicated effort on some activities; as well as external factors such as USDOL guidelines on the dedication of project staff solely to the project under which they are employed and Vietnamese government project approval norms. Projects that are intended to work closely together towards a common objective need to be well coordinated by the relevant ILO technical backstopping office and follow a common strategic plan to work efficiently and effectively.

## Annex A. Project Performance Results

Source: Second TCPR, October 2018, updated by the evaluator based on key informant interviews

| Outcomes and Outputs | Indicator | Target | Status | Means of Verification |
|---|---|---|---|---|
| **Component outcome 1: Communication toolboxes are integrated into network communication strategies** | | | | |
| **Output 1.1: Communication toolboxes for young workers and young employers developed, piloted and disseminated** | OSH knowledge and communication contents are available | Yes | Achieved | Copies of OSH knowledge content and communication modules |
| | Number of pilot actions implemented in target countries | At least 4 pilot actions | **Partially achieved** Pilots completed in the Philippines and Indonesia | Report from country activities |
| | Awareness raising materials derived from the toolbox are disseminated beyond the project target countries | Awareness raising materials disseminated in at least two other countries | **In progress** | Progress reports and copies of the translated materials |
| **Component outcome 2: Young workers and young employers are empowered to promote youth engagement on OSH prevention at the XXI World Congress on Safety and Health at Work** | Following discussions at the World Congress, an outcome document is adopted and launched | One outcome document adopted and launched | **Achieved** – SafeYouth@Work Action Plan launched on 28 April 2018 | Copy of the SafeYouth@Work Action Plan |
| Output 2.1: OSH awareness and actions increased ahead of XXI World Congress | Number of preparatory events held ahead of the XXI World Congress | At least one event per target country – Total 4 | **Achieved – total of 6 events held** – 1 regional, 2 in Indonesia, 1 in Myanmar, 1 in the Philippines and 1 in Viet Nam | Media report copy (radio, audio-visual, newspaper, podcast etc.) and progress reports |
| Output 2.2: OSH issues addressed at the XXI World Congress by young workers and young employers | Number of Flagship events involving the active participation of young workers at the World Congress supported by the | At least 2 events | Achieved – the Safeyouth@work Congress and the safeyouth@work media competition held | Flagship events and project progress reports |

| Outcomes and Outputs | Indicator | Target | Status | Means of Verification |
|---|---|---|---|---|
| | project (under the leadership of the Safe Youth@Work project) | | | |
| **Component outcome 3 : Networks are activated to promote OSH awareness and preventive action among young workers and young employers** | | | | |
| Output 3.1: Networks capable of raising awareness on OSH for young workers and young employers <u>at country level</u> activated and equipped with the communications toolboxes | Assessment of Networks capable of raising awareness on OSH for young workers at national level is available | Yes | **Achieved** – overall assessment report including networks and favourite communications channels available June 2018 | Copy of the assessment report |
| | Number of identified networks offered to use/pilot the toolbox | At least one network per target country - Total 4 | **Partially achieved** - in the Philippines Youth Champions and ECOP were consulted. In Indonesia the OSH Council has agreed to host the Communications Portal. The Youth Champions are also engaged in using the communications tools including OSHnopoly. No progress in Vietnam and Myanmar | Project progress reports |
| Output 3.2: Networks capable of raising awareness on OSH for young workers and young employers <u>at regional level</u> activated and equipped with the communications toolboxes | Assessment of Networks capable of raising awareness on OSH for young workers at regional level is available | Yes | Achieved – overall assessment report including networks and favourite communication channel completed | Copy of the assessment report |
| | Number of identified networks offered to use/pilot the toolbox | At least 2 networks | Not achieved | |

## Annex B. Data Collection Matrix

The Data Collection Matrix lists the TOR evaluation questions and the proposed source of data and the method of collection for each question. These adjustments are identified in parentheses following the question concerned.

Key: KII= Key informant interview; FGD= Focus Group discussion

| Questions | Data Sources | Data Collection Method | Sample Questions | Limitations |
|---|---|---|---|---|
| **Design validity** | | | | |
| Determine the validity of the project design, including the appropriateness of the methodologies and strategies employed. Did these assist or hinder the achievement of the project's goals set out in the ProDoc? | Youth4OSH Project documents<br><br>Youth4OSH project personnel | Document analysis<br><br>KII<br>FGD<br>Multi-stakeholder meeting Jakarta | How were the strategies selected and justified?<br>Does the selection stand up to scrutiny?<br>From view of various stakeholders,<br>did the project choose the best strategies? | Not all stakeholders are available to interview<br>Some related ILO staff no longer in their position – e.g. Myanmar Project Officer for Safe Youth@Work |
| Were the timeline and objectives of the project clear, realistic and likely to be achieved within the established time schedule and with the allocated resources, including human resources? | Project documents<br>Stakeholders:<br>ILO staff responsible for Youth4OSH<br>ILO HQ Labadmin/OSH<br>Tripartite stakeholders | As above | Were the scope and objectives realistic given the available time and resources? | |
| To what extent were the problems and needs including institutional arrangements, roles, capacity, and commitment of stakeholders, adequately analysed? | Project document<br>Stakeholders:<br>ILO staff responsible for Youth4OSH<br>ILO HQ Labadmin/OSH<br>Government, workers', employers'organizations<br>Networks | As above | How was the design process conducted?<br>How are the needs reflected in the design? | |

| Questions | Data Sources | Data Collection Method | Sample Questions | Limitations |
|---|---|---|---|---|
| To what extent were the needs, constraints, resources and access to project services of the different beneficiaries clearly identified, taking gender equality, non-discrimination and concerns of people with disabilities into account? | Project document Stakeholders: ILO staff responsible for Youth4OSH ILO HQ Labadmin/OSH Government, workers', employers'organizations Networks | As above | How are specific beneficiary needs reflected in the design? Were potential beneficiaries or their representatives consulted? | Small number of youth beneficiaries available, especially in Vietnam, the Philippines and Myanmar |
| Was the project design logical and coherent (both internal and external, taking into consideration other stakeholders' initiatives on the issue)? | Project document Safe Youth@Work  Prodoc | As above | Is there a clear linkage between the strategies and the problems they are intended to address? How clear and valid is the project's Theory of Change? (internal logic) and the assumed causal pathways? To what extent did the project design complement and collaborate with other initiatives (ILO or other)? | |
| To what extent were external factors and assumptions identified at the time of the design? Have these underlying assumptions on which the project was based proven to be true? | Project document Project reports M&E plan | As above | Does the design document specify the risks and assumptions? What are the risks and assumptions from staff perspectives, whether documented or not? Any assumptions which proved not to hold, | |

| Questions | Data Sources | Data Collection Method | Sample Questions | Limitations |
|---|---|---|---|---|
| | | | how did this affect the success of the project? | |
| Assess the strategic fit: a)Was the design coherent with other ILO initiatives on the topic in individual countries and in the region, in particular SafeYouth@Work? b) Did the project complement any initiatives of other stakeholders? c)To what extent did the project design take into account the relevant SDG targets and indicators? | Youth4OSH Prodoc Country Programmes OSH flagship documents SDG targets and indicators ILO LabAdmin staff ILO country directors Safe Youth@Work manager | As above | How did the design add to existing initiatives of the ILO or others? | |
| Does the project design meet the ILO guidance on results-based project design? i.e. Clear and measurable objectives How appropriate and useful were the indicators and targets established in the project's performance monitoring plan (PMP) in terms of assessing project progress and informing management decisions? | ILO guidance documents on results-based project design (will refer to both PARDEV guidelines and EVAL guidelines) Prodoc, logframe and M&E plans and reporting ILO staff responsible for managing Youth4OSH | As above | Were the immediate objectives and outputs clearly specified and measurable? What is the quality of the indicators and targets? Did project managers use the M&E data to assist in making management decisions? | |
| Was the strategy for sustaining the project results clearly defined clearly at the design stage of the project? | Project document Lab Admin staff Former Project Manager | As above | How well is the sustainability strategy set out in the documentation? How did the designers and project manager perceive and promulgate the sustainability strategy? | |
| Relevance | | | | |
| Examine whether the project responded to the real needs of the beneficiaries (young workers and employers) and stakeholders | Reports Stakeholders Beneficiaries | Interviews in person and by Skype with young workers and | What are your needs in relation to OSH in the workplace? | Potential interviewee selection bias. Ideally the evaluator would be |

| Questions | Data Sources | Data Collection Method | Sample Questions | Limitations |
|---|---|---|---|---|
| | | young employers; network members in each country, representatives of workers and employers' organisations. | How well did this project meet your actual needs? | able to select young workers and employers at random as well as network members to interview. |
| Was the project relevant for all target countries? | Project reports Country stakeholders Country ILO staff ILO LABADMIN/OSH staff Former Project Manager | Document review<br><br>Interviews with country stakeholders | How well did the project respond to the needs in each country? Were there different needs in different countries? Was the approach modified per country? | Difficult to reach tripartite stakeholders in the non-visited countries – Philippines, Viet Nam and Myanmar |
| Assess whether the problems and needs that gave rise to the project still exist or have changed. If the needs changed, did the project adapt its strategies? | Progress reports<br><br>ILO staff responsible for Yoth4OSH (regional, country, HQ)<br><br>Stakeholders | Document review<br><br>KII<br><br>FGD | Did the project remain relevant to the issues throughout? Have there been changes in OSH conditions for youth, or changes in youth participation in awareness raising? | |
| Did the strategy address the different needs and roles, constraints, access to resources of the target groups? Assess whether the project leveraged resources to promote gender equality and non-discrimination; and inclusion of people with disabilities? | Project documentation<br><br>ILO staff responsible for Youth4OSH implementation<br><br>Interviews with target groups – members of youth networks, youth employers | Desk review<br><br>KII<br><br>FGD | To what extent was the strategy tailored to meet needs of specific groups, including their access to resources? Were specific resources targeted to the issues of gender equality and non-discrimination? | Difficult to access youth workers beyond the selected champions within the timeframe and resources of the evaluation |
| **Effectiveness** | | | | |

| Questions | Data Sources | Data Collection Method | Sample Questions | Limitations |
|---|---|---|---|---|
| Examine the delivery of project outputs in terms of quality, quantity and timing | Project reports<br><br>ILO staff responsible for Youth4OSH | Desk Review<br><br>KII<br><br>FGD | Did the project deliver all planned outputs? According to plan, if not, what caused changes? | |
| Assess whether the project has achieved its immediate objectives.<br>Were any changes in OSH awareness of youth influenced by the project? | Project reports against immediate objectives and goal – impacts.<br><br>All stakeholders | As above | To what extent do you think the project has achieved its objectives? Why? What assisted or hindered their achievement? | -Very small sample of beneficiaries available to meet.<br>-Little data collected by the project on changes in awareness of youth/young employers. |
| Have unplanned outputs and results been identified? If so why were they considered necessary and to what extent were they significant to achieve project objectives? | Project reports<br>All stakeholders incl.<br>ILO staff responsible for Youth4OSH | As above | Did you observe any unexpected results? | Interviewee recall |
| How did positive and negative factors outside of the control of the project affect the project implementation and objectives and how did the project deal with these external factors? | Project reporting<br>ILO staff responsible for implementing/advising Youth4OSH<br>Tripartite stakeholders<br>Network members<br>USCIB/Disney | As above | What factors affected Youth4OSH progress and success? Which were external, which internal?<br>What use did the project management team make of the project M&E data? | Recall |
| How effective were the project's activities and strategies for gender mainstreaming, non-discrimination and inclusion of people with disabilities? | Project reporting<br>All stakeholders | As above | Any evidence that the project increased participation of young women and PWDs in advocacy of OSH for youth? | |
| Contribution of project to SDGs | Addressed under Impact group below | | | |
| **EFFICIENCY (A measure of how economically resources/inputs i.e. funds, expertise, time etc. are converted to results)** | | | | |

| Questions | Data Sources | Data Collection Method | Sample Questions | Limitations |
|---|---|---|---|---|
| Compare the allocated resources with results obtained. In general did the results obtained justify the costs incurred? | | | | |
| Has the project received adequate administrative, technical and if needed, political support from the ILO office in the field, technical specialists in the field, and the responsible technical unit at Headquarters? | ILO staff responsible for implementing/advising: Project Manager Programme Officer(s) Country Office LabAdmin/OSH Country staff for Safe Youth@Work | | The question concerns management effectiveness as well as efficiency. Also ask how well management arrangements worked centrally and per country | |
| Were the management arrangements efficient to implement the project? I.e. Project Manager based in Jakarta with support from another country (project?) for the other countries. | ILO staff responsible for implementing/advising: Project Manager Programme Officer(s) Country Office LabAdmin/OSH Country staff for Safe Youth@Work | Document review KII FGD | Support was provided by another project for the other countries. How effective was this? What use was made of the M&E data in decision making? | |
| To what extent did the project leverage partnerships (with constituents, national institutions, and other UN/development agencies) that enhanced the project's relevance and contribution to priority SDG targets and indicators (explicitly or implicitly) | Project reporting ILO staff responsible for advising, managing implementing the project Tripartite constituents Other development agencies | Document review KII FGD | In what way did Youth4OSH collaborate with other agencies and constituents towards the project goals, and towards the SGD targets? | |
| **SUSTAINABILITY (**The extent to which the project planned for sustainability and the likelihood that results will be continued or replicated beyond the project) | | | | |
| Assess to what extent a phase-out strategy was defined and planned and what steps were taken to ensure sustainability (e.g. government involvement). Assess whether these strategies | Project documentation Project staff Stakeholder representatives – | Document review KII FGD | Was a strategy defined under implementation, beyond that described in the prodoc? | |

| Questions | Data Sources | Data Collection Method | Sample Questions | Limitations |
|---|---|---|---|---|
| | | | respect to OSH in the workplace? (e.g. sectors dominated by female/males) | evaluation takes place before the project end. The evaluation can look for signs that the project's sustainable results include changes in gender patterns in OSH and social inclusion attitudes and practices. |

# Annex C. List of Persons Interviewed

**Donor**

1. Ms. Laura Rubbo, Director of Responsible Governance and Supply Chains, Disney
2. Mr. Andres Guarnizo-Ospina, Responsible Governance and Supply Chains, Disney

**ILO Staff**

|    | Name | Designation |
|----|------|-------------|
| 1  | Ms. Michiko Myamoto | Director, ILO Country Office for Indonesia and Timor-Leste |
| 2  | Ms. Lusiani Julia | National Programme Officer, Labour Standards, ILO CO-Jakarta |
| 3  | Mr. Abdul Hakim | National Project Officer, Safe Youth@Work project, ILO CO-Jakarta |
| 4  | Ms. Lucia Monalisa | Administrative officer, Safe Youth@Work, Jakarta (former Youth4OSH) |
|    | **Headquarters** |  |
| 5  | Mr. Nicholas Lenintow | CTA, Safe Youth@Work Project |
| 6  | Ms. Valentine Offenloch | Project Officer, Safe Youth@Work Project |
| 7  | Ms. Laetitia Dumas | Senior Administrator, LABADMIN/OSH Branch |
| 8  | Ms. Justine Tillier | Technical Officer, LABADMIN/OSH Branch |
|    | **ILO Vietnam** |  |
| 9  | Ms. NGUYEN Ngoc Duyen | National project Coordinator, Safe Youth@ Work Project  - Vietnam |
|    | **ILO Philippines** |  |
| 10 | Mr. Khalid Hassan | Director, ILO Country Office for the Philippines |
| 11 | Ms. Katherine Brimon | (Former)National Programme Officer, Safe Youth@Work Project, Philippines |
| 12 | Ms. Ma. Lourdes M. Rivera | Programme Officer, ILO |
|    | **Myanmar** |  |
| 13 | Ms. Mariana Infante Villarroel | OSH focal point Myanmar ILO Liaison Office and CTA  for Vision Zero Fund, Safety and Health in Supply Chains |
| 14 | Mr. Paolo Salvai | Employers' activities, Myanmar Liaison Office |
|    |  |  |
| 15 | Mr. Dylan Van Tromp | Former Project Manager of Youth4OSH Project |

**Indonesia Constituents**

|    | Name | Designation |
|----|------|-------------|
| 16 | Mr. Ir. Amri, AK | Head of Secretariat, National OSH Council (DK3N) |
| 17 | Mr. Ir. Ganis Ramadhany | National OSH Council  - Construction Section |
| 18 | Dr. Susana | Employers' Association of Indonesia (APINDO) |
| 19 | Mr. Danang Girindrawardana | Executive Director, APINDO |
| 20 | Efendi | Officer of APINDO |

|    | Name | Designation |
|----|------|-------------|
| 21 | Mr. Heri | Acting Director, DG of OSH Inspection Norms, Head of Machinery, Boilers Inspection Sub-Directorate, Ministry of Manpower (MOM) |
| 22 | Dr. Sudi | Head of Construction, Fire protection and Elevators Inspection |
| 23 | Mr. Dafi | Head of Construction Inspection |
| 24 | Ms. Erna | Head of Environmental , Hazardous material Inspection |
| 25 | Mr. Herman Bagus | Head of institutionalization and OSH Management System Inspection |
| 26 | Mr. Amaruddin | Head of Occupational Health Inspection |
| 27 | Mr. Ir. Brawijaya, SE, ME,MS. | Head of Sub-Directorate, Sustainable Construction. Ministry of Public Works and Housing |
| 28 | Ms. Ratih | Section Head, Ministry of Public Works and Housing (now in functional position during post-grad study) |
|    | **Trade Union Confederations** | |
| 29 | Mr. Tonny Pangaribuan | KSPSI Caitu |
| 30 | Freddy Semiring | KSPSI Caitu |
| 31 | Helmy Salim | KSPSI |
| 32 | Dimas PW | KSPI CITU |
| 33 | Feni | KSBSI |
| 34 | Ocha | KSBSI |
| 35 | M. Iqbal Abadi | KSBSI |
| 36 | Wawan Erfianto | KSPSI |
| 37 | Freddy Johannes | KSBSI |
| 38 | Rizky Yudha | KSPSI Rekonsiliasi |

**Youth Champions**

|    | Name | Designation |
|----|------|-------------|
| 39 | Mr. Fadhil Kafti | Youth Champion Indonesia |
| 40 | Ms. Tyas | Youth Champion Indoneisa |
| 41 | Ms. Nurchariroh | Youth Champion Indonesia |
| 42 | Ms. Beatriz Brondial | Youth Champion Philippines |
| 43 | Ms. Duong Tran | Youth Champion Vietnam |

**External Consultants (By Skype call)**

|    | Name | Designation |
|----|------|-------------|
| 44 | Mr. Johan Arvling | Communications Consultant |
| 45 | Ms. Carol Ubaldo | Communications Consultant, Philippines |
| 46 | Mr. Marco  Minocri | Communications Consultant Myanmar |
| 47 | Mr. Holden Hao | Web platform development consultant |

**Validation Meeting Participants**

| No | Name | Organization |
|----|------|--------------|

| 1 | Mr. Tonny Pangaribuan | KSPSI Caitu |
|---|---|---|
| 2 | Ms. Susana | APINDO |
| 3 | Mr. Agung Joko | APINDO |
| 4 | Mr. Helmy Salim | KSPSI |
| 5 | Mr. Freddy Sembiring | KSPSI Caitu |
| 6 | Ms. Melinda B | Ministry of Public Works and Housing |
| 7 | Ms. Febi | FTA |
| 8 | Ms. Chikita | KSBSI |
| 9 | Mr. Freddy JS M | KSBSI |
| 10 | Mr. Dimas PW | KSPI CITU |
| 11 | Mr. Rizky Yudha R | KSPSI Rekonsiliasi |
| 12 | Mr. Fadhil Kafi | Youth Champion |
| 13 | Ms. Tyas | Youth Champion |
| 14 | Mr. Sudi Astono | Ministry of Manpower |
| 15 | Mr. Daafi A | Ministry of Manpower |
| 16 | Mr. Zuhri Ferdeli | Ministry of Manpower |
| 17 | Ms. Lusiani Julia | ILO Programme Officer |
| 18 | Mr. Abdul Hakim | ILO Safe Youth@Work |
| 19 | Ms. Ruth Bowen | Evaluator |
| 20 | Ms. Wenny Mustikasari | Interpreter |

## Annex D. Field Schedule in Indonesia and Viet Nam

| Activity | Time | Location - Venue | Remarks |
|---|---|---|---|
| **Sunday 12 May 2019** | | | |
| Travel to Jakarta | Arrival 17:55 | Flight TG435 BKK - JKT | Sari Pacific Hotel |
| **Monday  13 May 2019** | | | |
| Briefing meeting with ILO Jakarta staff and individual meetings<br>Michiko Miyamoto – Country Director<br>Lusiani Julia - Programme Officer<br>Abdul Hakim  - Project Officer, SafeYouth@Work | 09.00 – 10:00<br><br>10:00  - 12:00 | ILO Jakarta | |
| Travel to DKN3 | 12:00 – 13:00 | | |
| Meeting with National OSH Council (DK3N) | 15:00 – 16:00 | DK3N office | |
| **Tuesday 14 May, 2019** | | | |
| Meeting with Ministry of Manpower | 09:00 – 10.30 | Ministry of Manpower Office | Focal point: Mr. Sudi Astono |
| Meeting with Indonesian Employers' Association (APINDO) | 11.00 – 12.00 | APINDO Office | |
| | | | |
| Meeting with Michiko Miyamoto – ILO Indonesia Country Director | 13:00 – 14:00 | ILO Office | |
| Meeting with Ministry of Public Works | 15.00 – 16:30 | Ministry of Public Work office | |
| Return travel | 16:30 – 18:00 | | |
| Interview with Mariana Infante, OSH portfolio Myanmar and CTA Vision Zero Fund Myanmar | 18:00 – 19:00 | Sari Pacific | |
| **Wednesday 15 May, 2019** | | | |
| Meeting with trade union confederations | 10:00 – 11:30 | ILO Jakarta | |
| Meeting with Monalisa Lucia – Youth4OSH Administrative Secretary | 12:00- 1:00 | ILO Jakarta | |
| Meeting with Indonesia Youth Champions | 14:00 – 15:30 | ILO Jakarta | In person and by Skype |
| **Thursday  16 May 2019** | | | |
| Skype with Johan Arvling, Communications consultant | 08:00 – 08:30 | | |
| Preparation of validation session | 09:00 – 12:00 | ILO Jakarta | |

| Activity | Time | Location - Venue | Remarks |
|---|---|---|---|
| Validation meeting on Youth4 OSH | 13:00 – 16:00 | ILO Jakarta | |
| **Friday 17 May 2019** | | | |
| Meeting with Pak Ilham, National OSH Council Secretariat | 10:00 – 11:00 | | |
| De-briefing meeting on mission with Country Director and Programme Officer | 14:00 – 16:00 | ILO Jakarta | |
| Skype with Paolo Salvai, ILO Employers Officer, Myanmar | 16:00 – 16:30 | Hotel | |

**Interviews in Hanoi Vietnam**

| Activity | Date/Time | Venue |
|---|---|---|
| Interview with Ms. Nguyen Ngoc Duyen | **Tuesday 7 May** 2:00- 3:00 pm | ILO Office Hanoi |
| Interview with Youth Champion, Ms. Tran Duong | **Sunday 26 May** 2:30 – 4:30 pm | Thuy Khue St. |

## Annex E. List of Documents Reviewed

- Project Document  -  Disney Proposal

- Workplan RAS.15.05.USCNCE

- PARDEV Minute sheet 12 April 2019. No Cost Extension approval to 31 July 2019.

- Youth4OSH Key Dates

- Youth4OSH Project Brief brochure

- Youth4OSH Logframe Dated 8 March 2018

- Table of Outcomes, Outputs and Activities 25 September, 2017

- Youth4 OSH First Annual TPR Final December, 2017.

- Youth4 OSH Second Annual TPR October 2018. Covering period 1 November 2017 to 31 October, 2018

- Youth4 OSH Final Consolidated TPR. Draft_12 July 2018

- Youth4OSH Assessment Report – Full Draft, 27 June 2018

- Proposed Workplan for No Cost Extension

- Dylan Tromp Handover Note_13 July_2018

- Youth4OSH country profile Philippines

- Youth4OSH Country Profile Myanmar

- Youth4OSH Indonesia Country Profile_09062017

- Vietnam National OSH Profile (2006

- Reports on financial commitment and expenditure for 2017,2018 and 2019. Financial status report as of 3 May 2019.

**Safe Youth@Work Documents**

1. Safe Youth@Work Indonesia Budget
2. SY@W Indonesia Memo of approval from USDOL
3. SY@W Indonesia LOS
4. SY@W Mid-Term Independent Evaluation, May 2018 – retrieved from ILO Website

## Annex F. Recommendations of Stakeholders at Evaluation Validation Meeting

RECOMMENDATIONS
REKOMENDASI
What needs to be done to continue the achievements of Youth4OSH?
Apa yang perlu dilakukan untuk melanjutkan pencapaian Youth4OSH

| What (Recommendation) | Who | Resources |
|---|---|---|
| **Youth Champions** | | |
| 1. Involving youth champions on various sectors of government and non government organization | - trade union, ministries, ILO | Adjusting with the needs of each agency's programs |
| 2. Youth safe Jam Jakarta | - Youth champions | ILO, Ministries, Youth Champions |
| 3. Establish youth OSH Organization | - Youth, students, young workers, activists | Youth Champion, ILO, Ministries |
| 4. Creating product/prototype, widely use the OSHnopoly | - Youth champions | |
| 5. Roadshows to universities-schools | - Youth champions | |
| 6. Media exposure to youth champions, programs to be involved in it | - Youth champions | |
| 7. Media competition about OSH for youth (article, video, | - youth champions | |

| What (Recommendation) | Who | Resources |
|---|---|---|
| infographic, photography | | |
| **KSPSI/CAITU** | | |
| Youth4OSH continues | - MoM<br>- APINDO<br>- Trade Union<br>- Youth Champions<br>- ILO | ILO's project<br>International funding<br>Ministry/relevant institutions:<br>-Ministry of Youth and Sports<br>Ministry of Education and Culture<br>Ministry of Informatics<br>Ministry of Public Works and Housing |
| **Helmi Salim, KSPSI** | | |
| Sustainable/continuous dissemination of information<br><br>Training of trainers | - Tripartite<br>- Trade union leaders at plant level<br>- employers | ILO, MoM, Employers<br><br>ILO<br>Global Fund |
| **KSPSI** | | |
| Elaboration of ideas in forum FGD | - all confederations | ILO |
| **KSBSI** | - | |
| Education<br><br><br>Sustainability of Youth4OSH: more massive campaign | - Ministry of Manpower, Trade union, Ministry of Education, Employers, and other relevant ministries and other NGOs | ILO, International funding, Line ministries |
| **KSPI/CITU** | | |
| OSH in early education program | - MoM, MoEC, Ministry of Public Works, APINDO, ILO | ILO<br>Funding |

| What (Recommendation) | Who | Resources |
|---|---|---|
| Youth champions for Youth4OSH | - Government-workers-collaboration with others | |
| **Ministry of Public Works and Housing** | | |
| In our ministry, we already have program for OSH training specifically for construction. There's no age limitation for that training, it opens for all workers. We can collaborate in the implementation of existing program | - Ministry of Public Works and Housing | ILO, MoPWH |
| **Ministry of Manpower** | | |
| -survey for the next project target to set priority and strategy<br>-strategic planning<br>-synergy of program | - ILO with MoM, universities, relevant ministries<br>- ILO projects<br>- Tripartite plus | ILO Project<br>Other funding (state budget, local budget, CSR)<br>ILO |
| **APINDO** | | |
| Integrating OSH curriculum into apprenticeship and vocational training done by the companies, in collaboration between APINDO and Indonesian Chamber of Commerce with national government. | Ministry of Manpower<br>Ministry of Industry<br>Ministry of National Education<br>APINDO, Indonesian Chamber of Commerce<br>Trade Union<br>ILO | - Youth graduated from vocational schools, or still in school participate in vocational or apprenticeship program organized/administered by the MoM, MoI, companies<br>- Primary school-junior high school graduates participating in program will upgrade their skills, participate in re-skilling or learning new skills. |

## Annex G. ILO Good Practice and Lessons Learned Templates

**ILO Emerging Good Practice Template**

**Project Title: Youth4OSH: Occupational Safety and Health for Young Workers and Young Employers in Global Supply Chains – Building a Culture of Prevention**

**Project TC/SYMBOL:  RAS/16/05/USC (105880)**

**Name of Evaluator: Ruth Bowen**

**Date: 14 June, 2019**

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 | 1. Design thinking approach for developing creative strategies for raising awareness on OSH |
|---|---|
| **Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.** | The Design Thinking approach was applied by Youth4OSH (and Safe Youth@Work) to support the empowerment of youth champions to raise public awareness on OSH for young workers and young employers. Both the Youth4OSH project and the Safe Youth@Work Project benefited from the Design Thinking approach introduced by the external communications consultants as part of the coaching process for youth champions at the XXI World Congress on Safety and Health at Work, Singapore in September, 2017.  Design thinking is a group problem solving approach that enables participants to brainstorm problems and come up with innovative and practical solutions. At the Youth Congress, conducted as part of the XXI World Congress, youth delegates designed and presented several prototype solutions to address occupational safety and health issues. Examples included: A computer-based OSH learning tool called OSH Learning App, for young workers and employers in the Philippines. ;The "safe ride" mobile outreach model to raise OSH awareness in Indonesia; a lesson plan for teaching OSH to young students – subsequently presented at the Young Educators Conference January 2018<br><br>During and following the Congress, the youth participants were coached in how to apply Design Thinking in group processes, known as "Safe Jams," where various groups such as enterprises or youth groups can develop solutions for their workplaces.<br><br>One of the Philippines youth champions developed a board game to raise awareness among young workers, called "OSHnoloply". It was refined with the assistance of ILO consultants, and reproduced in English, Vietnamese and Bahasa Indonesia for use with young workers in the four target countries. |

| | |
|---|---|
| **Relevant conditions and context: limitations or advice in terms of applicability and replicability** | The conditions for application of the approach include the availability of skilled and knowledgeable facilitators. Secondly, the participants need to be available for several days to take part in the initial "training of trainers" workshop process to enable them to replicate the method with other groups. |
| **Establish a clear cause-effect relationship** | The use of the strategy made a special contribution to building the skills and confidence of the youth champions which in turn contributed to the sustainability of their actions beyond the initial international Congress event. |
| **Indicate measurable impact and targeted beneficiaries** | Targeted beneficiaries were students, young public servants, other workers and employers comprising a group of potential youth champions who were coached to become advocates for OSH for youth. |
| **Potential for replication and by whom** | The methodology has strong potential for replication in other projects aiming to engage young people in developing workplace occupational safety and health or environmental protection solutions. |
| **Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)** | The Youth4OSH project contributes to the ILO's Flagship Programme – "Safety and Health for All". It was aligned with the ILO Biennial Programme and Budgets for 2016-2017 and 2018-2019. |
| **Other documents or relevant comments** | Design Thinking references:<br><br>This is Service Design Thinking Companion: www.tisdd.com<br>http://thisisservicedesignthinking.com/ |

# ILO Emerging Good Practice Template

**Project Title: Youth4OSH: Occupational Safety and Health for Young Workers and Young Employers in Global Supply Chains – Building a Culture of Prevention**

**Project TC/SYMBOL: RAS/16/05/USC**

**Name of Evaluator: Ruth Bowen**

**Date: 14 June, 2019**

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 | 2. Fostering and empowering youth champions to raise awareness of OSH for young workers in the wider society |
|---|---|
| **Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)** | The intensive coaching and mentoring of youth champions by the project resulted in core groups of youth advocates for OSH for youth in the four target countries, the Philippines, Indonesia, Vietnam, and Myanmar. Several of the youth have continued to take action on the issue of OSH for youth in their spheres of influence almost two years after their participation in the World Congress on Safety and Health at Work. In the Philippines and Indonesia the youth champions have organized advocacy events on occupational safety and health with groups such as universities, Scouts Association, and workplaces. In the Philippines one of the youth champions initiated a new NGO, Advancement of Youth for Occupational Safety and Health - "AYOSH". In Indonesia the youth champions are poised to represent youth on the tripartite National OSH Council of Indonesia. |
| **Relevant conditions and Context: limitations or advice in terms of applicability and replicability** | The mentoring of youth delegates to become youth champions was highly labor intensive. Three external consultants were involved in the initial facilitation of the Safe Youth@Work Congress held as part of the XXI World Congress on Safety and Health at Work. An external consultant was also recruited to provide ongoing mentoring to the youth champions, among other tasks. |
| **Establish a clear cause-effect relationship** | Youth champions' actions contributed to raising public awareness about the importance of safety and health at work for young workers, thus contributing to the overall goal. |
| **Indicate measurable impact and targeted beneficiaries** | *Targeted Beneficiaries:* Young people capable of raising awareness in their communities or workplaces, including young workers and young employers.<br><br>*Measurable impact:* The project reports that the youth champions have conducted several awareness raising events following their initial mentoring, independently of the project. |

| | |
|---|---|
| **Potential for replication and by whom** | Mentoring young people to advocate on decent work issues for youth has strong potential for replication by the ILO or other development organisations. |
| **Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)** | The Youth4OSH project contributes to the ILO's Flagship Programme – "Safety and Health for All". It was aligned with the ILO Biennial Programme and Budgets for 2016-2017 and 2018-2019. |
| **Other documents or relevant comments** | OSH prototype solutions developed by youth champions and produced:<br><br>• Philippines designed *OSHnopoly* board game – reproduced by the Youth4OSH project<br>• Philippines computer-based OSH learning tool called "OSH Learning App", developed by a youth champion from the Bureau of Working Conditions (DOLE). Publicly available at the government office website. https://drive.google.com/file/d/1FHS2_qAMx0-uDBRxJRkcU-lFjrY5RDrG/view. |

## ILO Emerging Good Practice Template

**Project Title: Youth4OSH: Occupational Safety and Health for Young Workers and Young Employers in Global Supply Chains – Building a Culture of Prevention**

**Project TC/SYMBOL: RAS/16/05/USC**

**Name of Evaluator: Ruth Bowen**

**Date: 14 June, 2019**

**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 | 3. Online web platform for knowledge sharing and advocacy on OSH for young workers – Youth4OSH portal |
|---|---|
| **Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)** | **Background**: The aim of the Youth4 OSH project was to increase awareness of occupational safety and health among young workers in Indonesia, the Philippines, Myanmar and Viet Nam, and ultimately to change workplace practices for the better. <br><br> After an extensive assessment process carried out in the four countries, the project designed and produced the Youth4OSH portal with social media interactivity. The platform has been populated with a wealth of guidance material on communications strategies and with OSH guidance for workers and especially youth in high risk sectors including construction and manufacturing. <br><br> Although the portal is still in its infancy and will be officially launched just prior to the project end in July 2019, it promises to be an invaluable resource for organizations involved in carrying out training on OSH for young workers in Indonesia, the Philippines, Vietnam and Myanmar and elsewhere in the world. Its interactivity features can enable a community of practice on OSH for youth to grow. |
| **Relevant conditions and Context: limitations or advice in terms of applicability and replicability** | The portal will be administered by the National OSH Council of Indonesia and its sustainability depends on the personnel of the Council gaining the confidence to utilise and advertise the platform. |
| **Establish a clear cause-effect relationship** | The communications toolbox uploaded on the web platform is intended to be used to provide organizations and networks interested in OSH for young workers with a modern toolbox and thus contribute to the objective of increasing preventative behaviour and demand for OSH services by young workers. |

| | |
|---|---|
| **Indicate measurable impact and targeted beneficiaries** | Targeted Beneficiaries: Intermediary networks and constituents interested in addressing safe work for youth, including young workers and young employers.<br>Measurable impact: No measurable impact can be observed yet |
| **Potential for replication and by whom** | Knowledge sharing portals such as the Youth4OSH platform could be replicated by the ILO or other development organisations as an advocacy platform for a variety of decent work issues. However, the effectiveness of the portal is not known. |
| **Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)** | The Youth4OSH project contributes to the ILO's Flagship Programme – Safety and Health for All. It was aligned with the ILO Biennial Programme and Budgets for 2016-2017 and 2018-2019. |
| **Other documents or relevant comments** | Website: https://youth4osh.site |

## ILO Lesson Learned Template

**Project Title:   Youth4OSH: Occupational Safety and Health for Young Workers and Young Employers in Global Supply Chains – Building a Culture of Prevention**

**Project TC/SYMBOL:  RAS/16/05/USC**

**Name of Evaluator: Ruth Bowen**

**Date:  14 June, 2019**

**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** | **1. The importance of placing local project staff in-country in multi-country projects and matching geographical scope with available resources** |
|---|---|
| **Brief description of lesson learned (link to specific action or task)** | The Youth4OSH project's achievements were significantly hindered by the lack of locally based project staff in Viet Nam, the Philippines and Myanmar. It is therefore advisable to ensure that locally based, dedicated project staff are included in project designs, and if necessary reduce the number of countries to fit available resources. For projects with modest funding resources, it is better to aim for a depth of implementation and stronger sustainability in a smaller number of countries than attempt implementation in three or more countries. |

| Context and any related precondition | Multi-country projects |
|---|---|
| Targeted users / Beneficiaries | ILO project design teams, PARDEV |
| Challenges /negative lessons - Causal factors | In sufficient staffing and on-the ground presence in implementation countries |
| Success / Positive Issues - Causal factors | Not applicable |
| ILO Administrative Issues (staff, resources, design, implementation) | Staff, resources and design as explained above. |

# ILO Lesson Learned Template

**Project Title:  Youth4OSH: Occupational Safety and Health for Young Workers and Young Employers in Global Supply Chains – Building a Culture of Prevention**

**Project TC/SYMBOL:  RAS/16/05/USC**

**Name of Evaluator: Ruth Bowen**

**Date:  14 June, 2019**

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 | 2. The design and implementation of OSH awareness raising projects aiming to reach young workers in high risk sectors need to go beyond training of advocates in communications strategies to directly reach the ultimate target group, the young workers. |
|---|---|
| Brief description of lesson learned (link to specific action or task) | The design of Youth4OSH envisioned that young workers and young employers would be engaged in advocacy within OSH forums and within the wider society, but the planned interventions only as far as building the capacity of the various advocates. The project did not encompass campaigns or application of the new communications tools among the targeted young workers themselves during the project life. As a result, little impact can be observed so far on OSH preventative behaviour of young workers and young employers or employers in general.  Although the project duration was relatively short, there could have been a modest level of roll-out of direct awareness raising among vulnerable workers themselves planned and executed within the timeframe of the project. |

| Context and any related precondicions | Projects designed to raise awareness of OSH among workers in high risk sectors |
|---|---|
| Targeted users / Beneficiaries | ILO designers and implementers of youth OSH projects. |
| Challenges /negative lessons - Causal factors | As above |
| Success / Positive Issues - Causal factors | Not applicable |
| ILO Administrative Issues (staff, resources, design, implementation) | Project duration needs to be long enough to enable the roll-out of the advocacy actions among the ultimate target group |

# ILO Lesson Learned Template

## Project Title: Youth4OSH: Occupational Safety and Health for Young Workers and Young Employers in Global Supply Chains – Building a Culture of Prevention

## Project TC/SYMBOL: RAS/16/05/USC

## Name of Evaluator: Ruth Bowen

## Date: 14 June, 2019

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 | 3. Overarching coordination arrangements for concurrent operation of closely related ILO technical cooperation projects implemented in the same countries |
|---|---|
| Brief description of lesson learned (link to specific action or task) | Youth4OSH was designed to support Safe Youth@Work in its awareness raising efforts, but due to a complex set of factors the two projects did not achieve a high level of synergy. The contributing factors included internal factors such as different project management reporting lines, lack of a joint strategic plan, and duplicated effort on some activities; as well as external factors such as USDOL guidelines on the dedication of project staff solely to the project under which they are employed and Vietnamese government project approval norms. Projects that are intended to work closely together towards a common objective need to be well coordinated by the relevant ILO technical backstopping office and follow a common strategic plan to work efficiently and effectively. |

| Context and any related preconditions | Projects designed to work in synergy together addressing the same issues in the same countries |
|---|---|
| Targeted users / Beneficiaries | LABADMIN/OSH, PARDEV, country tripartite partners |
| Challenges /negative lessons - Causal factors | As per the description of the lesson above |
| Success / Positive Issues - Causal factors | Common management and reporting lines for projects designed to be implemented in a coordinated fashion |
| ILO Administrative Issues (staff, resources, design, implementation) | ILO supervisory arrangements through the technical backstopping office and administrative office (s). |

## Annex H. Evaluation Terms of Reference

## Terms of Reference

## Independent Final Evaluation

## By Independent Evaluator

| ILO Project Code | RAS/16/05/USC (105880) |
|---|---|
| Project Title | YOUTH 4 OSH : OSH for Young Workers and Young Employers in Global Supply Chains - Building a Culture of Prevention |
| Project dates | 01/10/16 – 30/07/19 |
| Responsible Chief | Michiko Miyamoto, Director CO Jakarta |
| Administrative Unit in charge of the project | CO Jakarta |
| Unit in charge of backstopping | LABADMIN/OSH Branch, Governance Department |
| Timing of evaluation | Final |
| Type of Evaluation | Independent |
| Donor | United States Council for International Business, Walt Disney Company |
| Budget | 1 million USD |
| Evaluation mission dates | 13-17 May 2019 |
| Evaluation field visits | Jakarta |
| TOR preparation date | January 2019 |
| Evaluation Manager | Pamornrat Pringsulaka, ROAP |

# Table of Contents

**II Background and description of the project**

**Background & Project Strategy**

As trade in global supply chains (GSCs) increases, so has concern over labour standards in the developing world, including workplace safety and health. In particular, a series of high-profile workplace disasters has drawn attention to the high toll of injuries and diseases in GSCs. One of the key factors cited for this high injury toll is the lack of awareness of workplace safety and worker rights. The project sought to address this by developing and testing a range of tools and strategies for raising workplace safety awareness, and generating public demand for improvements in national OSH systems. To achieve these objectives, the project sought to engage "youth champions" in the construction and manufacturing sectors, to equip them with the tools and skills to promote OSH awareness and preventative action. The key components of the project are as follows:

1) Create tools and communication materials to educate young workers and employers on OSH issues and pilot them in one or more sectors.

2) Collaborate with national and regional partners to develop and activate "networks of intermediaries" -- including young workers and young employers -- to effectively promote OSH awareness and action in their workplaces and communities.

3) Empower young workers and employers through their representation at the XXI World Congress on Safety and Health at Work to promote public engagement on OSH issues and increase popular demand for safer and healthier workplaces.

The project funded by the Walt Disney Company through the United States Council for International Business (USCIB) targets young workers and employers engaged in global supply chains in Indonesia, Myanmar, the Philippines and Viet Nam. This initiative is a key element of the ILO's Global Flagship Programme on Occupational Safety and Health.[17] In particular, this project complemented another project under the Flagship Programme: SafeYouth@Work[18] funded by USDOL which targets young workers in the same countries (among others). The table below illustrates, how both project approaches complement each other.

---

[17] https://www.ilo.org/global/about-the-ilo/how-the-ilo-works/WCMS_495278/lang--en/index.htm
[18] https://www.ilo.org/safework/projects/safe-youth/lang--en/index.htm

**Project alignment with ILO's policy framework**

The project aligned with the ILO Programme & Budget Outcomes 7 & 8. At country level, the project aligns with the following country programme outcomes (CPOs):

➢ IDN151 - Labour administration provides effective services to improve working conditions and environment – Outcome 7

➢ Myanmar - No link to Outcome 7

➢ PHL135 - Improved workplace compliance through labour inspection and enhanced national institutional capacity to develop and implement effective OSH programmes – Outcome 7

➢ VNM152 - Better and more equitable working conditions, through improved policies and systems esp. on OSH (pipeline) – Outcome 8

➢ VNM107 Improved labour administration and labour law compliance through effective implementation and monitoring of labour legislations– Outcome 7

**Project Management Set up**

An international project manager was based in the ILO Country Office for Indonesia and Timor Leste. He worked under the direct supervision of the Country director and under general guidance of specialists and of the technical backstopping team in the Labour Administration, Labour Inspection and Occupational Safety and Health (LABADMIN/OSH) Branch in ILO HQ. In particular, the project manager worked in close consultation and coordination with the Chief Technical Advisor of the Safe and Healthy Youth project. In addition, some project outputs were delivered by international consultants. In target countries, the project worked in close consultation and collaboration with the ILO offices in Hanoi, Jakarta, Manila, and Yangon. In these countries, the project consolidated collaborative arrangements with other ILO initiatives which work was relevant to the successful implementation of this project.

**Gender**

The project aimed at reducing disparate gender impacts notably through mainstreaming gender concerns in all aspects of its activities. In particular, efforts were made to ensure that:

• Communication tools and materials developed under this project avoid gender stereotypes, and to impart a message that young women and young men ought to be treated equally. Inequality should not perpetuated by supposed "gender-neutral" messages;

- Appropriate gender balance in project activities, such as participation of young workers in training workshops and representation at the XXI World Congress, as well as in project management structures, working groups, steering committees, etc., is promoted and respected.

**Brief Intervention Development/major milestones**

- The project first focused on delivering its second outcome related to the XXI World Congress on Safety and health at work held in September 2017. Ahead of the Congress, the project conducted consultations and mobilized media on youth issues. During the Congress, it supported the SafeYouth@Work project in the delivery of the SafeYouth@Work Congress, SafeYouth@Work Media competition and the SafeYouth@Work Dialogue. As a follow up to the Congress, the project supported the adoption of the SafeYouth@Work Action plan.
- In 2018, the project focused on its interrelated outcomes 1 & 3 on capacitating networks of stakeholders to use project designed communication toolboxes. To this end, the project developed communication modules, the OSH content for the toolboxes, a web platform and factsheets for young workers and employers. In addition, the project supported young workers in the development of a board game to enhance OSH awareness among youth and mobilized stakeholders across the project target countries and beyond to promote OSH awareness and preventative action.

**III Purpose and scope of the evaluation**

**Purpose**

The main purposes of the final independent evaluation are to support improvements in programmes and policies and to promote accountability to ILO key stakeholders and donor and also to promote learning within the ILO. The main objectives of the evaluation are as follows: -

- Determine project effectiveness: achievement of Project objectives at outcome and impact levels, and examine how and why the intended results have or have not been achieved; Identify relevant unintended/unexpected changes effects at outcome and impact levels;
- Assess the project implementation efficiency;
- Establish the relevance of the project outcomes and the level of sustainability attained;
- Provide recommendations to relevant stakeholders, at national and local levels toward the sustainability of the project outcomes and initial impacts and towards improving future programmes;
- Identify lessons learned and emerging potential good practices for key stakeholders.

**Scope**

The evaluation should focus on all the activities in the project four target countries that have been implemented since the start of the project to the moment of the field visit. In analysing and documenting whether the outcomes have been achieved or not, an integral step will be the assessment of main activities leading to this outcome (i.e. their contribution to the outcome).  To the extent possible, interaction with SafeYouth@Work will also be analysed.

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

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

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

**Client**

The primary clients of the evaluation include the constituents of the ILO, project partners and stakeholders, the project management unit, the ILO Offices in Jakarta, Hanoi, Manila and Yangon, the regional ILO Office in Bangkok, the LABADMIN/OSH Branch in Geneva, the Walt Disney Company and the USCIB Foundation. The findings and recommendations of the evaluation will be used by the ILO and national tripartite constituents and possibly Walt Disney Company to contribute towards the sustainability of the project outcomes.

Tripartite constituents and key stakeholders will be consulted and their inputs will be sought throughout the evaluation process.

## IV Suggested aspects to be addressed

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

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

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

Below are the main categories that need to be addressed:

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

   ➢ Determine the validity of the project design, the effectiveness of the methodologies and strategies employed for it and whether it assisted or hindered the achievement of the project's goals as set out in the Project Document. Were the timeline and objectives of the project clear,

realistic and likely to be achieved within the established time schedule and with the allocated resources (including human resources)?

➢ Was the project design logical and coherent (both internal and external level taking into consideration other stakeholders initiatives on the issue)? Does the project design meet the ILO guidance on Results-Based project design? To what extent did the project take into account the relevant SDG targets and indicators (ies)?

➢ Was the overall design coherent with other ILO initiatives on the topic and in the region (in particular SafeYouth@Work)?

➢ How appropriate and useful were the indicators (and targets) established in the project's performance monitoring plan (PMP) in terms of assessing project progress?

➢ To what extent were external factors and assumptions identified at the time of design? Have these underlying assumptions on which the project has been based proven to be true?

➢ Assess whether the problems and needs (institutional arrangements, roles, capacity and commitment of stakeholders) were adequately analyzed and determine whether the needs, constraints, resources and access to project services of the different beneficiaries were clearly identified, taking gender equality, non-discrimination and people with disability concerns into account.

➢ Was the strategy for sustainability of project results defined clearly at the design stage of the project?

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

➢ Examine delivery of project outputs in terms of quality, quantity and timing.

➢ Assess whether the project has achieved its immediate objectives. Did the project have an influence on any changes in terms of OSH awareness for the youth?

➢ Have unplanned outputs and results been identified and if so, why were they necessary and to what extent were they significant to achieve the project objectives?

➢ How did positive and negative factors outside of the control of the project affect project implementation and project objectives and how did the project deal with these external factors?

➢ Assess the effectiveness of the project's gender mainstreaming, non-discrimination, and inclusion of people with disabilities activities and strategies.

➢ To what extent have the project results contributed to the identified SDGs and related targets? Even if the relevant SDGs had not been identified in the design, can a plausible contribution to the relevant SDGs and related targets be established?

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

➢ Compare the allocated resources with results obtained. In general, did the results obtained justify the costs incurred?

➢ Has the project received adequate administrative, technical and- if needed- political support from the ILO office in the field, technical specialists in the field and the responsible technical unit at headquarters?

➢ Were the management arrangements efficient to implement the project (Project manager based in Jakarta with support from another country for the other countries)?
To what extent did the project leverage partnerships (with constituents, national institutions and other UN/development agencies) that enhanced projects relevance and contribution to priority SDG targets and indicators? (Explicitly or implicitly)

4. **Relevance (The extent to which the interventions continued to be relevant to the issues, needs and interests of beneficiaries and stakeholders; the extent to which there is a strategic fit between the intervention and ILO programmes, national, global priorities)**

➢ Examine whether the project responded to the real needs of the beneficiaries (young workers and employers) and stakeholders
➢ Was the project relevant for all target countries?
➢ Assess whether the problems and needs that gave rise to the project still exists or have changed.
➢ Did the strategy address the different needs and roles, constraints, access to resources of the target groups and whether the project leverage resources to promote gender equality and non-discrimination; and inclusion of people with disabilities?

5. **Sustainability**

➢ Assess to what extent a phase out strategy was defined and planned and what steps were taken to ensure sustainability (e.g. government involvement). Assess whether these strategies have been articulated/explained to stakeholders.
➢ Assess the likelihood of the results and approaches of the project continuing beyond the project life. Are the project's approaches replicable elsewhere?
➢ Assess the degree to which the project sustainability strategy includes a gender perspective and social inclusion of the youth and vulnerable groups, especially at outcome level.
➢ Assess the extent to which the project has contributed to the achievements of the SafeYouth@Work project.
➢ To what extent are the results of the intervention likely to have a long term, sustainable positive contribution to the SDG and relevant targets? (explicitly or implicitly)

6. **Impact**

➢ Has the intervention made a difference to specific SDGs the project is linked to? If so, how has the intervention made a difference? (explicitly or implicitly)
➢ What were the intervention's long-term effects in terms of reducing/exacerbating
 - i. Gender inequalities and gender based discrimination?
 - ii. Inequalities and exclusion faced by people with disabilities

## IV Expected outputs of the evaluation

The expected outputs to be delivered by the evaluator are:

1. Inception report: this report based on the Desk review should describe the evaluation instruments, reflecting the combination of tools and detailed instruments needed to address the range of selected aspects. The instrument needs to make provision for the triangulation of data where possible. It will cover how the more detailed analysis on the focus areas will be integrated in the analysis and reporting.
2. Quantitative and qualitative data collected in the field.
3. Stakeholders' workshop in Jakarta, as part of the in-country field work to gather collective stakeholder views, present the preliminary findings of the evaluation and as part of full data collection.
4. Draft evaluation report for the project: the evaluation report should include and reflect on findings from the fieldwork and the stakeholders' workshop.
5. Final evaluation report after comments from stakeholders.
6. Upon finalization of the overall evaluation report, the evaluator will be responsible for writing a brief evaluation summary which will be posted on the ILO's website. This report should be prepared following the guidelines included in Annex and submitted to the evaluation manager.

Draft and Final evaluation reports include the following sections:

➢ Executive Summary *(standard ILO format)* with key findings, conclusions, recommendations, lessons and good practices *(each lesson learn and good practice need to be annexed using standard ILO format)*
➢ Description of the project
➢ Purpose, scope and clients of evaluation
➢ Methodology
➢ Clearly identified findings
➢ Findings (organized by evaluation criteria)
➢ Clearly identified conclusions and recommendations (i.e. specifying to which actor(s) recommendations apply as well as timelines)
➢ Lessons learned
➢ Potential good practices and effective models of intervention.
➢ Appropriate Annexes including present TORs
➢ Standard evaluation instrument matrix (adjusted version of the one included in the Inception report)

The entire draft and final reports (including key annexes) have to be submitted in English.

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

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

All drafts and final outputs, including supporting documents, analytical reports and raw data should be provided in electronic version compatible for Word for Windows. Ownership of data from the evaluation rests jointly with ILO, USCIB, and the consultants. The copyright of the evaluation report will rest exclusively with the ILO. Use of the data for publication and other presentations can only be made with

the written agreement of ILO. Key stakeholders can make appropriate use of the evaluation report in line with the original purpose and with appropriate acknowledgement.

The draft reports will be circulated to key stakeholders (including the donor, the tripartite constituents, other key stakeholders and partners and ILO staff i.e. project management, ILO Country Office in Jakarta, ROAP Bangkok, and Governance and Tripartism Department (LABADMIN/OSH) in Geneva for their review. Comments from stakeholders will be consolidated by the evaluation manager and will be sent to the evaluation consultant to incorporate them into the revised evaluation report. The evaluation report will be considered final only when it gets final approval by ILO Evaluation Office.

## V Methodology

### a. Sources of information and field visit

The evaluator will conduct a desk review first to be followed by interviews and a field visit to Jakarta and Manila. He/she can make use of the sources of information exhibited below for desk review and interview, namely the review of selected documents (1.1), the consultation of the webpage of the project (1.2) and the conduct of interviews (1.3).

1. Sources of information

*1.1 Documents review*

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

1) Project Document;
2) Project progress reports;
3) Mission, meeting, workshop and training reports;
4) Project budgets – planned and actual- expenditures;
5) Main project outputs documents (this includes links to the e-platform, OSH content, SafeYouth@Work Action Plan and communication modules).

*1.2 Consultation of LABADMIN/OSH webpages*

The evaluator can find information on the project webpage:

https://www.ilo.org/safework/projects/WCMS_541264/lang--en/index.htm

*1.3 Individual interviews*

Individual interviews in person during the field visit in Jakarta and Manila, by phone, e-mail or Skype and/or a questionnaire survey can be conducted with the following:

 a) ILO staff in the field, including Country Office Director, the national OSH focal point, the regional occupational safety and health specialist and other relevant specialists and/or programme officers in the office;
 b) ILO staff in Geneva;

c) Representatives from the Ministry of Labour, representatives of employers' and workers' organizations, youth champions, consultants and other important stakeholders.

**b. The evaluator responsibilities and profile**

| Responsibilities | Profile |
|---|---|
| • Desk review of project documents<br>• Development of the evaluation instrument<br>• Briefing with ILO<br>• Telephone interviews with ILO-LABADMIN-OSH HQ<br>• Undertake a field visit in Jakarta and Manila<br>• Draft evaluation report<br>• Finalize evaluation<br>• Draft stand-alone evaluation summary as per standard ILO format | • Not have been involved in the project.<br>• Relevant background in social and/or economic development.<br>• Experience in the design, management and evaluation of complex development projects, in particular with policy level work, institutional building and local development projects.<br>• Experience in evaluations in the UN system or other international context<br>• Experience in the area of labour rights/ occupational safety and health, communication and/or youth engagement.<br>• Experience in the UN system or similar international development experience including preferably international and national development frameworks and UNDAF.<br>• Fluency in English<br>• Experience facilitating workshops for evaluation findings. |

## VI Management arrangements

The evaluator will report to the *Evaluation Manager*, Ms. Pamornrat Pringsulaka (pamornrat@ilo.org), Regional Monitoring and Evaluation Office in ILO Regional Office for Asia and the Pacific. The evaluation manager takes the responsibility in drafting TOR in consultation with all concerned and will manage the whole evaluation process and will review evaluation report to make sure it has complied to the quality checklist of ILO evaluation report.

*Evaluation Office in Geneva (EVAL)* will do quality assurance of the report and give approval of the final evaluation report.

*ILO County Office for Indonesia* and the project will provide administrative and logistical support during the evaluation mission. Project management will also assist in organizing a detailed evaluation mission agenda, and to ensure that all relevant documentations are up to date and easily accessible by the evaluator.

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

**VII Calendar and payment**

The duration of this contract is for 25 working days between April to June 2019.

| Phase | Responsible Person | Tasks | Proposed timeline | Number of days |
|---|---|---|---|---|
| I | Evaluator | o Desk Review of project related documents<br>o Telephone briefing with the evaluation manager, ILO LABADMIN-OSH- HQ and ILO CO Jakarta and Walt Disney Company<br>o Preparation of the inception report | 22-27 April | 6 |
| II | Evaluator (logistical support by the project and CO) | o Field visit<br>o Interviews with stakeholders, project staff and other relevant officers in Indonesia and other countries if necessary (by skype or teleconference)<br>o Debriefing | 13-17 May | 6 |
| III | Evaluator | o Draft report based on desk review, field visit, interviews/questionnaires with stakeholders in Indonesia and other countries<br>o Debriefing | Draft reported submitted by 3 June 2019 | 10 |
| IV | Evaluation manager | o Circulate draft report to key stakeholders<br>o Stakeholders provide comments<br>o Consolidate comments of stakeholders and send to team leader | 5-18 June 2019 Comments consolidated by 18 June 2019 | |
| VI | Evaluator | o Finalize the report including explanations on why comments were not included | 26 June 2019 | 3 |
| VII | Evaluation Manager | o Review the revised report and submit it to EVAL for final approval | 28 June 2019 | |
| | | Total no. of working days for Evaluator | | 25 |

The project will finance the evaluation. It can be spent on:

- Consultancy fee;
- Travel and DSA: (the consultant is responsible for making all travel arrangements and covering his accommodation during the field visits.)
- Tele-communication costs for interview.

- Stakeholders' workshop

Based on the TOR, the ILO will prepare an external collaborator contract with an evaluator with the following payment schedule:

Upon submission of an inception report, the ILO will pay the travel cost and DSA.

50% of the fee payment will be paid upon submission of a draft evaluation report;

The remaining 50% of the payment will be paid upon satisfactory delivery of the final evaluation report, including conclusions and recommendations, and Summary of the Evaluation Report.

## VIII Annex: All relevant ILO evaluation guidelines and standard templates

1. Code of conduct form (To be signed by the evaluator)
http://www.ilo.org/eval/Evaluationguidance/WCMS_206205/lang--en/index.htm

2. Checklist No. 3 Writing the inception report
http://www.ilo.org/eval/Evaluationguidance/WCMS_165972/lang--en/index.htm

3. Checklist 5Preparing the evaluation report
http://www.ilo.org/eval/Evaluationguidance/WCMS_165967/lang--en/index.htm

4. Checklist 6 Rating the quality of evaluation report
http://www.ilo.org/eval/Evaluationguidance/WCMS_165968/lang--en/index.htm

5. Template for lessons learnt and Emerging Good Practices
http://www.ilo.org/eval/Evaluationguidance/WCMS_206158/lang--en/index.htm
http://www.ilo.org/eval/Evaluationguidance/WCMS_206159/lang--en/index.htm

6. Guidance note 7 Stakeholders participation in the ILO evaluation
http://www.ilo.org/eval/Evaluationguidance/WCMS_165982/lang--en/index.htm

7. Guidance note 4 Integrating gender equality in M&E of projects
http://www.ilo.org/eval/Evaluationguidance/WCMS_165986/lang--en/index.htm

8. Template for evaluation title page
http://www.ilo.org/eval/Evaluationguidance/WCMS_166357/lang--en/index.htm

9. Template for evaluation summary: http://www.ilo.org/legacy/english/edmas/eval/template-summary-en.doc