



ILO EVALUATION

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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.

List of Abbreviations

AFFM-IUF	Agriculture and Farmers Federation of Myanmar Trade Union
AHIFORES	International Fruit and Vegetable Alliance for the Promotion of Social Responsibility (Mexico)
AMECAFE	Mexican Coffee Association
ANICAFE	National Association of Coffee Industries (Mexico)
ASEAN	Association of Southeast Asian Nations
BMAS	Ministry for Labour and Social Affairs (Germany)
BMZ	Federal Ministry of Economic Cooperation and Development (Germany)
CNaPS	National Security Fund (Madagascar)
CO	Country Office (ILO)
COHEP	Honduran Council of Private Companies
CONACAFE	Honduras National Coffee Council
CTA	Chief Technical Advisor
CTUM	Confederation of Trade Unions of Myanmar
DAC	Development Assistance Committee
DAEI	Directorate for European and International Affairs (France)
DFID	Department for International Development (United Kingdom)
DG DEVCO	Directorate-General for International Cooperation and Development (European Commission)
DG EMPL	Directorate-General for Employment, Social Affairs and Inclusion (European Commission)
DGUV	German Social Accident Insurance
DWCP	Decent Work Country Programme
EII	Employment injury insurance
EU	European Union
EUR	Euro (currency)
EVAL	Evaluation Office (ILO)
FGLLID	Factories and General Labour Laws Inspection Department (Myanmar)
FNC	National Federation of Coffee Growers (Colombia)
GEIP	Global Programme on Employment Injury Insurance and Protection
GIZ	German Development Agency
GSC	Global supply chain
GOVERNANCE	Governance and Tripartism Department (ILO)
G-TAC	Global Tripartite Advisory Committee
GTP	Growth and Transformation Plan (Ethiopia)
HQ	Headquarters (ILO Geneva)
IA	Implementation Agreement
IHCAFE	Honduran Coffee Institute
ILC	International Labour Conference
ILO	International Labour Organization
IMSS	Mexican Social Security Institute
IOE	International Organisation of Employers
IOSH	Institution of Occupational Safety and Health
ITUC	International Trade Union Confederation
JICA	Japan International Cooperation Agency
JPO	Junior Programme Officer
KII	Key informant interview
LABADMIN/OSH	Labour Administration, Labour Inspection and Occupational Safety and Health Branch (ILO)

Lao PDR	Lao People’s Democratic Republic
LCA	Lao Coffee Association (Lao PDR)
LFTU	Lao Federation of Trade Unions (Lao PDR)
LNCCI	Lao National Chamber of Commerce and Industry (Lao PDR)
M&E	Monitoring and evaluation
MGMA	Myanmar Garment Manufacturers Association
MICS	Myanmar Industries Craft and Services Trade Union Federation
MNE	Multinational enterprise
MoLIP	Ministry of Labour, Immigration and Population (Myanmar)
MoLSW	Ministry of Labour and Social Welfare (Lao PDR)
MTE	Mid-term evaluation
NGO	Non-governmental organization
NSEDP	National Socio-Economic Development Plan (Lao PDR)
OECD	Organization for Economic Cooperation and Development
OPA	Outcomes and Practices Assessment
OSH	Occupational safety and health
PARDEV	Partnership and Field Support Department (ILO)
PCC	Project Consultative Committee
PCI	Private compliance initiative
POESSA	Private Organizations Employees Social Security Agency (Ethiopia)
PPE	Personal protective equipment
PSSSA	Public Servants Social Security Agency (Ethiopia)
PROGRAM	Strategic Programming and Management Department (ILO)
RBM	Results-Based Management
ROM	Results-Oriented Monitoring
SADER	Ministry of Agriculture and Rural Development (Mexico)
SCP	Strategic compliance plan
SDG	Sustainable Development Goal
Sida	Swedish International Development Cooperation
SME	Small and medium-sized enterprise
SMIE	Service médical inter entreprise (Madagascar)
SOCPRO	Social Protection Department (ILO)
SSB	Social Security Board (Myanmar)
STO	Senior Technical Officer
SUNAFIL	National Superintendence of Labour Inspection (Peru)
ToC	Theory of Change
ToRs	Terms of Reference
UMFCCI	Union of Myanmar Federation of Chambers of Commerce and Industry
UN	United Nations
UNDAF	United Nations Development Assistance Framework
UNEG	United Nations Evaluation Group
UNFPA	United Nations Population Fund
UNIDO	United Nations Industrial Development Organization
UNITEC	Central American Technological University
UNPF	United Nations Partnership Framework
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
US\$	United States dollar
USAID	United States Agency for International Development
USDA	United States Department of Agriculture
USDOL	United States Department of Labor
VZF	Vision Zero Fund

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Executive Summary

Background and Context

1. At the World Congress on Safety and Health at Work in 2017, the International Labour Organization (ILO) underlined that between 60 and 80 percent of global trade involves global production networks called “global supply chains” (GSCs) in which goods cross borders from suppliers to end users. Research suggests the existence of conditions that increase occupational safety and health (OSH) risks for workplaces connected to GSCs, due to the transfer of work from high income countries with well-resourced enforcement and support functions for safety and health, to lower income countries that have limited resources, legislative frameworks and enforcement and support mechanisms, and that rely more heavily on “non-standard” forms of work often associated with adverse OSH outcomes, including higher injury rates, poor physical health, poor mental health, and occupational violence.
2. In the face of such challenges, the Vision Zero Fund (VZF) was established by the G7 in 2015, and the ILO was requested to administer this programme and implement its projects. The VZF is one of several key initiatives carried out under the ILO *Safety + Health for All* Flagship Programme. It has been endorsed by the G20, and its objective is to work towards the vision of zero fatal and severe work-related injuries and diseases by improving OSH practices and conditions in sectors that link to GSCs, and to strengthen institutional frameworks such as labour inspectorates and employment injury insurance (EII) schemes in countries linked to such GSCs.
3. In line with the global ILO VZF strategy, Theory of Change (ToC) and Results-Based Management (RBM) framework, the programme’s interventions focus on three strategic outcomes. These are: 1) Strengthened global, regional and national enabling environments for the promotion of safe and health working conditions in targeted GSCs; 2) Improved legal and policy frameworks to promote and enforce OSH protection, prevention and compensation in targeted GSCs; and 3) Improved application of OSH prevention, protection and compensation in targeted GSCs.
4. The VZF has been developed and implemented in 7 countries—Madagascar, Myanmar, Lao People’s Democratic Republic (Lao PDR), and more recently Ethiopia, Mexico, Colombia and Honduras—either in these countries’ garment/textile and/or agriculture (ginger, lychee and coffee) supply chains, to provide a set of interconnected OSH capacities needed to improve OSH for professionals, institutions, workers and workplaces, including a legal and regulatory framework; enforcement and compliance of OSH in workplaces; and supporting the collection of OSH indicators and data collection systems and EII.
5. VZF project interventions are designed in close consultation and collaboration throughout the life cycle with the national governments and social partners and other key stakeholders, particularly those operating at the sectoral level such as non-governmental organizations providing OSH services to workers in the agriculture sector, or chambers of industry and industrial associations representing multinational enterprises (MNEs).
6. The focus on two GSCs allows the programme to cover formal employment in a manufacturing setting (garments/textile) and largely informal employment in agriculture (ginger, lychee,

coffee). National priorities, the availability of financial resources, the duration of interventions and the potential contribution to economic development of the targeted countries were also considered in the selection of projects.

7. This mid-term evaluation (MTE) follows a “clustered approach,” meaning that the evaluation examines a global cluster of 7 projects under the VZF rather than a single project. The methodology used for the MTE features a comprehensive desk review, key informant interviews (KIIs) through Skype or phone calls, and an online survey to target respondents from Latin America. Overall, the evaluators canvassed 67 people with the support of local consultants in Myanmar and the Lao PDR.
8. The primary clients of the MTE are the VZF project team, the VZF Steering Committee, and the Labour Administration, Labour Inspection and Occupational Safety and Health (LABADMIN/OSH) Branch of the ILO. Other users of the evaluation findings include ILO tripartite constituents, other ILO units and projects (e.g. Better Work, SCORE), ILO country offices (COs) in beneficiary countries, VZF donors, and other interested parties (e.g. G7/G20 countries).

Main Findings and Conclusions

a) Relevance and Strategic Fit:

9. Both the KIIs and desk review carried out by the MTE evaluation team corroborate that the VZF is highly relevant in providing a coherent response to OSH in GSCs. The programme acts as a development cooperation instrument grounded in the actual needs of constituents in participating countries. As such, it brings together different actors with different roles, responsibilities and visions to work towards a common ground with an OSH lens, and proposes an integrated approach to address safety and health at global, national and enterprise levels aligned with the VZF’s immediate outcomes. A GSC approach offers key opportunities for improving OSH and decent work.
10. The VZF’s global contribution has been to generate tools, methodologies and evidence-based knowledge with the piloting of country interventions in specific GSCs, namely the agriculture and garment sectors, to capture success stories and compile and share best practices and lessons learned that could be replicated in other countries and other GSCs while informing the international debate. Various international fora (such as the World Congress on Safety and Health at Work, high-level meetings, and conferences) have allowed sharing of the body of knowledge and tools produced to support the improvement of OSH across countries in which VZF interventions are carried out. Such sharing not only provides an opportunity to discuss the latest safety and health challenges in the world of work, but also facilitates the exchange of knowledge, good practices and experiences for all OSH specialists and actors while enriching the international debate.
11. Current market forces are helping to drive demand for ILO interventions in GSCs. As GSCs connect consumers in developed countries with producers in developing countries, decent work deficits are being exposed that may have previously been unidentified. For instance, the global coffee supply chain begins to generate market incentives that are anchored in the requirements of buyers in industrialized countries for products made with processes that respect the fundamental rights of workers. There are major reputational and brand risks for MNEs and international buyers if they are seen to be profiting from supply chains that use exploitative

practices or tolerate breaches of fundamental principles and rights at work. Reputational and brand risks could indeed influence MNEs and make them increasingly attentive to responsible business practices and effective supply chain engagement, to improve OSH and support decent work and enabling factors. As marketplaces become increasingly competitive, brands need to rely on their strength and reputation to attract and retain customers. Brands could be made more aware of the fact that meaningful OSH engagement showcasing their efforts to promote decent work and provide safer, healthier working conditions could resonate with customers and increase brand loyalty, as suggested by evidence from the coffee sector. Currently under development, the VZF's private sector engagement strategy could include efforts to actively reach out to brands and relay them this message.

12. The commitment of national stakeholders (government, workers and employers) to collaborate with the VZF and to apply principles of relevant ILO OSH standards is a precondition for the VZF to operate in a country. This process of consultation ensures that key stakeholders are on board to identify the needs and capacities of existing structures and guarantees active participation and buy-in from national constituents from the start while also facilitating the establishment of a broad consensus for the selection and design of specific activities in which all stakeholders work together to improve OSH. KIIs confirmed that the OSH assessment is an important tool for providing a tailor-made response to each participating country.
13. The VZF is relevant to its final beneficiaries as it introduced and designed various interventions to address the hazards workers and farmers are exposed to, and by doing so, brought improvements in working conditions. Stakeholders interviewed in the Lao PDR and Myanmar confirmed that country-level interventions have contributed to the promotion and adoption of good farming and processing practices that can genuinely address and impact the whole supply chain and improve working conditions.
14. Opinions on the programme's ToC vary among stakeholders. Some informants find the ToC complex, theoretical and not easy to grasp at first glance, yet they regard the underlying thinking process as a worthwhile exercise to understand the VZF's global perspective and contribution. Other informants believe that the ToC is extremely helpful in clearly linking the different levels of interventions at factory, national and sectoral levels. Others yet confirm that, while national stakeholders are generally not familiar with the ToC, its essence clearly influences the approach of project managers (i.e. Chief Technical Advisors) involved in the programme, and is well reflected in practice in project design and implementation. In the evaluation team's judgment, the visual representation of the ToC is rooted in a clear understanding of the process envisaged to achieve long-term impact, which has been useful to guide the VZF country approach and implementation. The ToC is a tool that can truly help shape each country's vision of OSH. However, if the ToC is to be shared with national stakeholders, then perhaps its visual representation should be simplified to ensure stakeholders clearly understand the chain of results leading to changes expected from the programme.
15. Significant efforts have been invested in harmonizing the VZF's global RBM framework with country RBM frameworks and to improve annual reporting. Additionally, efforts have been made to align the VZF RBM framework with the one from the overarching Flagship Programme to create an integrated monitoring and evaluation (M&E) system. Having now accumulated several years of operations and experiences, the VZF should be in a position to provide a more

analytical perspective in its annual report, or at least give a synopsis of major results achieved for each of the immediate outcomes. The aim would be to discuss changes brought about by the projects and highlight the latter's contribution to greater compliance with OSH standards and increased capacity of practitioners and/or policy makers to collect and analyze OSH data, to promote and enforce OSH through reforms and the adoption of new practices in the workplace.

16. The VZF has undertaken efforts to ensure an increase in gender-disaggregated data collection, encouraged the participation of women in trainings and OSH committees, and begun to identify through its interventions how women and men are impacted by OSH in GSCs. Gender and other cross-cutting drivers have not been explicitly incorporated in the VZF strategy from the start of interventions, but the upcoming completion of a study on integrating gender will provide insights into strategies that will strengthen the VZF's gender responsiveness.

b) Coherence and Validity of Intervention Design:

17. The VZF's global and country-level interventions are interrelated and mutually inform each other. Country programme models generate knowledge, experiences, research and lessons learned to feed the international debate on OSH in GSCs with evidence-based information on what works (or not) in the agriculture and garment GSCs. The global component provides technical inputs and backstopping services that enrich country interventions with research, tools and guidelines, to be conveniently adapted and used according to each country context.
18. The VZF has made substantial efforts to strengthen collaboration with other ILO programmes and to leverage collaboration with existing projects and ILO departments, especially those dealing with GSCs (e.g. Better Work, SCORE, INWORK and the Global Programme on Employment Injury Insurance and Protection), all of which target similar populations than the VZF but may not have the same degree of expertise in OSH. Such efforts have translated into initiatives that complement or harmonize interventions in capacity building; share expertise and tools and promote social dialogue; or explore additional synergies with other programmes operating in the same sectors and countries through other cooperation projects.
19. Evidence from the KIIs and the desk review confirms that VZF interventions are aligned with national priorities and policies as well as with constituents' priorities.
20. The VZF Secretariat has seized the opportunity to address the health crisis triggered by the outbreak of COVID-19. At global and country levels, the VZF is regarded as a trusted partner, capable of handling the situation. The programme is in a good position to respond to urgent needs in the field, and it has demonstrated its flexibility to take on emergencies.
21. At global level, funding was swiftly reallocated to address country requests and needs, in line with measures to manage the pandemic's repercussions. Approximately 3.0 million workers, both female and male, are expected to benefit from VZF's work on COVID-19. All in all, the programme has allocated over EUR 2.0 million to activities related to COVID-19.
22. With respect to country implementation, the pandemic forced the rescheduling or adaptation of activities to accommodate changing circumstances. ILO COs had to be innovative to continue offering services and reaching out to beneficiaries in enterprises and rural communities.

c) Effectiveness:

23. Evidence from the desk review confirms that country interventions have clearly broadened the partnership base around OSH and allowed the involvement of relevant ministries, agencies and departments, private sector actors, sector associations, groups, employer organizations and trade unions in GSC discussions, thus ensuring that public, private and social partners and stakeholders are informed, committed and engaged to bring decent work and enhance productivity in GSCs.
24. The VZF has been effective at engaging and working with the private sector at the end of the supply chain. For instance, interventions at enterprise level in Myanmar clearly demonstrate that championing OSH management systems and lean factory design promotes worker safety and prevents damage to inventory in ginger processing facilities, eventually resulting in direct productivity-boosting effects.
25. The vast majority of stakeholders interviewed by the MTE evaluation team concurred that the VZF has been less successful at engaging with the private sector at global level. Numerous global brands currently operate in the agricultural sector, and these share common needs and face common challenges in the GSCs. One source of value for the private sector mentioned during the interviews relates to the VZF's expertise and to tools, guidelines, research, and lessons learned produced by the programme over the years, which allow for a quick understanding of issues while giving access to key information. There is a need for the programme to take stock of what has been done and to share information to advance the international debate on GSCs. The VZF's private sector engagement strategy should both support the ability to "advertise" expertise held by the programme, and bring forward solutions to develop stronger links and establish a structured approach to liaise with global brands.
26. The VZF's operate three programme models that each have their respective strengths and weaknesses, and there is no single "best" approach to adopt in the selection of future project countries and GSCs. The selection of countries depends on a multitude of factors, including the choice of GSCs based on country needs and priorities, the country's existing systems and structures, involvement of stakeholders, ILO resources, and the potential impact of addressing the GSCs within the country and the capacity of VZF interventions to contribute to the global debate on GSCs.
27. GSCs covered by the programme have benefitted from value-added solutions to foster knowledge, prevention, protection and productivity of farmers, with the introduction of new techniques to reduce injury and prevent accidents through the adoption of improved agricultural practices and proper storage of fertilizers and agrochemicals. Support to small and medium-sized enterprise (SMEs) has translated into an increase in OSH awareness, the establishment of OSH committees, and the introduction of ergonomic changes in the workplace, leading to better productivity in the Lao PDR and Myanmar, thus improving the capacity of SMEs to participate in GSCs.
28. Several of the stakeholders canvassed by the evaluation team regard the VZF revised strategy as an opportunity to enlarge the OSH ecosystems in order to consolidate and coordinate a "tripartite plus" approach where all constituents define their roles and responsibilities and take ownership in addressing OSH deficits.

29. Evidence from the bulk of KIIs confirms that collective action exists at national level when it comes to adopting the normative framework and strengthening OSH knowledge. However, the involvement of global brands and other international stakeholders could be strengthened through the GSCs. Furthermore, participants in KIIs support the need for the VZF to clarify and expand its private sector engagement. The upcoming VZF project in Vietnam will provide an opportunity to build on past achievements and see how the programme engages at global level and can be reflected in the G7's work. Donors in particular believe that the model of collective action could be integrated at different levels within the GSCs.
30. To ensure the endorsement of G20 members, collective action must be directed towards using evidence-based information to achieve results and progress towards impact. The evaluation team observed that stakeholders generally believe that they met most of the donors' expectations, with the caveat of not engaging enough with MNEs and buyers—a perception confirmed by the vast majority of participants in KIIs.
31. According to the vast majority of stakeholders, within participating countries, the pooling of accomplishments, knowledge, research and tools to inform and take stock of experiences in the agriculture and garment sectors puts the VZF in a strong position to address issues across sectors and industries, and engage meaningfully under the collective action approach.

d) Efficiency:

32. Overall, the VZF has been cost-efficient in its implementation, and project resources have been used for their intended purpose. All VZF country projects received additional funding to address challenges raised by the COVID-19 pandemic. Funding was swiftly reallocated to address country requests and needs, in line with measures to manage the pandemic's repercussions. Considering the unpredictability associated with COVID-19, it is likely that some of the planned activities will not be implemented as scheduled, which will impact the achievement of expected outcomes.
33. Evidence from the KIIs indicates that the technical support and close coordination and collaboration provided by the LABADMIN/OSH Branch, the VZF Secretariat and specialists from ILO Headquarters (HQ) assigned to country projects have ensured rapid access to the type of expertise needed to run the programme.
34. The VZF Secretariat has limited resources to take on a load of multiple tasks and handle interventions in seven countries and soon, in Vietnam. Although welcome additions have been made to the Secretariat team, the VZF Steering Committee and donors need to pay particular attention to adequately funding the needs of this body, given the VZF's continuing expansion. Specifically, the Steering Committee and donors need to review the structure of funding and consider long-term solutions, with a view to ensuring the Secretariat's ongoing financial security.

e) Contribution to Impact:

35. The evaluation confirms that the VZF contributed towards significant changes. First, there has been an increased awareness of OSH issues in all seven countries by informing stakeholders through social dialogue and tripartite discussions, which have led to the participatory development and validation of strategies to address primary, country-specific OSH issues in

- GSCs. Secondly, there has been the generation of a rich pool of knowledge, experiences, and research to advance the improvement of OSH in GSCs and, subsequently, OSH issues in general.
36. At national level, capacity building (including training and technical assistance with further strengthening through research, guidelines and tools) has led to improved technical knowledge. This has enabled more effective labour inspections; the strengthening of OSH law and EII benefits; an improved protection of vulnerable, seasonal workers who now have access to health coverage (in Madagascar); an increased ability of labour inspectors to collect OSH-related data (Ethiopia); and the development or strengthening of reporting and notifications systems along with local constituents' ability to collect data and utilize OSH data, which will ultimately support the current VZF research component and the guidelines to support data collection and analysis.
 37. At local level, VZF interventions to support farmers have led to the adoption of better agricultural practices, improved handling/storage of agrochemicals, and an increase use of safety equipment to reduce work-related injuries. Support to enterprises has translated into an increase in OSH awareness, the establishment of OSH committees, and the introduction of safety measures and ergonomic changes in the workplace, leading to better working conditions with direct productivity-boosting effects, and thus improving the capacity of SMEs to participate in GSCs.

f) Sustainability:

38. Evidence from the desk review and KII points out to several strategies adopted by the VZF to ensure sustainability, such as working with existing legal policy and institutional framework; broadening the ecosystems of organizations involved in OSH with a “tripartite plus” approach where all constituents define their roles and responsibilities and take ownership in addressing OSH deficits; prioritizing partners' institutional and technical capacity development at all levels; and prioritizing a “training of trainers” approach at enterprise and government levels, which develops the capacities of stakeholders to undertake their own training. Government-level changes with respect to OSH policies, laws and regulations point to greater ownership on the part of governments, and as such is an encouraging sign for sustainability. Finally, the sharing of VZF knowledge and expertise at national, regional and international levels, through appropriate platforms and venues, could have a multiplier effect and enhance the potential for replication in other countries.

Recommendations

39. **Recommendation 1: Follow up on the gender diagnostics to strengthen the integration of gender in the methodology for OSH in GSCs**, and consolidate gender mainstreaming through the adoption of appropriate measures and the allocation of sufficient resources to provide gender mainstreaming guidance, tools and training to country ILO teams and country constituents, to ensure that VZF interventions are gender-responsive.

- For whom: VZF Secretariat team, donors
- Action needed: Include gender mainstreaming guidance into the design, implementation and monitoring of subsequent VZF projects
- Priority: High
- Recommended timeframe: Immediate, for next projects to be implemented
- Resource implications: Time for M&E resources (low)

40. Recommendation 2: **Ensure that future project designs incorporate regular follow-up dialogue with country stakeholders on the funding and human resource implications of sustainability and phase-out strategies that identify the roles, responsibilities and commitments of government stakeholders beyond project completion.** The sustainability and phase-out strategies should identify roles and responsibilities and promote a dialogue with countries on funding and human resources implications for government stakeholders and constituents, to support the replication and/or scale-up of interventions beyond project completion. This would support the building of a broader coalition of parties interested in addressing OSH in GSCs, ultimately allowing greater impact in addressing OSH and a stronger commitment from all stakeholders, including international brands in each country.

- For whom: VZF Secretariat, donors, ILO COs, project partners
- Action needed: Consultation at country level for sustainability and phase-out strategies
- Priority: Medium
- Recommended timeframe: For subsequent projects
- Resource implications: Time to draft strategies and consult with partners (low)

41. Recommendation 3: **Ensure that project timelines factor in sufficient time to engage in dialogue with country constituents while adjusting technical capacities, allocation of human and financial resources, and expected outcomes** to prioritize what can realistically be done to achieve lasting impact. Lessons learned from an evaluation of GSC interventions suggest that such considerations may require extending the period of time allocated to finalize projects and allowing for a smoother, sequential production of the main deliverables, in support of lasting results.

- For whom: VZF Secretariat, donors
- Action needed: Carefully review project timelines
- Priority: High
- Recommended timeframe: Immediate, for subsequent projects
- Resource implications: Time to consult, assessment of government priorities (low)

42. Recommendation 4: **To effectively support the model of collective action, the VZF should pay special attention to knowledge management and establish a mechanism** to facilitate a broader dissemination of its knowledge, expertise, tools and methodologies, data and statistics on OSH. The creation of a VZF website, coupled with the upcoming communications strategy, should provide easy access to the programme's accumulated body of knowledge while giving ILO country constituents, social partners and private sector stakeholders involved in GSCs an opportunity to find evidence from VZF research and build their ability and motivation to integrate OSH issues within their work.

- For whom: VZF Secretariat, ILO country staff, donors
- Action needed: Provide access to a VZF website and develop a dissemination strategy
- Priority: High
- Recommended timeframe: Immediate
- Resource implications: Time to structure the VZF website, human resources to implement wider dissemination within each country, development of key messages summarizing key messages on OSH and GSCs (medium)

43. Recommendation 5: Setting up the Advisory Committee in June 2020 was a welcome initiative. Nevertheless, **concrete mechanisms should be put in place to allow IOE and ITUC to be more involved in the initial consultation stage** leading to the approval of projects by the Steering Committee. Not doing so would be missing an opportunity to learn from IOE's and ITUC's experiences and perspectives on productive employment, decent work, initiatives affecting labour market policies, transition towards formal work, and tapping into existing country networks to foster the support of stakeholders in project implementation.

- For whom: VZF Secretariat, VZF Steering Committee
- Action needed: Include the Advisory Committee in discussions leading to project approval
- Priority: High
- Recommended timeframe: Immediate, for subsequent projects
- Resource implications: Time to consult with the Advisory Committee (low)

44. Recommendation 6: **Follow up on the private sector engagement strategy, to strengthen the participation of private sector actors and international brands**, with the deployment of appropriate measures and the allocation of sufficient resources to develop proper mechanisms to support OSH throughout GSCs. Country-level challenges and successes in reaching out to private sectors and national brands should feed into this process. One of the key selling points of the VZF lies in its unique expertise in OSH, which is one of several aspects to address in GSCs, and constitutes a solid entry point, along with other changes that are equally important to ensure decent work conditions.

- For whom: VZF Secretariat team, donors, ILO COs
- Action needed: Disseminate the private sector engagement strategy and ensure closer monitoring of interventions that support the private sector
- Priority: High
- Recommended timeframe: Immediate, for subsequent projects
- Resource implications: Finalize and disseminate the private sector engagement strategy, and conduct social dialogue at country level to identify specific measures (low)

45. Recommendation 7: **The VZF Secretariat and VZF Steering Committee must examine factors that motivate the choice of country programme models, while recognizing the VZF's added-value as a key global influence on OSH in GSCs.** The choice of programme model is closely linked to donor input and expectations, level of funding, and interest in addressing a specific sector (for example, construction in a particular country or coffee in a region), as well as donor reservations about involving themselves in a broad range of responses alongside multiple stakeholders and ILO departments. Once the findings of the MTE ONE ILO model are available, the VZF Secretariat and VZF Steering Committee will be in a position to determine the most appropriate measures and resource allocations to select and strengthen programme models

that best support the GSCs. These decisions should be based on an awareness of opportunities that may present themselves for the VZF to engage global-level stakeholders in all parts of the GSCs, including stakeholders who are end users of GSC products.

- For whom: VZF Secretariat team, VZF Steering Committee, donors, ILO COs
- Action needed: Open a dialogue on programme models
- Priority: Low
- Recommended timeframe: Over the next year
- Resource implications: Conduct a dialogue on different programme models

46. Recommendation 8: **Owing to challenges raised by the COVID-19 pandemic, consider granting an extension period to projects, where relevant, to ensure that country interventions can be completed as planned.** The situation with COVID-19 remains precarious and calls for close monitoring at country level. Despite the fact that countries have adapted rapidly to overcome constraints, the desk review and KIIs suggest that the repercussions of COVID-19 could delay the completion of some outputs and progress on outcomes. Already, some countries have requested (and been granted) project extensions.

- For whom: VZF Secretariat team, donors, ILO COs
- Action needed: Grant project extensions, where needed
- Priority: High
- Recommended timeframe: Immediate for the continuation of current projects
- Resource implications: Review and update timelines for activities, update monitoring strategy (low)

47. Recommendation 9: **Continue to support the global component of the VZF to facilitate the provision of technical advisory services, the sharing of research, and support to policy development and coordination and international dialogue on GSCs and OSH.** Products developed by the programme at global and country levels—including tools, guidance, research and case studies—should be further disseminated and used in policy development and implementation at country level, through the development of a systematic approach to sharing knowledge, publications, research, and good practices. Such an approach should take into consideration target audiences, and be linked to the communications strategy currently being developed, taking into consideration the key role played by the VZF Secretariat in ensuring that country-level programme contributions are consolidated and shared effectively.

- For whom: VZF Secretariat
- Action needed: Develop a dissemination strategy
- Priority: High
- Recommended timeframe: Immediate
- Resource implications: Time for ILO HQ to develop (medium)

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1. Programme Background

1. Failure to adequately address occupational safety and health (OSH) concerns is known to entail a high cost at the global level, both in terms of the number of workers who die from work-related injuries and diseases or who suffer from work-related diseases and non-fatal injuries, and in terms of damage to companies and economies. This problem has been fuelling a growing demand for safe and healthy working conditions for women and men at work, which in turn is encouraging governments, workers' and employers' organizations, international organizations, civil society from community to international levels, academia and other stakeholders to recommit themselves to improving OSH and to creating a culture of prevention.¹
2. Between 60 and 80 percent of global trade involves global production networks called "global supply chains"² (GSCs) in which goods cross borders from suppliers to end users. Research suggests the existence of conditions that increase OSH risks for workplaces connected to GSCs, due to the transfer of work from high income countries with well-resourced enforcement and support functions for safety and health, to lower income countries that have limited resources, legislative frameworks and enforcement and support mechanisms, and that rely more heavily on "non-standard" forms of work often associated with adverse OSH outcomes, including higher injury rates, poor physical health, poor mental health, and occupational violence.³
3. Safe and healthy work is a fundamental right of workers and a foundation of sustainable development. Yet, 2.78 million workers die each year from work-related injuries and illnesses and another 374 million suffer from non-fatal work-related injury and diseases. In addition to incalculable suffering, lost workdays represent almost 4% of the world's annual Gross Domestic Product. In the face of such challenges, the International Labour Organization (ILO) has launched *Safety + Health for All*, which adopts a focused approach to reduce the incidence of work-related deaths, injuries and diseases. This flagship programme focuses on four strategic areas (i.e. building knowledge, strengthening national capacities, creating conducive national frameworks, and promoting demand for safe and healthy workplaces), and targets hazardous sectors such as agriculture and construction; workers with higher vulnerability to occupational injuries and diseases (i.e. young workers ages 15 to 24, women and migrant workers); small and medium-sized enterprises (SMEs); and GSCs.
4. This report discusses the findings of a mid-term evaluation (MTE) of a programme called the "Vision Zero Fund"⁴ (VZF), which is an integral part of the *Safety + Health for All* Flagship

¹ International Labour Organization. *Snapshots on Occupational Safety and Health (OSH) – The ILO at the World Congress on Safety and Health at Work 2017*. Geneva: LABADMIN/OSH, GOVERNANCE Department. [Not dated].

² In the documentation they reviewed to prepare this report, the authors observed an indiscriminate use of the expressions "supply chain" and "value chain." Although technically these two expressions have slightly different meanings, out of concern for consistency, the authors decided to systematically use the former herein to refer to the series of business operations in which utility is added to the goods and services offered by a firm so as to enhance customer value.

³ International Labour Organization. *Snapshots on Occupational Safety and Health (OSH) – The ILO at the World Congress on Safety and Health at Work 2017*. Geneva: LABADMIN/OSH, GOVERNANCE Department. [Not dated].

⁴ In the documentation they reviewed to prepare this report, the authors observed an indiscriminate use of words like "fund" and "programme" to describe the VZF. Therefore, out of concern for consistency, they decided to systematically refer herein to the VZF as being a "programme."

Programme. This evaluation is the product of a joint effort by two international consultants who abided by the Terms of Reference (ToRs) featured in Appendix 1.

2. Programme Description

5. The VZF is an initiative of the G7 that has also been endorsed by the G20. Its objective is to work towards the vision of zero fatal and severe work-related injuries and diseases by improving OSH practices and conditions in sectors that link to GSCs, and to strengthen institutional frameworks such as labour inspectorates and employment injury insurance (EII) schemes in countries linked to such GSCs.
6. The VZF was conceived as a multi-donor trust fund that receives contributions from diverse sources—governments, intergovernmental and non-governmental organizations (NGOs), and private sources, including the private sector—and uses them to fund projects aimed at promoting sustainable and long-term OSH prevention in GSCs. Formally established in February 2016 with the signature of the Agreement between the ILO and the German Ministry for Labour and Social Affairs (BMAS), the VZF became operational on June 1st, 2016 with an inception phase. As explained below, the programme has since consolidated its governance structure, refined its strategic approach and intervention framework, mobilized funding, and developed a portfolio of projects in selected developing countries.
7. The VZF ties in directly with the United Nations (UN) 2030 Agenda for Sustainable Development, specifically under Sustainable Development Goal 8 (SDG 8), which seeks to “promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all;” and target 8.8, which refers to the protection of labour rights and the promotion of safe and secure working environments for all workers, including migrant workers—in particular women migrants—and those in precarious employment.
8. The VZF is designed to make a direct contribution to Outcome 7 of the ILO’s Programme and Budget for the Biennium 2018-19, which aims to promote safe work and workplace compliance, including in GSCs.⁵ The programme also aligns with the ILO’s programme of work for 2020-2021, which is guided by the call made in the Centenary Declaration for all Member States to further develop, with ILO support, the human-centred approach to the future of work by strengthening the capacities of all people to benefit from the opportunities of a changing world of work; strengthening the institutions of work to ensure adequate protection of all workers; and promoting sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.⁶

2.1 Approach and Strategy

9. In 2016, the VZF adopted a five-year global strategy that provided a foundation and intervention framework for the programme’s inception phase. This four-pillar strategy sought to: promote leadership and commitment to Vision Zero from governments, businesses and workers in both advanced and developing countries; mobilize resources to implement initiatives to save lives at

⁵ International Labour Organization. *Programme and Budget for the Biennium 2018-19*. First edition. Geneva: International Labour Office. 2017.

⁶ International Labour Organization. *Programme and Budget for the Biennium 2020-21*. First edition. Geneva: International Labour Office. 2020.

work and to strengthen the responsible institutions; promote innovative and cost-effective approaches to improve OSH and employment injury protection, particularly initiatives that bring together public and private actors in GSCs; and encourage and support partnerships and cooperation within and among organizations at the global level to act coherently and efficiently in support of Vision Zero. As a result of this strategy, VZF country-level activities have focused on both the private and public spheres.

10. In 2019, a revised strategy was adopted, introducing the concept of *shared responsibility* and recognizing that fulfillment of the VZF mission requires the strong commitment, collective action influence and resources of a wide range of stakeholders to assess the root causes of poor and unsafe working conditions in GSCs. A further modification in June 2020 saw the concept of *shared responsibility* being replaced by *collective action*, defined as a multi-stakeholder approach that involves governments, workers and trade unions, employers and their organizations, multilateral organizations, civil society and development agencies, working together so that each meets its responsibilities consistent with organizational roles, to implement an agreed plan or set of actions to reduce severe or fatal work accidents, injuries or diseases in GSCs.
11. To support partner countries involved in the programme, the VZF has adopted a systematic approach to supply chain assessment. Initially, in the first two countries where VZF interventions took place—Myanmar and the Lao People’s Democratic Republic (Lao PDR)—, there was an inception phase during which specific supply chains were targeted⁷ and comprehensively assessed and supported to inform the design of programme models, followed by an implementation phase. Later, in 2017, the VZF revised this approach to undertake an assessment of drivers and constraints for OSH improvement⁸ while concurrently implementing activities, thus allowing models to be developed in close consultation with national and social partners who are involved throughout the life cycle of every VZF project. The revised approach helps identify the policy areas that have direct, albeit unintended, impacts on the safety and health of workers (e.g. ineffective access to healthcare services and social protection schemes, piece count wage practices that promote physical exhaustion, etc.). With this, VZF intends to build a body of knowledge and actionable tools to drive improved OSH outcomes, and to disseminate this knowledge both across its countries of operation and globally.
12. Since the launch of the programme, VZF projects have been approved in seven countries (Ethiopia, the Lao PDR, Madagascar, Myanmar, Colombia, Mexico and Honduras). Projects in Madagascar and Myanmar began in 2017, whereas operations in Ethiopia and the Lao PDR were launched in 2018, and activities in the three Latin American countries commenced in 2019.

⁷ To select which supply chain to target, the VZF uses an assessment tool that combines various economic, environmental, social and institutional criteria. These include scoring criteria on the key factors that influence OSH outcomes such as the need, the interest and opportunity for OSH improvement, as well as the potential for replication to other sectors and supply chains.

⁸ To this end, the VZF uses a methodology that identifies the main drivers and constraints for OSH improvement at different levels of the supply chain and its legal and institutional environment; availability and adequacy of the EII system; access to skills development; the commercial practices and policy gaps in which vulnerabilities are rooted; as well as the main actors and their incentives and capacities to contribute to a solution.

Furthermore, a new project in Vietnam was approved in November 2019 and is scheduled to commence activities in September 2020.⁹

13. With the collaboration of public and private stakeholders in selected GSCs, the VZF has carried out global, regional and country-level activities that have helped strengthen commitment to promote and enforce safe and healthy working conditions in selected GSCs; improve legal and policy frameworks to promote and enforce OSH protection, prevention and compensation in GSCs; and improve the application of such mechanisms. To this end, the VZF has worked in coordination with various ILO specialists—primarily those operating in the fields of OSH, social protection, and GSCs—to foster knowledge generation and the sharing, testing and replication of methodologies and approaches for advancing the vision of zero severe and fatal work-related accidents. To accommodate the requirements and needs of donors, adjustments have been made to the design of the VZF, leading to the emergence of at least three different types of programme models:
 - Integration in a larger programme in Ethiopia called “Advancing Decent Work and Inclusive Industrialization in Ethiopia” (SIRAYE Ethiopia), with a focus on the garment and textile GSC;
 - A “hybrid” approach in Myanmar, Madagascar and the Lao PDR, in which VZF works in two supply chains in each country;
 - An approach (single or multi-country) in which the VZF focuses on a single GSC—for example, coffee in Latin America.
14. Other central aspects of the programme’s strategic approach include the following:
 - *Gender equality* – In line with the ILO Policy on Gender Equality and its Action Plan for Gender Equality 2018-2021, the VZF aims to embed a more strategic approach to gender equality and women’s empowerment in all of its activities, through the development and piloting of new or improved gender-sensitive tools and approaches for driving OSH improvements and generate sex-disaggregated statistics on the incidence of OSH in participating countries. The integration of gender into VZF activities also implies a revision of the programme’s methodology to assess drivers and constraints for OSH improvements. More details on gender integration are found in Appendix 2 of this report;
 - *Research and knowledge* – To generate knowledge at the global level, the VZF aims to implement various interventions designed to provide actionable knowledge on OSH and GSCs that will fill current knowledge gaps in the incidence of fatal and non-fatal occupational accidents, injuries and diseases in developing countries—particularly countries in which the programme is undertaking projects—and improve the capacity to analyze OSH statistics to inform the development of strategies that sustainably address the most persistent OSH challenges;
 - *Communications* – The revised strategy adopted in 2019 places greater emphasis on effective communications to enhance programme visibility and support its resource

⁹ In addition to these undertakings, a small amount of funding (US\$ 50,000) was allocated to a study in Tunisia to assess the feasibility of initiating a VZF project in the olive oil sector in the country. However, even though extensive consultations had been held with the ILO office in Algiers and with Tunisian constituents, and even though the Ministry of Social Affairs and the Ministry of Agriculture had agreed to the project, the feasibility study was discontinued in January 2019, and funding was reallocated to the VZF Madagascar project.

mobilization efforts. The VZF has engaged an international communications firm to conduct a brand refinement exercise and provide recommendations, including a core set of messages that will facilitate messaging across the VZF.

2.2 Theory of Change and Results-Based Management Framework

15. In 2018-2019, with support from the German Development Agency (GIZ), the VZF developed a comprehensive Theory of Change (ToC) for its global and country-level activities. This ToC, which can be seen in Appendix 3, helped align VZF with the objectives of the *Safety + Health for All* Flagship Programme. It also served to illustrate the main causal relations and underlying assumptions of the programme, linking together the overall goal of the VZF at the impact level with programme outcomes, outputs and inputs (activities). The architecture of the ToC delineates the *sphere of action* (or control), which presents the project outputs that are the direct result of the project activities, and which are controlled by the VZF programme; the *sphere of influence*, in which the first order results (immediate outcomes) are listed; and the *sphere of interest*, which describes the second-order results (intermediate outcomes) and impact from the sphere of influence. Throughout the VZF, the model of collective action (explained in Section 2.1) remains a common approach at all levels. In the evaluation team's judgment, the visual representation of the ToC is rooted in a clear understanding of the process envisaged to achieve long-term impact, which has been useful to guide the VZF country approach and implementation. The ToC is a tool that can truly help shape each country's vision of OSH. However, if the ToC is to be shared with national stakeholders, then perhaps its visual representation should be simplified to ensure stakeholders clearly understand the chain of results leading to changes expected from the programme.
16. To operationalize its ToC, the VZF developed a Results-Based Management (RBM) framework in 2019 (again with support from GIZ), then subsequently revised it. GIZ is currently supporting further adjustments to the RBM, including the development of qualitative indicators. The latest version of the framework allows the provision of reporting data on three immediate outcomes and eight outputs, which are listed in Table 1. The framework also describes intermediate (second-order) outcomes as well as impact, although measuring the latter in country-level projects will admittedly be beyond the timeframe of the programme.

2.3 Components

17. The VZF is designed to work at global, country and workplace levels, seeking to strengthen the worldwide enabling environment for safe and healthy working conditions; improve national legal and policy frameworks; and implement more effective prevention, protection and compensation mechanisms for women and men working in targeted supply chains, in particular in the world's least developed countries.
18. At the macro (global) level, VZF activities are designed to generate relevant knowledge (research, lessons learned and good practices), tools, data and policies, to mobilize and advocate for a public commitment to improve OSH in GSCs, and to prevent and reduce workplace injuries and diseases. As a central component of its strategy, the VZF research component seeks to improve the knowledge base on OSH and GSCs and the capacities to collect and analyze OSH data essential to the development of effective strategies to ensure safer and healthier supply chains. Access to reliable data is essential to raise awareness of the importance

of OSH, to foster commitment, for the establishment of priorities, to inform OSH policies, and to develop strategies to prevent occupational accidents, injuries and diseases.¹⁰ GSCs are undergoing profound changes driven by multiple global disruptive and transformative forces, including climate change and the recent COVID-19 pandemic. The VZF’s research efforts will focus on gaining a better understanding of the impact of these forces on OSH in GSCs.

Table 1. VZF Immediate Outcomes and Outputs

Immediate outcomes		Outputs	
1.	Strengthened global, regional and national enabling environments for the promotion of safe and healthy working conditions in targeted GSCs	1.1	Improved coordination among academics, research and policy institutions on OSH knowledge at global, regional and/or national level
		1.2	Enhanced industry- and/or global, regional and/or country-wide commitment to improve compliance with OSH standards in selected GSCs
2.	Improved legal and policy frameworks to enforce OSH protection, prevention and compensation in targeted GSCs	2.1	Improved capacity of practitioners and/or policy makers to collect and analyze OSH data
		2.2	Improved capacity of practitioners and/or policy makers to promote and enforce OSH
		2.3	Improved capacity of policy makers and/or practitioners to enhance access of workers to compensation mechanisms
3.	Improved application of effective OSH prevention, protection and compensation mechanisms for women and men working in targeted GSCs	3.1	Improved capacity of employers and workers to promote OSH at the workplace
		3.2	Improved mechanisms to promote OSH at the workplace
		3.3	Female and male workers are more empowered to engage in the promotion of OSH

Source: Vision Zero Fund. Vision Zero Fund Strategy 2019-2023: Collective Action for Safe and Healthy Supply Chains. Geneva: Labour Administration, Labour Inspection and Occupational Safety and Health Branch, International Labour Organization. [October 2019, revised July 2020].

19. At the country level, VZF interventions focus on improved prevention and protection from OSH risk, as well as compensation in the case of injury or disease, and reinforce legal and policy development and implementation capacities and mechanisms. Such interventions are designed in collaboration with the national government, social partners and other key stakeholders, particularly those operating at the sectoral level such as NGOs providing OSH services to workers in the agriculture sector, or chambers of industry and industrial associations representing multinational enterprises (MNEs). The identification of the key stakeholders differs from one country to the next and is based on a mapping exercise carried out at the project design stage.
20. The VZF’s main approach with larger enterprises is to build capacity and promote social dialogue through bilateral workplace collaboration committees such as OSH committees. The objective is to strengthen social dialogue and improve the knowledge and awareness of both workers and employers, and support evidence-based management of OSH-related issues. This encompasses

¹⁰ Activities will include a comprehensive mapping and analysis of the different types of surveys (such as household and enterprise surveys) to support countries in the development of such instruments to collect data on OSH; two “quick guides”—one on interpreting OSH statistics and another to enhance capacity of employers and workers to comply with their respective duties to report, record and notify occupational accidents, injuries and disease—; and support to the development of joint estimates by the World Health Organization and the ILO on the work-related burden of disease and injury. Source: Vision Zero Fund. *Filling Data and Knowledge Gaps on OSH in Global Supply Chains: A Vision Zero Fund Project*. Geneva: International Labour Office. [Not dated].

a range of improvements driven by needs and opportunities identified at the company level. With SMEs, the targeted trainings and technical capacity building rely on existing ILO methodologies designed specifically to improve OSH in small businesses.

21. Summary information on progress made towards achieving the VZF outcomes and outputs is supplied in Appendix 4. This information is current to May 2020.

2.4 Financial and Institutional Structure

22. The VZF provides financial support to coordinate undertakings, action plans or similar agreements initiated by businesses, social partners, NGOs and governments that commit themselves to work towards safe workplaces and compliance with minimum labour, environmental and safety standards. In this context, the programme supports action required to foster prevention and to put into practice labour, social and workplace-related environmental standards.
23. Actions financed by the VZF focus both on strengthening public frameworks (such as OSH systems, effective labour inspectorates, and the establishment or improvement of national work-related injury insurance schemes as a contribution to the implementation of national basic social protection floors), as well as company-based practices (such as the development of OSH management systems, training of management and workers on safety procedures and standards, the implementation of standards and assessment requirements, and the creation of company-based health and safety committees).
24. Since it is a concerted global effort, the VZF has a multi-donor architecture. Funding comes from State donors (Germany, the European Union (EU), France, the United States, the United Kingdom, Sweden and Norway) and, to far lesser extent, from the private sector (Siemens, a Germany-based technology company with activities in industry, energy and healthcare¹¹). As of July 2020, the total funding approved for the VZF was US\$ 18.6 million,¹² 92 percent of which had been received at the time. As of March 2020, 12 projects¹³ with a total budget of nearly US\$ 12.6 million had been approved under the programme, whereas three further initiatives¹⁴ with a total budget of nearly US\$ 1.8 million had been approved through indirect contributions.
25. The VZF is administered and implemented by the ILO. More specifically, the responsibility for managing the programme rests with the Labour Administration, Labour Inspection and Occupational Safety and Health Branch (LABADMIN/OSH) within the Governance and Tripartism Department (GOVERNANCE) at the ILO Headquarters (HQ) in Geneva. In addition to overseeing the VZF, the Branch is responsible for providing technical expertise on OSH, labour administration and labour inspection. Throughout the inception phase and after the launch of

¹¹ The original VZF framework document stated that the programme would be based on the matching of government and private sector contributions, and that a call would be issued to companies operating in GSCs to match public efforts—including with in-kind contributions—to lend programme activities strong leverage and impact. So far, however, support from the private sector has been fairly limited, and even though the VZF has been collaborating with MNEs in its countries of operations, Siemens currently stands as the only recognized private sector donor to the programme.

¹² This figure excludes pledged funding and was supplied by the ILO as part of their feedback on a draft version of this evaluation report.

¹³ Other initiatives were approved after March 2020, but are not included in this evaluation. These include Phase II of the country project in Myanmar, a country project in Vietnam, and BMZ COVID-19 funding.

¹⁴ Including two initiatives to fund the cost of programme personnel.

the consolidation phase (currently underway), ILO LABADMIN/OSH has provided extensive support to the VZF with respect to management, technical issues, programming, finances, administration, communications and visibility. Between 2016 and June 2020, the Branch’s total contribution has exceeded US\$ 1.1 million, including US\$ 1.0 million in direct labour cost and US\$ 60,000 in office running and equipment expenses.

26. The VZF governance structure has evolved over the years to ensure engagement, involvement and broad ownership from partners and tripartite constituents. This structure currently has four key components, which are described in Table 2.

Table 2. Overview of the Current VZF Governance Structure

Component	Features
VZF Secretariat	<ul style="list-style-type: none"> Established to act as the focal point for all technical, operational, reporting and financial matters relating to the programme Led by a VZF Programme Manager (since June 2016), supported by a full-time Programme Officer (since March 2019) and finance and administrative assistance (part time (50%) from September 2016 to March 2019; full-time from July 2020) Also supported by a Junior Programme Officer (JPO) funded by Germany (since October 2018) Research component of VZF’s work managed by a Technical Officer who joined the VZF Secretariat in January 2020 and is funded by the European Commission (ILO Employment Policy Department)
VZF Steering Committee	<ul style="list-style-type: none"> Decision-making body that provides strategic oversight and direction to the VZF Secretariat Main functions include the approval of the programme’s work plans, budgets and reports Considers and approve proposals from the VZF Secretariat for new projects (including country and sector selection) and oversees the implementation of the VZF strategy in GSCs Met bimonthly for the first two years of the programme (2016-2017), under the chair of the Chief of the LABADMIN/OSH Branch, but since 2018 meets two to three times a year Members include the Director of ILO GOVERNANCE, as well as representatives of the major donors and one representative of a potential recipient country serving on the ILO Governing Body
Flagship Programme Global Tripartite Advisory Committee (G-TAC)	<ul style="list-style-type: none"> The role of G-TAC is to provide advice to the Programme Management Team on the overall Flagship Programme effort. The G-TAC considers questions requested of it by the Flagship Programme Management Team, or other issues that its members consider to be important for the further enhancement of the Flagship Programme. In providing such advice to the Programme Management Team, the G-TAC may entertain any questions that its members consider relevant to the effectiveness or impact of the Flagship Programme operations at country or global level.
VZF Advisory Committee	<ul style="list-style-type: none"> Established in June 2020 as a new structure incorporating social partners (i.e. employers and workers) who felt there was a need to engage more directly with the VZF Includes members of the VZF Steering Committee, as well as two representatives of the International Organisation of Employers (IOE), one representative of the International Trade Union Confederation (ITUC), and one representative of a Global Union Federation Advises the VZF Steering Committee and the VZF Secretariat on the implementation of the overall VZF programme, specifically with regards to strategic directions, strategic partnerships and key developments in the area of safety and health in GSCs Also considers questions referred to it by the Steering Committee or issues deemed important by the members to further enhance the programme, as well as any question that members consider relevant to the effectiveness or impact of the VZF and its country projects

27. The management of VZF country-level interventions is decentralized; thus, the responsibility for country interventions lies with the concerned ILO Country Office (CO). Each VZF project at country level is managed by a project manager,¹⁵ supported by one or more national officers and a finance and administrative assistant. The VZF project in Colombia and Honduras is managed by a project manager based in Mexico, supported by a national officer in Colombia. The country project managers receive technical assistance from HQ and regional specialists

¹⁵ Except in Madagascar, where there was one national project coordinator and one administrative staff on the ground during the first phase.

involved in specific areas of work and specialization—in particular the OSH Specialists and Labour Administration/Labour Inspection Specialists.

28. In addition to the above, there is close coordination between VZF personnel, specialists from other ILO programmes,¹⁶ and specialists from ILO working in the field. Furthermore, consistency and alignment with the ILO's internal procedures are achieved through cooperation with various ILO departments such as Strategic Programming and Management (PROGRAM), Partnership and Field Support (PARDEV), and the Evaluation Office (EVAL).
29. At country level, national VZF Tripartite Project Advisory Committees are established to ensure continued national engagement and ownership, as well as the relevance of VZF project's activities. Programme partners at the country level usually include the Ministry of Labour, Ministry of Agriculture, Ministry of Trade and Industry and other ministries (depending on the nature of the interventions); labour inspection agencies; OSH services providers; and social partners.

3. Evaluation Background and Methodology

3.1 Background, Purpose and Scope of the MTE

30. Evaluation in ILO is primarily used as a management and organizational learning tool. As such, it is a critical means to improve decision making, generate knowledge in the organization, and provide verifiable evidence of effectiveness.¹⁷ True to this principle, the ILO has, to date, commissioned independent MTEs of VZF project country interventions in Myanmar (Phase I-Phase II), the Lao PDR (supply chains) and Madagascar (internal evaluation of OSH). Furthermore, an evaluation on the start-up phase of the VZF was conducted in 2018 (published December 2019), and an Evaluability Assessment was completed in March 2020 (see the latter's recommendations in Appendix 5). In addition to providing valuable insights to guide the VZF interventions, these studies underlined several common key findings and recommendations, including the need to develop and use a ToC and RBM framework, to develop a monitoring and evaluation (M&E) plan, to consider project sustainability, and to mainstream gender into interventions. More recently, the European Commission conducted its own Results-Oriented Monitoring (ROM) review of the VZF, which was completed in May 2020 (see list of recommendations in Appendix 5), and an Outcomes and Practices Assessment (OPA) review was conducted in Myanmar (with a draft report submitted in April 2020¹⁸) to document internal and external factors that either led to the successful adoption of OSH measures, or hampered the advancement of OSH at the workplace level.
31. Building on all these studies, the VZF MTE whose findings are presented herein serves a dual-purpose: accountability and organizational learnings. As such, it focuses on progress towards results and addresses aspects associated with management, efficiency of the OSH and GSC

¹⁶ Examples include the Better Work Branch (BETTERWORK), the Labour Law and Reform Unit (LABOURLAW), the Sectoral Policies Department (SECTOR), the Global Programme on Employment Injury Insurance and Protection (GEIP), and the Social Dialogue and Tripartism Unit (DIALOGUE).

¹⁷ International Labour Organization. *ILO Policy Guidelines for Results-Based Evaluation: Principles, Rationale, Planning and Managing for Evaluations*. Second edition. Evaluation Unit. 2012.

¹⁸ After preparing this report, the evaluation team learned of the existence of a more recent version of this document containing more lessons from the garment sector.

knowledge strategy, the development of tools and methodologies, and steps to ensure sustainability. The MTE means to inform the decision-making processes of management and other relevant stakeholders on the continuation of VZF and the design of future projects implemented under the revised VZF strategy. Furthermore, it seeks to provide a comparative view of the various models currently being implemented as part of the VZF initiative, and to identify factors that affect the success of these models.

32. As indicated in the ToRs, found in Appendix 1, this MTE reviews the VZF’s strategy and performance since its launch in 2016 until mid-2020. To this end, it follows a “clustered approach,” meaning that the evaluation examines a global cluster of projects under the VZF rather than a single project. Specifically, the scope of the MTE comprises global and country-level work in Ethiopia, Latin America, the Lao PDR, Myanmar and Madagascar (see Table 3).

Table 3. List of Projects Examined during the Mid-Term Cluster Evaluation of the VZF

Project code and title	Project start and end dates	Remarks [1]
GLO/16/50/MUL, Vision Zero Fund Secretariat	01/03/2016-30/06/2023	<ul style="list-style-type: none"> This project underwent an internal evaluation of its inception phase. The clustered evaluation builds on the findings and recommendations of the inception phase evaluation.
GLO/17/53/EUR, Contribution to the Vision Zero Fund-Global Component	01/10/2017-30/09/2020	<ul style="list-style-type: none"> A 6-month no-cost extension granted until the end of March 2021 [1]. The clustered evaluation constitutes a MTE for this project.
MMR/16/51/MUL, Vision Zero Fund Myanmar	01/01/2017-30/04/2020	<ul style="list-style-type: none"> The clustered evaluation constitutes the final evaluation of this project. A MTE was completed in August 2019, and an outcomes and practices assessment is currently underway.
LAO/17/50/EUR, Vision Zero Fund Laos	01/06/2018-30/09/2020	<ul style="list-style-type: none"> A no-cost extension has been granted until the end of March 2021. The clustered evaluation constitutes the final evaluation of this project. An internal MTE was completed in March 2020 and a ROM review in June 2020.
ETH/17/01/MUL, Advancing Decent Work and Inclusive Industrialization in Ethiopia	01/06/2018-30/06/2022	<ul style="list-style-type: none"> This project will undergo a separate MTE in the final quarter of 2020. The clustered evaluation constitutes a “light review” of this project.
RLA/18/08/EUR, Vision Zero Fund Initiative: Improving Occupational Safety and Health in Coffee Supply Chains	01/02/2019-31/01/2022	<ul style="list-style-type: none"> The clustered evaluation constitutes the MTE of this project.
GLO/19/07/EUR, Filling Data and Knowledge Gaps on OSH in GSCs to Strengthen the Model of Shared Responsibility	15/12/2019-15/06/2021	<ul style="list-style-type: none"> The clustered evaluation particularly looks into how this project is supporting the VZF in developing and implementing its research strategy.
GLO/18/58/FRA MDG/17/50/FRA, Améliorer la sécurité et la santé dans les chaînes d’approvisionnement à Madagascar (Fonds Vision Zéro)	01/09/2017-31/01/2020	<ul style="list-style-type: none"> This project has now closed and was self-evaluated. The self-evaluation (report available in French and soon in English) constitutes an input to the clustered evaluation.

1. Some of the remarks in this table differ from those found in the ToRs. Where appropriate, changes were made in the table at the request of the ILO.

33. The primary clients of the MTE are the VZF project team, the VZF Steering Committee and G-TAC, as well as the LABADMIN/OSH Branch of the ILO. Other users of the evaluation findings include ILO tripartite constituents, other ILO units and projects (e.g. Better Work, SCORE), ILO COs in beneficiary countries, VZF donors, and other interested parties (e.g. G7/G20 countries).

3.2 Methodology for the MTE

34. A team of two international consultants was appointed to conduct the VZF MTE over a period of a little over three months, between August and October 2020. The team's approach to the evaluation has been to consider the individual country contexts and priority needs addressed by VZF interventions; to review the specificity and relevance of interventions carried out in each country participating in the programme; and to analyze the extent to which these interventions have generated positive or negative, intended or unintended effects, as well as the extent to which the benefits of interventions in each country continue or are expected to continue over the medium and long term. The evaluation team also examined whether the results are delivered in an efficient way. Throughout the process, the team took into account cross-cutting issues such as norms and social dialogue, gender equality, disability inclusion, other non-discrimination concerns, and medium- to long-term effects of capacity development initiatives.
35. One of the key principles guiding the evaluation team's work has been to ensure an inclusive and participatory process. From beginning to end, VZF stakeholders were involved throughout the study. The evaluation team adhered to ILO's standards and worked collaboratively with the ILO evaluation team and VZF Secretariat to refine the key learning questions, the evaluation design and methodology and the validation of findings from data analysis, thus granting key stakeholders an opportunity to provide their input at various stages in the MTE.
36. Evidence-gathering was facilitated by questions outlined in an evaluation matrix (shown in Appendix 6), which served as the primary guide for the evaluation team to develop data collection tools (for each of the proposed lines of inquiry). At the request of the ILO, the team paid particular attention to the gender dimension by means of specific questions incorporated in the various sections of the evaluation matrix. Moreover, the MTE examined COVID-19, its related effects, and measures adopted to support project implementation in the context of the pandemic.
37. The MTE used a mixed-methods approach involving three main lines of inquiry. First, a comprehensive desk review was performed (see list of documents reviewed in Appendix 7). Second, the evaluation team led key informant interviews (KIIs) through Skype calls with 26 participants—including consultants and staff from the VZF Secretariat; members of the VZF Steering Committee or VZF Advisory Committee; VZF Chief Technical Advisors (CTAs) and CO personnel; staff from the ILO's LABADMIN/OSH Branch; country stakeholders; and other ILO programme personnel (see list of key informants and generic interview protocol in Appendices 8 and 9). To overcome the language barrier in Myanmar and the Lao PDR, the ILO agreed to hire local consultants who were fluent in their country's local language and who were qualified to interview stakeholders and prepare comprehensive interview notes they could submit to the evaluation team. To overcome the risk that national consultants may have a rather mechanical approach to the interviews, the evaluation team engaged with them upfront, briefed them thoroughly on the clustered evaluation approach, and interacted with them throughout the process. The team supplied each local consultant with an advanced copy of the interview protocols in English, to allow them to have the latter translated into the local language so participants could clearly understand the questions. The team also reviewed and commented interview notes produced by the consultants as a means of ensuring quality control. Through these efforts, evidence was gathered from 41 national stakeholders who took part in one-on-

one interviews or group meetings conducted by the local consultants in Myanmar and the Lao PDR. Thirdly, an on-line survey was issued in Spanish to 45 target respondents from Latin America, yielding a total of 12 valid questionnaires (see summary analysis of results in Appendix 11). Although it was also planned to issue the on-line survey in English to target respondents from Ethiopia, this was cancelled at the request of the ILO evaluation team, which felt the survey would be of limited value considering the current stage of the VZF project in Ethiopia. Even though it ended up not being used, the English version of the survey questionnaire can be found in Appendix 10.

38. The evaluation team faced several limitations. The timeframe in which to conduct the entire MTE was very limited and began at a time when many people in the field were absent or too busy to fully participate in the study. Furthermore, the use of local consultants in countries in which informants do not speak English introduced a potential bias, as it added one degree of separation between the evaluation team and stakeholders participating in KIIs (compared to countries in which members of the team could talk directly to national stakeholders and beneficiaries). In addition, the on-line survey issued in Spanish proved to be of limited value due to a very disappointing response rate, despite the evaluation team's efforts to issue reminders to targeted respondents and to make the questionnaire as short and easy to fill out as possible. Finally, one limitation not identified beforehand in the inception report became apparent during the evaluation process, namely the fact that the evaluation team could hardly assess certain aspects of the VZF programme that were undergoing a consultative process, in particular research on a communications strategy, research on a private sector engagement strategy, and consultancy to strengthen the gender approach of the methodology for OSH in GSCs starter kits. The evaluation team determined that it could not make conclusive assessments of these aspects considering they were currently in the process of being finalized.
39. Despite these limitations, the evaluation team is generally satisfied with the validity and reliability of findings reported in this report as a substantive number of stakeholders have been reached through KIIs and have had an opportunity to provide feedback on their experiences and perceptions about VZF achievements so far.

4. Main Findings

4.1 Relevance and Strategic Fit of the Interventions

Intervention design and implementation, considering the needs and capacities of constituents at the global and national level

a) Global Level:

40. GSCs have been a topic of discussion for many years at the ILO and continue to be at the forefront of international debates. Prevention has gained higher political attention in recent years and, since 2014, has been added to the agenda of the G20. The *G20 Statement on Safer and Healthier Workplaces*¹⁹ specifically referred, in Article 1, to the need to “ensure that national safety and health bodies are responsive to the needs of workers and employers through ongoing assessments and effective incentives and advisory services regarding potential

¹⁹ *Creating Safe and Healthy Workplaces for All*. Report prepared for the G20 Labour and Employment Ministerial Meeting; Melbourne, Australia, 10-11 September 2014. International Labour Organization. [Not dated].

hazards, preventative and protective measures, and risk management and control.” Article 6 called on G20 members and interested non-G20 countries to compile and share best practices, while Article 10 described a commitment to “promote responsible business practices and effective supply chain engagement to improve OSH, with reference to UN, ILO, and OECD [Organization for Economic Cooperation and Development] guidelines and standards, as appropriate.”

41. In 2016, the *Conclusions Concerning Decent Work in Global Supply Chains* adopted at the 105th Session of the International Labour Conference (ILC) recognized that supply chains have “contributed to economic growth, job creation, poverty reduction and entrepreneurship and can contribute to a transition from the informal to the formal economy.” GSCs are also considered to be an “engine of development by promoting technology transfer, adopting new production practices and moving into higher value-added activities, which enhances productivity and competitiveness.”²⁰
42. The *Conclusions Concerning Decent Work in Global Supply Chains* further indicated that “failures at all levels within GSCs have contributed to decent work deficits in the areas of OSH, wages, and working time, which impact on the employment relationship and the protections it can offer.” Such failures have also contributed to the undermining of labour rights, particularly freedom of association and collective bargaining, informality and non-standard forms of employment.
43. The ILC adopted a resolution to underline that GSCs are complex and diverse, and that their impact on working conditions—including OSH—is little documented. In order to respond to these challenges, the ILO adopted a Programme of Action 2017-2021 on Decent Work in GSCs, which identifies knowledge generation, sharing and capacity building as one of several specific areas of concentration.
44. At the global level, the ILO’s capacity builds on a team of experts and a proven track record of interventions that have improved both legal frameworks and their effective implementation at company level around the world.
45. Both the KIIs and desk review carried out by the MTE evaluation team corroborate that the VZF is highly relevant in providing a coherent response to OSH in GSCs. The programme acts as a development cooperation instrument grounded in the actual needs of constituents in participating countries. As such, it brings together different actors with different roles, responsibilities and visions to work towards a common ground with an OSH lens, and proposes an integrated approach to address safety and health at global, national and enterprise levels aligned with the VZF’s immediate outcomes. A GSC approach offers key opportunities for improving OSH and decent work.
46. Interventions to promote safe and healthy supply chains have been piloted in the Lao PDR, Madagascar, Myanmar and, more recently, Ethiopia, Mexico, Honduras and Colombia. The VZF’s global contribution has been to generate tools, methodologies and evidence-based

²⁰ *ILO Programme of Action: Decent Work in Global Supply Chains*. Consolidated document for the ILO approach to decent work in global supply chains as requested by decisions to documents GB.328/INS/5/1 and GB.329/INS/3/2. International Labour Organization. [Not dated].

knowledge with the piloting of country interventions in three specific GSCs, namely the agriculture, textile/garment and (more recently) construction sectors, to capture success stories and compile and share best practices and lessons learned that could be replicated in other countries and other GSCs. Various international fora²¹ (such as the World Congress on Safety and Health at Work, high-level meetings, and conferences) have allowed sharing of the body of knowledge and tools produced to support the improvement of OSH across countries in which VZF interventions are carried out. Such sharing not only provides an opportunity to discuss the latest safety and health challenges in the world of work, but also facilitates the exchange of knowledge, good practices and experiences for all OSH specialists and actors while enriching the international debate. Furthermore, the ongoing research agenda²² aims to fill the global information gap seen in the field of OSH, and to produce actionable knowledge on OSH and GSCs to support the development of strategies and actions that address the most persistent OSH challenges, all of which leads to the establishment of systems and services that promote responsible business practices and effective supply chain management to improve OSH.

47. After conducting research on drivers and constraints for OSH improvement in GSCs and intervention design, the VZF has begun working on two synthesis reviews in the agriculture²³ and garment sectors, with a view to presenting findings at a future high-level forum²⁴ (tentatively scheduled for February or March 2021) to strengthen the international debate on GSCs. KIIs confirmed that through its country interventions and results achieved, and through the redevelopment of tools, methodologies and research, the programme has already begun feeding an evidence-based discussion on GSCs at the international level.
48. Current market forces are helping to drive demand for ILO interventions in GSCs. As GSCs connect consumers in developed countries with producers in developing countries, decent work deficits are being exposed that may have previously been unidentified. For instance, the global coffee supply chain begins to generate market incentives that are anchored in the requirements of buyers in industrialized countries for products made with processes that respect the fundamental rights of workers. There are major reputational and brand risks for MNEs and international buyers if they are seen to be profiting from supply chains that use exploitative

²¹ Participants in such events include employers and managers, trade unions, public servants, insurance and social security professionals, manufacturers and importers, and other stakeholders interested in safety and health at work.

²² Vision Zero Fund. *Filling Data and Knowledge Gaps on OSH in Global Supply Chains: A Vision Zero Fund Project*. Geneva: International Labour Office. [Not dated].

²³ Agriculture has been identified as a sector of focus within the overall programmatic priorities of the ILO. This priority is due to the size of the agricultural sector in developing countries, the breadth of exposure to occupational hazards and resulting high incidence of work-related injuries and illnesses, and the significant challenges to setting up systems and services to support improvements in OSH performance in rural settings.

²⁴ Although high-level fora are useful, other concrete channels could be used to provide access to knowledge products developed through VZF interventions. Such channels could include a VZF website (as discussed in the recommendations of this evaluation), exchange platforms, international venues and conferences, stakeholder meetings, and panel discussions involving experts, OSH researchers and practitioners. This approach would be consistent with the VZF revised strategy adopted in 2019, which calls on effective communications to enhance programme visibility and provide timely access to knowledge on OSH- and GSC-related topics, with a view to supporting discussions and informing strategic decisions. Similarly, the communications strategy and the private engagement strategy could also identify channels leading to valuable information generated by the programme.

practices or tolerate breaches of fundamental principles and rights at work.²⁵ Reputational and brand risks could indeed influence MNEs and make them increasingly attentive to responsible business practices and effective supply chain engagement, to improve OSH and support decent work and enabling factors. As marketplaces become increasingly competitive, brands need to rely on their strength and reputation to attract and retain customers. Brands could be made more aware of the fact that meaningful OSH engagement showcasing their efforts to promote decent work and provide safer, healthier working conditions could resonate with customers and increase brand loyalty, as suggested by evidence from the coffee sector. Currently under development, the VZF's private sector engagement strategy could include efforts to actively reach out to brands and relay them this message.

b) National Level:

49. The commitment of national stakeholders (government, workers and employers) to collaborate with the VZF and to apply principles of relevant ILO OSH standards is a precondition for the VZF to operate in a country.²⁶
50. KIIs confirmed that the VZF uses its conveying power to bring together public, private and other stakeholders to engage in social dialogue at the national level. This process of consultation is twofold: firstly, it ensures that key stakeholders are on board to identify the needs²⁷ and capacities of existing structures; and secondly, it ensures active participation and buy-in from national constituents from the start while also facilitating the establishment of a broad consensus for the selection and design of specific activities in which all stakeholders work together to improve OSH. As mentioned by one interviewee, "It is a process of give-and-take; the important thing is bringing all actors in the discussions from the start and giving them an opportunity to voice their priorities."
51. Evidence gathered through the KIIs and the desk review indicates that the selection of supply chains is done through active consultation and discussion with national constituents who identify the chain. A preselection process uses a scoring matrix to rank all shortlisted supply chains. This scoring exercise takes into consideration each supply chain's market position, employment and working conditions, environmental and social dimensions, sector organizations and regulation, and potential for transferability. The scoring exercise is validated and agreed upon by stakeholders.
52. The second step is to gain a full view of OSH challenges in a given supply chain at the various stages of production. To do so, the VZF relies on a rigorous methodology that assesses the drivers and constraints for improving OSH in specific supply chains. The evaluation team concurs with the findings of a previous evaluation confirming that "the OSH assessment is an important tool for providing a tailor-made response to the country. The methodology targets hazards, risks

²⁵ Evaluation Office. *ILO Decent Work interventions in Global Supply Chains: A Synthesis Review on Lessons Learned; What Works and Why, 2010-2019*. Geneva: International Labour Organization. September 2019.

²⁶ Vision Zero Fund. *Vision Zero Fund: Making Global Supply Chains Safer*. Geneva: International Labour Organization. [Not dated].

²⁷ With respect to needs, prior to the launch of the project in the Lao PDR, tripartite constituents signed a joint request letter, which was sent by the Vice-Minister of Labour and delivered at a global event.

and vulnerabilities and identifies entry points for improving OSH at different tiers of the [supply] chain.”²⁸

53. The assessment also proposes possible avenues to address the most persistent OSH challenges. Following the assessment, the interventions prioritized reflect the discussions and agreements reached by stakeholders through the process of social dialogue and allow the design of a unique set of country-based intervention, thus confirming that VZF’s engagement with national stakeholders ensures that country interventions respond to the constituent needs, which is key to implementing tailor-made interventions. Stakeholders interviewed in Myanmar and the Lao PDR confirmed that VZF consults and coordinates with stakeholders to identify the OSH issues, discuss the approach and consider the feasibility of the interventions. For example, VZF Myanmar helped establish an ILO OSH Project Portfolio with its own tripartite Project Consultative Committee (PCC), which serves as a platform for information sharing, input gathering, and partnership building. The VZF assessment is also an opportunity to emphasize a collaborative approach and formalize commitments among key stakeholders.
54. Several interviewees confirmed that the assessment of drivers and constraints to improve OSH in a specific supply chain is essential to provide current and valuable information enabling national stakeholders and strategic partners to identify and design interventions that are better suited to the needs of targeted beneficiaries (national and local enterprises, workers and farmers). For instance, based on the outcome of the comprehensive OSH assessment in the coffee sector, the project in the Lao PDR identified the delivery of training on OSH to coffee farmers and coffee plantation workers as a key intervention under its implementation phase to address OSH hazards and risks in this sector and promote productivity and voluntary agriculture certification schemes through OSH improvements.²⁹ In Mexico, the following interventions were prioritized: increasing the stakeholders’ knowledge on OSH standards in the agricultural sector; increasing the prevention of occupational accidents and diseases in agricultural rural development programmes; training of OSH specialists for the agricultural sector and establishing the training requirement for small-, medium- and large-scale coffee producers; and generating evidence, through case studies, of the impact of OSH on productivity.³⁰

Objectives and design of VZF, considering the needs of final beneficiaries (workers, farmers)

55. The VZF is relevant to its final beneficiaries, namely workers in GSCs whose working conditions have been characterized by unsafe workplaces having a negative impact on their health and daily life. The programme has introduced and designed various interventions to address the hazards workers and farmers are exposed to, and has brought improvements in working conditions, as explained below.

²⁸ Quoted in: van der Loop, T. *Independent Mid-Term Evaluation: Occupational Safety and Health (OSH) in Myanmar Supply Chains; A Vision Zero Fund (VZF) Project – Implementation Phase (Phase II). Final Report*. The Hague: International Labour Organization. August 2019.

²⁹ *Terms of Reference: Implementation Agreement between ILO and the Lao Coffee Association (LCA) – Improving OSH and Covid19 Prevention in the Coffee Sector, Champasak Province, Lao PDR, 15 August-15 November 2020*. May 2020.

³⁰ Vision Zero Fund. *Improving Occupational Safety and Health in the Global Value Chain of Coffee in Mexico: Drivers and Constraints. A Case Study*. Geneva: International Labour Organization. First published 2020.

56. In Ethiopia, through improvement plans, the factories addressed the following noncompliance issues: first aid boxes and first aid room supplies fully equipped; evacuation plan with a system in place to regularly inspect the plan and revise it when required (e.g. rearrangement of production facility layout); the proper use of personal protective equipment (PPE); electrical and chemical safety (containment for chemical storage); and measures to control involuntary overtime and age verification.³¹
57. In some plantations in Madagascar, trees were trimmed to reduce accidents and minimize falls from a height; and local craftspeople designed a prototype for a more ergonomic garaba (traditional basket used for the harvesting) that minimizes the risk of cuts, leading to over 1,000 of these prototypes being used during the 2018 campaign. A standardized first aid kit was introduced in plantations, and an OSH management system was established on lychee farms and processing plants. Lastly, 2,435³² seasonal workers and their families saw their employer register them with Service médical inter entreprise (SMIE) during the 2018-2019 campaign, allowing them to receive for the first time OSH benefits similar to those granted to permanent workers. This scheme was designed for them by SMIE, with ILO support, in recognition of the fact that a majority of jobs in the lychee sector are informal and that, prior to the VZF's intervention, workers in these jobs could not benefit from social security or occupational health services.
58. The vast majority of national stakeholders interviewed in Myanmar and the Lao PDR confirmed that VZF interventions fully responded to the needs of the final beneficiaries, as they contributed to the promotion and adoption of good farming and processing practices that can genuinely address and impact the whole supply chain and improve working conditions. As noted by OSH committee members in a shoe factory in the Lao PDR, VZF interventions contributed to a cleaner and more organized factory environment, where female and male workers feel safer, there is an increase in productivity and quality control, and a reduction in reported work-related accidents. Similarly, the director of a coffee cooperative in the Lao PDR noted a reduction in work-related accidents, an improvement in safety measures implemented by farmers, and a greater understanding of OSH issues on the part of female and male workers.
59. Projects launched in Mexico, Colombia and Honduras are more recent than those initiated in other countries. Several studies conducted by the VZF have allowed to characterize the coffee market, map the main actors in this market, draw vulnerability profiles, and identify the risk factors and primary causes of work-related accidents. In Colombia, a study³³ indicates that 96.5% of coffee growers are small producers with crops of less than five hectares that nevertheless generate 70% of the national production—a finding underlining the importance for coffee workers to acquire knowledge and change practices to reduce diseases and

³¹ *Progress Report, January-August 2020: Advancing Decent Work and Inclusive Industrialization in Ethiopia (ONEILO)*. International Labour Organization. August 2020.

³² This figure, obtained from an interviewee, exceeds the 1,100 figure quoted on page 8 in: Tillier, J., and Rasolofoniainarison, L. *Améliorer la sécurité et la santé dans les chaînes d'approvisionnement mondiales à Madagascar (VZF). Rapport final, juillet 2017-janvier 2020*. International Labour Organization. April 2020.

³³ Vision Zero Fund. *Formación en Seguridad y Salud en el Trabajo: La Experiencia de la Federación Nacional de Cafeteros de Colombia*. Bogota: International Labour Organization Country Office for the Andean Countries. June 2020.

accidents.³⁴ In Mexico's coffee sector,³⁵ activities at the production stage have the highest risk of occupational accidents and vulnerability and therefore offer the greatest opportunities for improving the OSH conditions of the labour force in the coffee supply chain. In Honduras,³⁶ the OSH assessment highlights the absence of a national policy on OSH (needed to establish a coherent and inclusive approach to the strategic use of resources for the development of OSH in the country), a lack of OSH awareness among producers and workers, the limited coverage of existing health and social protection services, and a lack of OSH data for the coffee sector (underlying the importance to promote the responsible use of pesticides to prevent diseases both in the workplace and within families).

Capacity of the Theory of Change to inform VZF interventions

60. Usually, ToCs are developed prior to project implementation. In the case of the VZF, the ToC was developed after project interventions had begun, taking into consideration ongoing projects and projects planned for implementation. Realizing the importance of linking the contribution of global outcomes to a clear impact, the VZF began to develop a broad global ToC as part of its new strategy, late in 2019. This exercise involved a consultant from GIZ and a broad consultation process with CTAs and ILO units. The ToC was then approved by the VZF Steering Committee.
61. During KIIs, some respondents indicated that the current ToC is complex, theoretical and not easy to grasp at first glance. Nonetheless, they regarded the underlying thinking process as a worthwhile exercise to understand the VZF's global perspective and contribution. As stated by one respondent, "To address OSH in developing countries, you need a comprehensive framework to assemble the many pieces of the OSH puzzle." For country interventions that were already going on in Madagascar and Myanmar, respondents indicated that the ToC formalizes empirical activity already underway and makes it more explicit.
62. Other informants believe that the ToC is extremely helpful in clearly linking the different levels of interventions at factory, national and sectoral levels. Others have confirmed that, while national stakeholders are generally not familiar with the ToC, its essence clearly influences the approach of the CTAs, and is well reflected in practice in project design and implementation. Interviewees added that they do not necessarily refer to the ToC with constituents, but confirmed it helps them facilitate the conversations.
63. It is proposed that preparations for future projects dedicate explicit attention at the beginning of the design process to the development and articulation of the ToC. This should be done in

³⁴ During the last decade, legislation on safety and health at work has evolved substantially in Colombia. Law 1562 (2012) introduced SG-SST, an OSH management system that Decree 1443 of 2014 (current Decree 1072 of 2015) defined as a logical, stage-based process that provides for continuous improvement and comprises policy, organization, planning, application, evaluation, auditing and improvement actions, all aimed at anticipating, recognizing, evaluating and controlling risks that may affect safety and health at work.

³⁵ Vision Zero Fund. *Improving Occupational Safety and Health in the Global Value Chain of Coffee in Mexico: Drivers and Constraints. A Case Study*. Geneva: International Labour Organization. First published 2020.

³⁶ Mogrovejo, R., P. Cariño, L. Carmenate, N. Meneses, and F. Moncada. *Incentivos y Limitaciones para la Mejora de la Seguridad y Salud en el Trabajo en la Cadena Mundial de Valor del café de Honduras*. Draft report. Geneva: International Labour Organization. First prepared 2020.

the context of the global VZF ToC and draw on national priorities and drivers for change. The process should further include training for national stakeholders on ToC development.

Consistency of RBM framework with country-level logframes and alignment with the *Safety + Health for All* Flagship Programme

64. The VZF's RBM framework was fully developed in mid-2019. At the inception phase, the VZF was tooled with an initial logframe (logical framework) and indicators, which were later used to develop the RBM framework that was progressively introduced in the formulation of project documents. The VZF RBM framework provided to the evaluation team at the time of the MTE included outcomes, outputs and indicators at global and country levels; indicators had a definition, baseline, target, current value, and means of verification. Whenever possible, indicators also specified disaggregated data by sex and type of worker. Although not specifically defined in the VZF RBM framework provided, "type of worker" could mean, as suggested in the Evaluability Assessment, as formal/informal workers, or other vulnerable groups, including young people, migrants, or disabled workers.
65. Significant efforts have been invested into harmonizing the VZF's global RBM framework with country-level RBM frameworks. Additionally, efforts have been made to align the VZF RBM framework with the one from the overarching Flagship Programme to create an integrated M&E system. The logframes at the country-level projects were adjusted in the second half of 2019 to be aligned with the VZF's RBM framework, following consultations between the VZF Secretariat and country teams. The process for adjusting country-level programming to fit within the new RBM framework was indicated by KIIs as a consultative process between CTAs and the Steering Committee: country-level logframes were developed and piloted, in some cases with country-specific indicators. Country-level targets to support the results were then formulated. This process was followed in Myanmar, the Lao PDR, Mexico, Colombia, and Honduras; in Ethiopia, the VZF RBM framework was aligned with the ONE ILO Ethiopia initiative, and in Madagascar, the VZF RBM framework was taken into consideration for Phase II.
66. The process required adjustments and modifications to address inconsistencies. As noted in KIIs, some indicators were too ambitious, too numerous, or incorrectly placed within the framework (not a logical fit between indicators, outputs and outcomes), and adjustments were subsequently made. There was also a challenge in having standard tools to aggregate qualitative data, and this is currently being addressed by working with GIZ on a select number of qualitative indicators taken from the *Safety + Health for All* Flagship Programme and the establishment of standardized tools for measurement. Current efforts also include a definition list so the mapping process of the VZF RBM framework to country-level projects is consistent. As one respondent noted, "All our outcomes are aligned with global outcomes. We have done a number of adjustments to our indicators; we needed to add a few more activities in order to better report on the indicators." The role of the M&E Officer at the global level was signalled as a helpful one in facilitating country alignment with the VZF RBM framework. The process resulted in logframes that are largely consistent with the VZF RBM framework and aligned with the Flagship Programme. Subsequently, the RBM framework is also aligned with the SDGs.

67. Current data entry is in Microsoft Excel, but the VZF is exploring the possibility of using an on-line platform for data entry that is aligned with the Flagship Programme.³⁷ It was pointed out in KIIs that the local capacity to report on the indicators is not always available. A clearer indication of this can be analyzed through an RBM risk assessment, which was put forth as a recommendation from the Evaluability Assessment and identified as “partially achieved,” although the current version of the VZF RBM framework does not include a risk analysis or assessment of mitigation issues. However, risk and mitigation strategies were initially identified during project design, and KIIs indicated that, since the start of the pandemic, country projects are being asked to provide the VZF Steering Committee with risk and mitigation strategies twice a year, in March and June.

Attention given to gender mainstreaming and efforts to address this issue

68. The strengthening of gender mainstreaming in the VZF programme was highlighted as an area requiring attention in both the internal evaluation of the VZF’s inception phase and the Evaluability Assessment. Several KIIs underscored the importance of addressing gender in all VZF interventions, but also recognized that it is lacking and that more can be done (it was also highlighted that more could be done for persons with disabilities, part of the cross-cutting drivers). Recommendations from the Evaluability Assessment included the development of indicators responding to gender issues and sex-disaggregated data. The VZF RBM framework, as noted in paragraphs 64 to 67, does take into consideration gender-disaggregated data when feasible, but the framework reviewed does not contain gender-disaggregated data for every indicator that measures a quantifiable number of women and men. For example, in the national-level RBM frameworks, Output 3.3 “Female and male workers are more empowered to engage in the promotion of OSH” has the associated indicator “Number of workers that are trained to effectively identify OSH hazards and risks, disaggregated by sex,” but Myanmar is currently the only country with a disaggregation for female and male workers. KIIs indicated that gender is a key aspect of the ToC, especially at the workplace level (Intervention Area 3), which considers prevention, protection and compensation measures for female and male workers, leading to the intermediate outcome of reduced exposure of female and male workers to OSH hazards in GSC workplaces.
69. At an organizational level, the convergence of priority cross-cutting issues and developmental needs within GSCs can be seen as fertile ground for ILO departments and branches to integrate their programmes and development cooperation activities to achieve results across multiple policy outcomes.³⁸ One such cross-cutting issue is gender, which was integrated in some VZF interventions prior to the development of the ToC and the RBM framework. Training data (number of female and male participants) is one example of gathering gender-disaggregated data. KIIs indicated that the establishment of targets is difficult, since some trainings occur for workers in sectors that are predominantly with female or male workers.
70. National interventions have sought to identify to what extent OSH issues affect women and men differently. In the Lao PDR, KIIs noted that workers in the coffee and garment sectors were asked about their knowledge of OSH issues; female workers were in general more aware of OSH

³⁷ This is a joint activity with GIZ which seeks to ensure harmonized reporting and data collection.

³⁸ Evaluation Office. *ILO Decent Work interventions in Global Supply Chains: A Synthesis Review on Lessons Learned; What Works and Why, 2010-2019*. Geneva: International Labour Organization. September 2019.

issues than their male counterparts, but men were more aware of OSH issues related to job-specific tasks implemented primarily by men. Examples such as this are indicative of what one KII respondent highlighted as being gender *sensitive* but emphasized the importance of also being gender *responsive*—to examine how interventions may affect women and men differently.

71. Country-level project outputs indicate, whenever feasible, gender disaggregated information, such as the number of female and male workers trained on OSH. With respect to project results, one example from the Lao PDR indicates that, after training on OSH in a garment factory, separate toilets were assigned to women and men. Also in the Lao PDR, a production manager at a company cultivating coffee noted that female workers tended to be more cautious in their work methods than male workers following OSH training. Operationally, efforts to ensure equal representation of women and men are also noticed: in Myanmar, for example, the ginger cooperative group (whose executive committee is female dominated and which was identified as an important factor in mainstreaming OSH and communicating with their members) encourages more women to be involved. The VZF also encouraged the Myanmar government to assign an equal number of women and men to overseas trips to learn about OSH practices.
72. KIIs validated that the above-mentioned challenges and gaps with respect to gender within the VZF interventions will likely be identified through the current analysis by a gender consultant on strengthening the gender approach of the methodology.³⁹ Elements of a preliminary assessment indicated sustainable gender integration to be based on a clear vision of how the VZF intends to contribute to SDG 5; how to have strategic and hands-on guidance through tools; and having competent staff capable of integrating gender across VZF interventions. Findings of this analysis will contribute towards the formulation of a comprehensive, gender-sensitive knowledge strategy on OSH and GSCs, and support the capture of more reliable and gender-responsive data (see Table 4).

Table 4. Select Gender-Related Interventions, Based on Desk Review

Global/country	Intervention
Global	Under Output IO1: A comprehensive, gender-sensitive knowledge strategy on OSH and GSCs is developed and implemented. The strategy will include an action plan, with clear timelines and responsibilities. [1]
	Analysis of OSH in GSCs: Gender integration in the methodological guide and the case studies are good examples of gender analysis—with particular focus on women workers. The first group of case studies (coffee in Colombia, palm oil and textile in Indonesia and lychee in Madagascar) clearly outline the gender-specific dimensions of risk assessment and suggest elements for gender-transformative planning. “Gender analysis” is mostly understood as a description of women’s role and working conditions as workers in the supply chains, but this is rarely done in view of the gender and power relations in the political, national and cultural contexts. Case studies offer little information on gender-specific drivers and constraints for OSH improvement in the supply chain. [2]
	Comprehensive studies will be conducted on the relation between gender and OSH in the two targeted GSCs, namely garment/textiles and agriculture. [3]
	A high-level forum on “Taking stock of VZF work during its first five years” will be organized involving all major stakeholders in the VZF’s targeted supply chains, with the aim of raising awareness and facilitating commitments to greater integration of gender into the realm of OSH. [3]

³⁹ Magri, B. *Report: Strengthening the Integration of Gender in the ILO Methodology – “Occupational Safety and Health in Global Value Chains Starter Kit: Assessment of Drivers and Constraints for OSH Improvement in Global Value Chains and Intervention Design.”* Draft version (internal document). Turin: International Training Centre of the ILO/International Labour Standards, Rights at Work and Gender Equality Programme. September 2020.

Table 4. Select Gender-Related Interventions, Based on Desk Review

Global/country	Intervention
Ethiopia	Under IO1 Output 1.6, a gender-balanced worker-employer dialogue mechanism established and operationalized. [4]
	Under IO2, Output 2.3: Factories' mainstreamed gender equality and diversity principles into their policies, procedures and practice. Interventions conducted: Gender equality and inclusion for the government and textile industry ToRs developed and discussed with relevant government and social partners. [4]
Lao PDR	OSH training supported by the production of posters demonstrating common OSH risks and safety measures, taking into account gender considerations. [5]
	The evaluation concluded that, while there are gender references throughout the project design (Phase I), there is scope for more explicit and systematic attention to gender during 2020 and in a project second phase, including with respect to gender equality in partner leadership in line with targets agreed with tripartite partners in the Lao PDR Decent Work Country Programme (DWCP) 2017-2021; OSH committee leadership and participation; incorporating specific gender dimensions of OSH in project analysis and design; attention to working hours, work-life balance and childcare provision; and addressing safe workplace issues such as violence and sexual harassment in line with national legislation and commitments. [6]
	A solid basis for strengthening the gender equality aspects of project implementation is provided by the project's emphasis on collection of disaggregated data for monitoring purposes and the initial supply chain assessments related to coffee and garment production. Differences in the perception of exposure to work-related hazards and risks between women and men were analyzed, with findings taken into consideration for the design of gender-sensitive OSH training material. [6]
Madagascar	Participatory assessment on the garment sector; while the study was not specifically on gender, it did highlight issues related to gender in the garment sector. [7]
Mexico	Design adjustment to ensure gender integration of the study on constraints and drivers for OSH improvements in the coffee supply chain. [8]
Myanmar	Training course in Gender concepts and gender differences. [9]
	Recognition of female leadership in driving OSH adoption and impact at the workplace level: Females were found to be more motivated to adopt changes for the safety and health of the family. Furthermore, the successful co-op group is led by a female dominated Executive Committee, which should be further explored in terms of the role of women in driving the successful management and promotion of OSH adoption and compliance. In interviews, the group attributes their relative success to their female leadership because women share more information between one another and other families across the village. [10]

Sources:

1. Vision Zero Fund. *Concept Note for Technical Cooperation Project: Filling Data and Knowledge Gaps on OSH in GSCs to Strengthen the Model of Shared Responsibility*. International Labour Organization. [Not dated].
2. Magri, B. *Report: Strengthening the Integration of Gender in the ILO Methodology – "Occupational Safety and Health in Global Value Chains Starter Kit: Assessment of Drivers and Constraints for OSH Improvement in Global Value Chains and Intervention Design."* Draft version (internal document). Turin: International Training Centre of the ILO/International Labour Standards, Rights at Work and Gender Equality Programme. September 2020.
3. Dupper, O. *Annual Progress Report – Vision Zero Fund (VZF). Reporting Period: 1 October 2018-30 September 2019*. International Labour Organization. November 2018.
4. Chala, K. *Progress Report 2019: Advancing Decent Work and Inclusive Industrialization in Ethiopia (SIRAYE)*. Reporting period: January to December 2019. International Labour Organization. January 2019.
5. *Terms of Reference: Implementation Agreement between ILO and the Lao Coffee Association (LCA) – Improving OSH and Covid19 Prevention in the Coffee Sector, Champasak Province, Lao PDR, 15 August-15 November 2020*. May 2020.
6. Don Clarke (International), and Phakdisoth, L. *Occupational Safety and Health in Lao PDR Supply Chains: A Vision Zero Fund Project – Midterm Evaluation. Evaluation Summary*. International Labour Office. Evaluation Office. [Not dated].
7. Tillier, J., and Rasolofoniainarison, L. *Améliorer la sécurité et la santé dans les chaînes d'approvisionnement mondiales à Madagascar (VZF). Rapport final, juillet 2017-janvier 2020*. International Labour Organization. April 2020.
8. European Union Programme for Employment and Social Innovation (EaSI). *Grant Application Form: Direct Grant to the International Labour Office – Vision Zero Fund Initiative: Improving Occupational Safety and Health in Coffee Supply Chain*. European Union. October 2018.
9. Vision Zero Fund. *OSH for Women and Men Ginger Farmers in Myanmar: Refresher Course*. PowerPoint presentation decks. International Labour Organization. [Not dated].
10. Vision Zero Fund. *Outcomes and Practices Assessment*. International Labour Organization. April 2020.

4.2 Coherence and Validity of Intervention Design

Interrelation between global and country-level interventions

73. The VZF's global and country-level interventions are interrelated and mutually inform each other. Country programme models generate knowledge, experiences, research and lessons learned to feed the international debate on OSH in GSCs with evidence-based information on what works (or not) in the agriculture and garment GSCs. The global component provides

technical inputs and backstopping services that enrich country interventions with research, tools and guidelines, to be conveniently adapted and used according to each country context.

VZF alignment with various types of actions and projects

74. VZF interventions are aligned with and respond strategically and operationally to the *ILO Roadmap on Decent Work in Global Supply Chains*,⁴⁰ as they support knowledge generation,⁴¹ research and dissemination, and capacity building of national constituents. One strength of the VZF lies in its capacity to adjust interventions to the unique characteristics of each supply chain, with dynamics, constituents and capacity all being taken into consideration to ensure that interventions at the national and policy levels translate into tangible results for farmers and enterprises. Evidence from the desk review suggests that VZF interventions at the farm and enterprise levels in the agriculture and garment sectors have yielded important findings, practices and lessons to feed national policy-making and regulations. Likewise, the institutional strengthening of national stakeholders and the support delivered to develop compliance mechanisms (at inspectorate level) and systems to report occupational accidents and diseases (at national level) can have an effect on compliance, including in relevant enterprises that are part of GSCs. For example, one participant in a KII noted that, while their roster is small, labour inspectors know how to prioritize risk areas, inform policy discussions, and identify the most serious violations. The VZF follows what inspectors are doing, linking their work with prescriptions found in labour law. The programme has identified gaps, and this process is helping government. In addition, strengthening government capacity will affect domestic enterprises as well as those that operate in GSCs.
75. Picking up on findings of the evaluation of the VZF's inception phase,⁴² the MTE gathered evidence from KIIs and from the desk review underlining the substantial nature of efforts undertaken by the VZF to strengthen collaboration with other ILO programmes and to leverage collaboration with existing projects and ILO departments, especially those dealing with GSCs (e.g. Better Work, SCORE, INWORK and the Global Programme on Employment Injury Insurance and Protection (GEIP), all of which target similar populations than the VZF but may not have the same degree of expertise in OSH). Such efforts have translated into initiatives that complement or harmonize interventions in capacity building; share expertise and tools and promote social dialogue; or explore additional synergies with other programmes operating in the same sectors and countries through other cooperation projects (see details in Table 5).
76. In Ethiopia, the ONE ILO team has been very active with the DWCP. It has also been contributing to the United Nations Development Assistance Framework (UNDAF) process, as member of the UNDAF ONE Working Group, which has set up a OSH task force to help revise Ethiopia's 10-year Perspective Development Plan and draft ToRs for the formulation of an OSH directive.

⁴⁰ Institutional Section. *Follow-up to the Resolution Concerning Decent Work in Global Supply Chains: Roadmap for the Programme of Action*. Matters arising out of the work of the 105th Session (2016) of the International Labour Conference. Third item on the agenda. Geneva: International Labour Office. February 2017.

⁴¹ The VZF uses a thorough process to identify priorities in each country, looking at OSH conditions and how supply chains are working. All interventions are based on an analysis of these conditions, following a consultative approach with employers, unions and government.

⁴² Including findings on the need to strengthen collaboration with other ILO programmes and to explore the further potential of collaboration with other ILO programmes. See: Beatriz, C. *Vision Zero Fund Internal Evaluation: Start Up Phase. Final Report*. International Labour Organization. November 2019.

Table 5. Integration into and Collaboration with Broader ILO Work, other ILO Projects and Non-ILO Cooperation Initiatives

Country	Examples of integration and collaboration
Lao PDR	Collaboration with Better Work Cambodia to share training material on OSH in garment, conduct OSH training for garment factories (with focus on setting up OSH committees and OSH technical foundations), and advise on OSH improvement strategies and measures.
	Synergies with a project supporting the government's efforts to develop rural employment strategies, co-funded by the Swiss Agency for Development and Cooperation. This project has a small OSH component targeting rural workers (i.e. mushroom growing, poultry raising, motorcycle fixing) in sectors and projects in which awareness of OSH is very basic. Synergies between the two interventions are limited to the use of similar materials (i.e. posters on OSH in agriculture). National technical staff of the Rural Employment intervention have also participated in VZF-Lao PDF's first Training of Trainers on OSH in agriculture.
	An intervention funded by the Republic of Korea aims the "elimination of asbestos-related diseases" by providing technical expertise and supporting OSH policies at national level. This intervention shares the same material, committee and partners as VZF. Due to limited funding available for this ILO-Korean programme, joint training on OSH in the garment sector was conducted for labour inspectors.
	The United Nations Industrial Development Organization (UNIDO) and the VZF are looking into possibly intensifying their cooperation on the ginger supply chain, in South Shan State and beyond.
	Collaboration with a regional ILO Luxembourg project that supports the national social security fund, with a focus on employment insurance, leading to the joint conduct of selected activities (i.e. awareness raising material, awareness-raising campaign targeting the garment and coffee sectors).
Myanmar	Partnership built with the project called "Improving Labour Relations for Decent Work and Sustainable Development in the Myanmar Garment Industry" (aka ILO-GIP), in collaboration with the Swedish International Development Cooperation (Sida), H&M, and Marks & Spencer. The ILO-GIP project aims to reduce poverty and contribute to the empowerment of Myanmar women working in the garment industry by improving labour relations, social dialogue and gender equality. The project assists and trains employers and workers in selected garment enterprises to build sound labour relations practices, including OSH.
	Other partnerships have been built on the garment supply chain with a EU project called "SMEs for Environmental Accountability, Responsibility and Transparency" (aka SMART Myanmar), which supports "made-in-Myanmar" garment production to increase the international competitiveness of SMEs. Another partnership built with Aung Myin Hmu (aka AMH, meaning "success"), a CARE project dealing with industry solutions for safe employment, and focuses on skills development, including the development of competency standards for OSH and the Myanmar Garment Manufacturers Association (MGMA).
	Two noteworthy partnerships involve collaboration with United States Agency for International Development (USAID)-funded Winrock International in the delivery of OSH trainings in the ginger value chain, and collaboration with the German Social Accident Insurance (DGUV). In the latter case, due to the donor being from Germany, a link was established with DGUV to support work on EII and the OSH training centre in the first phase. Other collaborations include joint work by the VZF and ILO's SafeYouth@Work Myanmar, with funding from USDOL reported as an indirect contribution to the VZF + Youth4OSH (funded by the Walt Disney Company); a small regional project on OSH funded by Korea; and a recent project in Myanmar, launched under the <i>Safety + Health for All</i> Flagship Programme, which focuses on general law/policy reform on OSH and has a special focus on occupational health.
	Another project with which cooperation is being explored in South Shan State is the GIZ project on sustainable agricultural development and food safety, which has a base in Taungyi, but focuses not so much on OSH but on product quality and food safety in a range of agricultural products.
Madagascar	The VZF maintained collaboration with other programmes—such as the SAVABE project, which works in the vanilla sector to prevent child labour, and a project called "Formation en approche HIMO," aimed at SMEs—to strengthen their social security component. Potential collaboration could occur with a World Bank project aimed at developing a health insurance regime in Madagascar, and with the Better Work programme to assist in conducting a feasibility study.
Ethiopia	ONE ILO is delivering a package of services and adapted solutions in OSH, productivity, minimum wage, and workers' rights. This is achieved with the collaboration of SCORE (to develop the export-oriented and domestic apparel industry, with a focus on SME training and in-factory consulting programmes to improve productivity and work) and Better Work (human resource management, including recruitment, placement, training and development, and gender responsiveness). The ILO will seek to collaborate with Solidaridad (Better Mill Initiative), UNIDO (skills development and capacity building for prospective workers), the Japan International Cooperation Agency (JICA) (productivity), and GIZ (environmental and social standards). With financial support from the United Kingdom's Department for International Development (DFID), the LABADMIN/OSH Branch conducted a labour inspection and legal gap analysis in March 2019. Furthermore, in Ethiopia, the VZF partnered with TVET and Winrock International to train workers in the garment sector on OSH hazards and prevention and on labour rights.
Honduras	The programme will look into various initiatives/projects and identify synergies and opportunities for collaboration and partnerships. This includes the EU 2014-2020 multi-annual indicative programme for Honduras, which features work on food security with an emphasis on family agriculture, decent work and social security policy. The EU also funds a regional project aimed at addressing climate change and its environmental effects through the adoption and implementation of adaptation, mitigation and disaster risk reduction measures in the coffee sector (also implemented in Guatemala and Costa Rica). There are a number of United States Department of Agriculture (USDA)-funded assistance projects that seek to enhance productivity, strengthen coffee producers' organizations and the quality of specialty coffee, by cupping every lot sold in foreign markets and increasing market linkages for small producers.
Latin America	Synergies were developed through an exchange of knowledge and tools with the VZF Lao PDR project, which has been working in the coffee GSC since 2018. Study tours were organized with Honduras and Colombia stakeholders to allow them to share knowledge and expertise while encouraging South-South exchanges.

77. In the Lao PDR, efforts have been undertaken by a specialist to line up the VZF OSH interventions with Singapore, the Philippines and Malaysia, and linking with the Association of Southeast Asian Nations (ASEAN) community through the ASEAN OSHNet, a network of safety and health experts providing mutual technical support.
78. Evidence from the KIIs suggests that the collaboration structure calling upon the different ILO departments' expertise to work within the GSCs could be strengthened through a more structured and regular communication mechanism between HQ and regional and national specialists who work on GSCs, worker protection and EII. Such a structure would ensure that the initial design of VZF project interventions takes into consideration the prevention and protection aspects of OSH, and that funds are earmarked for EII activities and specific technical backstopping support.
79. Despite only taking up a modest budget line in Madagascar (approximately EUR 5,000), measures to protect workers in the lychee industry resulted in more than 1,000 seasonal workers receiving for the first time the same occupational health services as permanent workers, by means of a scheme specially designed for them by SMIE. In the case of Myanmar, collaboration with the German Social Accident Insurance (DGUV) supported efforts geared towards EII and the OSH training centre. In addition the completion of a business process review entailed streamlining and simplifying the complaint mechanism of the Social Security Board (SSB), to reduce the number of steps required to claim EII (from 56 to 31) and to further reduce the process using innovations in information and communications technology—a theme rarely addressed by donors.⁴³ In Ethiopia, the ONE ILO approach systematized the backstopping of ILO departments and allocated specific resources to cover protection and EII. In Latin America, a compensation scheme with the social protection system has been identified early on in the design of the project.

Alignment of VZF interventions with national priorities and policies, national targets and constituent priorities

80. Evidence from the KIIs and the desk review confirms that VZF interventions are aligned with national priorities and policies as well as with constituents' priorities. In the Lao PDR, the VZF project is aligned with the country's national priorities and contributes to implementing the 8th National Socio-Economic Development Plan 2016-2020 (NSED) and the Lao PDR-United Nations Partnership Framework (UNPF) 2017-2021. This project directly addresses real and pressing deficits in OSH along with priorities articulated by national stakeholders; furthermore, the project aligns closely with relevant legislation (including the Labour Law, OSH Decree, and Social Security Law) and OSH-related national strategies and plans. Moreover, the project was initiated following a request from the Lao PDR government, employers and unions.
81. In Ethiopia, interventions are aligned with the Ethiopian Growth and Transformation Plan (GTP II), which identifies garment and textile as a focus sector. Priorities identified include the close monitoring of working conditions, expanding OSH services, and strengthening bilateral and multilateral cooperation in support of OSH and industrial relations.

⁴³ van der Loop, T. *Independent Mid-Term Evaluation: Occupational Safety and Health (OSH) in Myanmar Supply Chains; A Vision Zero Fund (VZF) Project – Implementation Phase (Phase II). Final Report*. The Hague: International Labour Organization. August 2019.

82. In Myanmar, the VZF project is aligned with Myanmar's Draft Sustainable Development Plan and makes a direct contribution to Goal 3 under Pillar 2. Specifically, the project supports Action Plan 3.1.1 by providing OSH training to ginger farmers, traders, and processors, with a view to enhancing productivity and promoting decent work in the industry; Action Plan 3.2.6 by facilitating the creation of farmers' groups; and Action Plan 3.4.1 by promoting knowledge sharing and the making of a business case for OSH in the garment sector, for the benefit of locally owned factories that want to join the global supply chain.⁴⁴ VZF interventions also support the government reform process, which intends to create the requisite conditions for improving the safety and health of workers. The government adopted in recent years several new policies and regulations in this area, including the OSH Law in early 2019.
83. In Madagascar, the VZF was able to respond to the expressed needs to strengthen inter-institutional coordination and develop coherent joint action between different national stakeholders involved in the OSH systems and OSH knowledge, to take on major functions within the national OSH system.
84. In Latin America, the projects adopted a needs-based approach and decided to focus on specific policy and institutional components that might have a high impact in the coffee supply chains, namely occupational health services, especially in terms of geographical access in rural areas and financing arrangements to cover the informal economy; workers' and employers' capacities on OSH, especially regarding organizations operating in the rural economy; compensation schemes within social protection systems, especially with respect to the lower end of the supply chain and mechanisms to effectively cover smallholders and temporary workers; and coordinated action within a cohesive national OSH systems, especially regarding the collection, recording and analysis of OSH data. Respondents in the survey recognized that, as a result of the VZF, important spaces for interaction have been opened between supply chain stakeholders, to address issues related to OSH; moreover, they confirmed that the consultation process has strengthened the National Tripartite Council and allowed it to play an active role in preventing accidents and protecting workers and farmers in GSCs.

Effect of COVID-19 on VZF interventions, and implementation adjustments made to cope with the pandemic

85. With COVID-19, developing countries have experienced and are still in the midst of an unprecedented economic and social crisis, due not only to magnitude of the pandemic but also to its worldwide scope. Strict shutdown and confinement measures have had radical impacts on labour markets, through net loss of employment and reduction of hours worked, a deterioration in the quality of jobs, reduction in income for workers and households, and psychological hazards faced by workers.
86. From a VZF perspective, COVID-19 has meant factories shutting down, project staff being unable to engage with constituents, travel restrictions halting participation in field interventions, and,

⁴⁴ Pillar 2 is labelled "Prosperity and Partnership," whereas Goal 3 relates to "Job Creation and Private Sector-Led Growth." Action Plan 3.1.1 seeks to "Develop/revive education and training in the agricultural and food sector responding to the evolving needs of farmers and the private sector in rural areas." Action Plan 3.2.6 seeks to "Build and support business and trade associations, especially those with predominantly women members." Action Plan 3.4.1 seeks to "Strengthen key export value chains and build linkages with foreign companies/buyers, aligned with the National Export Strategy."

in some cases, difficulties in establishing virtual connections with country stakeholders. Nonetheless, the VZF Secretariat seized the opportunity to address the health crisis triggered by the outbreak. At the global and country levels, the VZF was regarded a trusted partner capable of handling the situation. The programme was in a good position to respond to urgent needs in the field and demonstrate its flexibility to take on emergencies. At the global level, funding was swiftly reallocated to address country requests and needs, in line with measures to manage the pandemic's repercussions. Approximately 3.0 million workers, both female and male, are expected to benefit from the VZF's actions targeting COVID-19.⁴⁵

87. At global level, several practical tools were promptly developed to ensure a safe and healthy return to work, including a training module for the prevention and mitigation of COVID-19, a training module related to COVID-19 for SMEs (developed in collaboration with SCORE), and rapid assessment tools to identify interventions needed to prevent COVID-19 infections. The German Federal Ministry of Economic Cooperation and Development (BMZ) allocated funding in the amount of USD 1,368,000⁴⁶ to the VZF, to implement COVID-19 relief measures in seven garment producing countries. The VZF was presented with this new funding opportunity by Germany (BMZ) to work with Better Work on worker protection, a new programme to address OSH needs and workers being affected by the crisis. The EU also reallocated money to cope with the pandemic. In Myanmar, funds dedicated to the celebration of OSH day in April 2020 were reassigned to COVID-related activities. One interviewee mentioned that during the confinement, there was a good and positive spirit of cooperation and less "people working in silos," which facilitated a prompt response to the pandemic situation.
88. The rapid assessment tools were taken up by LABADMIN/OSH and by the *Safety + Health for All* Flagship Programme for anyone to use. Evidence from the desk review and the KIIs confirms that the VZF was quick at addressing the crisis and being generally responsive to the needs of governments and constituents, which put the programme at the front line of the CO response to the pandemic. As one informant noted, "COVID-19 has put OSH at the centre of every intervention; before, the VZF used to argue that OSH was cost-saving initiative, but now the argument is that OSH saves lives."
89. With respect to country implementation, the pandemic forced the rescheduling or adaptation of activities to accommodate changing circumstances. COs had to get innovating to continue offering services and reaching out to beneficiaries in enterprises and rural communities. Personnel in Latin America took advantage of existing technological tools to pursue its activities, in addition to generating tools to support the prevention and mitigation of effects of COVID-19. Table 6 lists several guides and on-line tools to support countries in the fight against COVID-19 that could be shared with other countries.

⁴⁵ *VZF and its Response to the COVID-19 Pandemic*. PowerPoint presentation deck. International Labour Organization. September 2020.

⁴⁶ Based on the latest information obtained from the ILO.

Table 6. Programme Response to COVID-19 in Latin America

Country	Intervention
Colombia	With the support of the Colombian Safety Council, a virtual course called “Occupational Health and Safety Management to face the pandemic generated by COVID-19” was developed containing five modules: i) Fundamentals and generalities of COVID-19; ii) Management of SARS CoV2 biological hazard in the workplace; iii) Prevention and control measures in the community; iv) Agriculture before the COVID-19 pandemic; and v) Trade union organizations and their role in OSH in the face of the pandemic [1]. This course was implemented with the participation of 60 agricultural technicians and extension workers, members of organizations and cooperatives of the National Federation of Coffee Growers of Colombia (FNC). Likewise, the course was implemented with a second group made up of 176 labour inspectors from the National Superintendence of Labour Inspection (SUNAFIL) of Peru. In October 2020, the course will be offered to members of trade union organizations linked to the agricultural sector in Colombia. Moreover, the virtual training will be replicated in the five countries covered by the ILO Andean Office, with the latter’s own funds.
	To reach out to coffee farmers and to the population at large, innovative tools using local radios were developed. “Radio novelas” equivalent to immensely popular “telenovelas” in Latin-American culture were used to convey OSH messages and instructions on COVID-19.
Honduras	To address the impact of COVID-19, two guides to the pandemic were developed in coordination with the Honduran Council of Private Companies (COHEP) and the Honduran Coffee Institute (IHCAFE). The ILO’s existing agricultural guide against COVID-19 for Honduras was adapted, supplemented, and renamed “Practical guide for the prevention and mitigation of COVID-19 in agriculture in Honduras.” The latter document guide was disseminated by COHEP, which leads a food security roundtable with the country’s private sector. A “Practical guide for the prevention and mitigation of COVID-19 in the coffee value chain in Honduras” was also prepared, in coordination with COHEP and IHCAFE. The guide directed separate recommendations at three links in the supply chain: i) coffee farms, roasters and cooperatives; ii) marketing companies; and iii) exporters. Both guides were promoted and supported by the private sector (with help from the ILO support), and served as a foundation for the development of national protocols against COVID-19 for the agricultural and coffee sectors, both issued for mandatory compliance by the Ministry of Labour and Social Security of Honduras.
	A virtual course was developed in coordination with COHEP and with the support of the Central American Technological University (UNITEC). The course featured four main modules: i) Basic OSH concepts; ii) Biosafety protocols (COVID-19); iii) OSH regulatory framework; and iv) Prevention and mitigation in agriculture, with content based on ILO practical guides dealing with agriculture and coffee. The 32 hour-long course spreads over a four-week period, leading to an evaluation that includes the delivery of a practical application project in a company, based on knowledge acquired. A pilot course was launched that was developed virtually, granting a scholarship to 70 affiliated members of IHCAFE (33% women), including technical representatives of companies and cooperatives, such as agricultural extension agents. A total of 47 students representing 47 organizations, companies and cooperatives finished and passed the course.
Latin America	The regional office produced a technical note dealing with the impacts of COVID-19 on the labour market and income in Latin America and the Caribbean [2].
	A training course was developed to outline a technical and practical approach to safety and health at work to address COVID-19 in the workplace, based on current experiences in countries of the region and on the need for participation from employers, workers and governments. Compliance with safety and health rules aimed at preventing and mitigating COVID-19 has become a requirement for the reopening of workplaces, resetting of the economy, and safe return to work.
Mexico	In coordination with the Mexican Coffee Association (AMECAFE) and the National Association of Coffee Industries (ANICAFE), five OSH protocols were developed to face COVID-19. Each protocol focused on a different link in the supply chain, from primary production to sales in cafeterias (i.e. primary coffee production process; wet and dry processing at the farm and in industry; and industrial processes at different scales, from whole grain to sale of coffee beans; coffee commercialization process; cupping and sales process in cafeterias). The protocols published by AMECAFE not only cover the biological risks generated by COVID-19, but all risks that affect the coffee chain, proposing mitigation and prevention measures based on Mexican regulations. The ILO agricultural guide to tackle COVID-19 was used as a basis in the development of the protocols. The objectives of the protocols are: i) to provide farmers, employers, workers and day labourers in the coffee chain information for the prevention and mitigation of COVID-19, in accordance with the guidelines issued by the health authorities from Mexico, the World Health Organization and the ILO; and ii) to provide general safety and health measures at work, for each link in the supply chain, with the purpose of preventing accidents and occupational diseases, in accordance with provisions made in the federal regulations on safety and health at work, and with relevant official Mexican standards. [3].
	Five virtual courses were developed to help introduce OSH protocols to all actors in the chain. For the development of these courses, five 15-20 minute videos were produced, covering the following links: i) primary coffee production process; ii) wet and dry processing at the farm and in industry; iii) industrial processes at different scales, from whole grain to sale of coffee beans; iv) coffee commercialization process; and v) cupping and sales process in cafeterias. The platform that will be used to deliver the course belongs to Prevencionar, a project partner and entity specialized in OSH in Mexico. The delivery of courses will begin with a formal launch by AMECAFE during the week of October 5, 2020, and will be addressed at 400 technical specialists of the Mexican coffee chain (40% women), many of whom are part of coffee sector companies, cooperatives or farmer organizations.
	Finally, in coordination with the Ministry of Agriculture and Rural Development (SADER) and the International Fruit and Vegetables Alliance for the Promotion of Social Responsibility (AHIFORES), the programme continued to support the application of the ILO’s agricultural guide to fight COVID-19. Support consisted in technical assistance to AHIFORES and in the development of nine virtual events with affiliate organizations. To further the socialization process triggered by the guide, a video was produced showing the impact of the latter’s recommendations on agricultural companies in Mexico.

Notes:

1. Accessible on the website of the Consejo Colombiano de Seguridad (<https://campus.ccs.org.co/course/index.php?categoryid=1127>).
2. *Panorama Laboral en Tiempos de la COVID-19: Impactos en el Mercado de Trabajo y los Ingresos en América Latina y el Caribe*. Technical Note. International Labour Organization. June 2020.
3. All five OSH protocols can be found at https://www.ilo.org/americas/publicaciones/WCMS_755956/lang--es/index.htm.

4.3 Intervention Progress and Effectiveness

Effectiveness of efforts to engage and work with relevant actors across the targeted GSC, including the private sector

90. In 2017, a different initiative carried out under the *Safety + Health for All* Flagship Programme organized a knowledge-sharing event called “Reaching Suppliers Beyond Tier One,” which brought together a wide range of stakeholders⁴⁷ and drew on research findings⁴⁸ gathered for three food and agriculture GSCs (i.e. coffee, lychee and palm oil). The objective of the event was to share findings to improve the knowledge base in three food and agriculture GSCs, thus supporting discussion on approaches for addressing key challenges to improve OSH in the lowest tiers of agricultural supply chains; and to foster engagement at the global level and to mobilize public and private stakeholders on OSH.
91. The food and agricultural supply chains are of particular interest as that they claim a large portion of the informal economy, often linked with inadequate OSH in developing economies. Key learnings stemming from the knowledge sharing event and from research findings (see Table 7) informed future VZF project development and helped refine the methodology used for the assessment of drivers and constraints for OSH improvement. This is reflected through case studies developed in Colombia, Indonesia and Madagascar, including research on the lowest tiers in the supply chain.

Table 7. Learnings from a Knowledge Sharing Event and Research Conducted by ILO

Issue	Learnings
OSH challenges identified	<ul style="list-style-type: none"> • Poor use of PPE • Difficulty in controlling workers’ use of agrochemicals and reducing their exposure • Difficulty in identifying less visible, but persistent forms of OSH risks in the workplace, such as sexual harassment
MNEs’ main motivations for developing a sustainable sourcing strategy	<ul style="list-style-type: none"> • Consumer demand for traceability and ethically sourced products • Business incentives, i.e. investing in farmers will increase productivity, improve quality of the final product, and guarantee stability in supply
OSH expectations for different products	<ul style="list-style-type: none"> • OSH expectations vary according to the structure of the supply chain as well as the requirements of final markets • As demonstrated by the case study for coffee in Colombia (and, to a lesser extent, lychee in Madagascar), local production is being prepared to meet the requirements of exacting markets that are willing to pay a premium for responsibly sourced products, which makes investments in OSH clearly a sound strategy

Sources: *Reaching Suppliers Beyond Tier One: Drivers for Working Conditions and Occupational Safety and Health Improvement in Food and Agriculture Global Supply Chains – Event Report*. International Labour Organization and European Commission. Event held in November 2017; International Labour Organization. *Food and Agriculture Global Value Chains: Drivers and Constraints for Occupational Safety and Health Improvement. Volume One: Perspectives from Relevant Research Areas*. Geneva: International Labour Office, GOVERNANCE Department. 2017; and International Labour Organization. *Food and Agriculture Global Value Chains: Drivers and Constraints for Occupational Safety and Health Improvement. Volume Two: Three Case Studies*. Geneva: International Labour Office, GOVERNANCE Department. 2017.

⁴⁷ The event brought together approximately 40 stakeholders, including the VZF; MNEs such as Nestlé, Nespresso and Carrefour; Private compliance initiatives (PCIs) such as the French Alliance for Sustainable Palm Oil and Fair Trade International; as well as UN specialized agencies, independent consultants working on corporate social responsibility, and ILO staff.

⁴⁸ The ILO GOVERNANCE Department published the results of research conducted jointly with the EU on “OSH in Global Supply Chains” (2016-2017), a joint initiative of the ILO and the European Commission’s Directorate-General for Employment, Social Affairs and Inclusion (DG EMPL). In the study, 52 companies and PCIs were interviewed on the linkages between sustainable sourcing policies and OSH.

92. Research findings disseminated after the sharing event, in 2018, and focusing on the agriculture and textile sectors clearly identify entry points for leveraging private initiatives towards OSH improvement.⁴⁹
93. Studies conducted over the years have confirmed that country-level approaches to address OSH deficits cannot be handled by one party, but must be the result of collective action as stated in the new VZF global strategy. The latter “constitutes a framework for mobilizing and advocating at global/regional/country level on OSH-related topics in targeted GSCs.”⁵⁰ The strategy focuses on governments to improve the legal framework, and on companies, global brands and their suppliers to support smaller actors in establishing OSH management systems and to share knowledge and expertise.
94. Evidence from the desk review confirms that country interventions have clearly broadened the partnership base around OSH and allowed the involvement of relevant ministries, agencies and departments, private sector actors, sector associations, groups, employer organizations and trade unions in GSC discussions, thus ensuring that public, private and social partners and stakeholders are informed, committed and engaged to bring decent work and enhance productivity in GSCs.
95. Evidence from the desk review and the KIIs confirms that, at national level, the VZF has been effective at engaging and working with the private sector at the end of the supply chain. For instance, interventions at enterprise level in Myanmar clearly demonstrate that championing OSH management systems and lean factory design promotes worker safety and prevents damage to inventory in ginger processing facilities, eventually resulting in direct productivity-boosting effects. The VZF project in Myanmar has used productivity as an entry point to engage with employers on OSH improvements and investments in GSCs. The project has been quite successful at making the “business case” for linking OSH to increased productivity across both supply chains, down to the workplace level (see Box 1). The recent Outcomes and Practices

Box 1. Boosting Productivity in a Ginger Trading Warehouse in Aung Bang Township

In early 2019, the VZF programme supported three ginger trading warehouses in Aung Ban Township, through training and provision of equipment to support the mainstreaming of OSH at one of the facilities, with a view to improving productivity, workers’ ergonomics, and overall OHS in the warehouse environment (with assistance from the Kaizen Institute). The project drafted recommendations for the facilities, including the introduction of a ginger processing table and trolley for more efficient sorting and packing of ginger and other products. Recommendations also addressed ways to help workers (most of whom are female) become more productive by reducing their movement and generating less dust when processing ginger. Testimonies indicate that workers completed all tasks at one station, including sorting, dusting, bagging and weighing, thus saving time and effort (all tasks were completed in 30 minutes rather than 50, for one bag of ginger). Moreover, the processing table is designed in such a way that less dust is produced throughout the sorting process, and that any dust generated is automatically discarded, thus saving workers from having to clean up afterwards. Additional benefits include reduced worker stress from having to bend down, fewer movement, and less dust in the air resulting in better health.

⁴⁹ International Labour Organization. *Occupational Safety and Health within Sustainable Sourcing Policies of Multinational Enterprises: Summary of Research Findings Focusing on Agriculture and Textile*. Geneva: International Labour Office, GOVERNANCE Department. 2018.

⁵⁰ Vision Zero Fund. *Consolidated ROM Report for Projects and Programmes*. August 2020.

Assessment (OPA) review⁵¹ provides examples and testimonies that confirm the benefits of such actions.

96. The desk review highlighted the extent of country-level efforts made to engage major brands. Ethiopia has been working with Children’s Place, TCP, H&M and PHV, all of which are major brands operating in Ethiopia. Out of 30 factories registered with the project, 19 are involved with one or more of these brands.⁵² The Lao PDR has been working with OLAM, Nestlé and Nespresso, in the coffee sector, but engaging national exporters had been reportedly more difficult.
97. The vast majority of stakeholders interviewed by the MTE evaluation team concurred that the VZF has been less successful at engaging with the private sector at global level, a situation potentially caused by multiple factors. According to some interviewees, the VZF is directly “competing” with other ILO departments that work with the private sector. For example, Better Work has an excellent reputation and solid track record among the private sector, whereas private sector actors are less aware of the added-value the VZF can provide by addressing OSH issues.
98. Other interviewees underlined that the VZF could add value with its convening power, its access to and influence with governments, and its ability to work within the UN system to bring together international buyers and brands to discuss endemic issues (i.e. use of chemicals) and provide solutions and access to a repository of good practices and be part of global conversations. One promising avenue could be to identify themes that are most likely to interest global brands. Numerous global brands currently operate in the agricultural sector, and these share common needs and face common challenges in the GSCs. It would be in the interest of companies to unite their efforts to improve health and occupational safety in GSCs. To foster such interest, the Lao PDR is planning to organize a sharing workshop with coffee international buyers, some time in 2020.
99. Another option identified through the KIIs would be to explore operating through an existing structure, such as the International Organization of Employers (IOE), and use their network to engage with major players. Such engagement with IOE could have been developed from the beginning of the VZF programme, to facilitate linkages with the private sector.
100. Finally, one source of value for the private sector mentioned during the interviews relates to the VZF’s expertise and to tools, guidelines, research, and lessons learned produced by the programme over the years, which allow for a quick understanding of issues while giving access to key information. The ability to provide tools and guidelines (based on analytical research as well as on work carried out on the ground) is one of the VZF’s unique selling points and deserves to be further capitalized on, especially with a view to attracting the private sector. In this context, there is a need for the programme to take stock of what has been done and to share information to advance the international debate on GSCs.

⁵¹ Vision Zero Fund. *Outcomes and Practices Assessment*. International Labour Organization. April 2020.

⁵² Chala, K. *Progress Report 2019: Advancing Decent Work and Inclusive Industrialization in Ethiopia (SIRAYE)*. Reporting period: January to December 2019. International Labour Organization. January 2019.

101. The VZF's private sector engagement strategy should both support the ability to "advertise" expertise held by the programme, and bring forward solutions to develop stronger links and establish a structured approach to liaise with global brands.

Most meaningful components contributing to the programme's three immediate outcomes

102. The VZF stemmed from a political initiative from the G7 that had to evolve from an idea to a cohesive set of concrete, achievable interventions. At country level, some interventions have completed their first phase and are in the process of entering a second phase, while other countries are recent entrants into the VZF programme. In this context, considering the specific implementation stage it is at, each country has made successful contributions through one or several project components. For instance, some countries have done especially well at the policy level or enterprise level, whereas in others, constraints (such as COVID-19 restrictions) have caused work to focus more on the provision of training and development of guidelines and tools.
103. In Madagascar, the strengthening of labour inspection in OSH and coordination of key actors involved in OSH is regarded as an important contribution to the VZF. A task force was created comprising 12 labour inspectors and directors (7 men, 5 women); these individuals received professional training on labour inspection that was eventually replicated through a comprehensive capacity-building programme targeting the country's full contingent of 245 inspectors (101 men, 144 women), thus ensuring that inspectors possess the knowledge required to conduct effective OSH inspections nationwide. Another important contribution related to institutional strengthening has been the development and adoption of an OSH five-year plan of action to facilitate joint coordinated action by stakeholders involved in the OSH system.⁵³ Finally, the development and mobilization of a comprehensive capacity-building programme for labour inspection, in cooperation with CNaPS, enabled over 12,000 people to gain access to social security.⁵⁴
104. In Myanmar, concerted efforts to test and customize knowledge sharing and OSH training to the accommodate local needs and different audiences promoted a greater adoption and application of OSH practices at the local, regional and national levels, across ginger and garment GSCs. Myanmar's OPA⁵⁵ not only seeks to understand and measure changes in the knowledge, attitudes, perceptions and practices of ginger farmers and workers since the start of the programme, but also establishes a causal relationship between project activities and impact on farmers, workers, cooperatives and local enterprises' adoption of OSH measures. The key stakeholders and beneficiaries interviewed during this MTE are clearly satisfied with the quality of knowledge tools, technical advice, training and other activities delivered by the project, and stated an interest in receiving more training and technical advice.

⁵³ Stakeholders include the Labour Inspectorate, SMIE, the Malagasy National Security Fund (CNaPS), the Ministry of Health, the Ministry of Agriculture and the Ministry of Tourism, whose staff was trained in the major functions of the national OSH systems.

⁵⁴ Tillier, J., and Rasolofoniainarison, L. *Améliorer la sécurité et la santé dans les chaînes d'approvisionnement mondiales à Madagascar (VZF). Rapport final, juillet 2017-janvier 2020*. International Labour Organization. April 2020.

⁵⁵ Vision Zero Fund. *Outcomes and Practices Assessment*. International Labour Organization. April 2020.

105. The Lao PDR's main contribution has been to improve OSH technical knowledge and performance through training and support in the application of strategic compliance approaches. This is achieved by means of a learning project model that combines technical learning with hands-on application and follow-up planning, to ensure that learning is ongoing. Implementation Agreements (IAs) signed with main partners promote ownership and commitment among project partners as well as accountability for interventions. Furthermore, IAs can be the first step towards integrating interventions into the existing institutional and service delivery structures of a partner organization, thus enhancing the sustainability of activities and results.
106. Ethiopia's project approach is to deliver support in a holistic and coordinated manner by bringing together the ILO's key departments and global programmes such as Better Work, VZF, SCORE, LABADMIN/OSH and INWORK to promote sound industrial relations, strengthen enterprise-level practices, improve factory productivity, build labour inspectorate capacity, and ultimately, provide a blueprint for the rollout of decent work practices into other industries. The VZF's main contribution is to create an enabling environment for the promotion of safe and healthy working conditions. This has been achieved by working closely with key stakeholders to improve legal and policy frameworks that promote and enforce OSH, and to ensure workers are covered by a sustainable prevention, protection and compensation system. Key steps in this process have been an OSH capacity needs assessment within the garment and textile industry. A Strategic Compliance Planning Workshop was conducted to select priority sectors, identify priority non-compliance issues within each sector, and develop draft sector-specific strategic compliance plans (SCPs). Workshops on labour inspection and procedure workflows were conducted to review the primary workflows for working conditions and OSH. OSH committees have been established in 14 factories, and in four factories with trade unions there has been the establishment of Performance Improvement Consultative Committees.⁵⁶
107. For Latin America, the VZF successfully established operations in Colombia, Mexico and Honduras; almost 800 representatives from governments, employers' and workers' organizations, private sector companies, and producers directly benefitted from social dialogue and from the programme's activities. Two studies on drivers and constraints for OSH improvement in the coffee supply chain were completed: one in Mexico that has been published⁵⁷ and one in Honduras that should be available soon. In Mexico, research on the relationship between OSH and productivity in the coffee supply chain is being developed. This research seeks to measure the relationship between work safety and health interventions and productivity—more specifically, to calculate the relationship between economic investment in work safety and health and productivity in an agricultural year and identify the level of economic impact generated by such interventions. To this end, a concept note describing the methodology has been developed, along with optional software for the calculation and analysis of information. A company (Familia Rogers) has agreed to participate in the study, which could be adapted and replicated to other countries and/or sectors once the methodology has been validated and approved by ILO HQ. Approaches used to respond to COVID-19 have been timely

⁵⁶ Chala, K. *Progress Report 2019: Advancing Decent Work and Inclusive Industrialization in Ethiopia (SIRAYE)*. Reporting period: January to December 2019. International Labour Organization. January 2019.

⁵⁷ Vision Zero Fund. *Improving Occupational Safety and Health in the Global Value Chain of Coffee in Mexico: Drivers and Constraints. A Case Study*. Geneva: International Labour Organization. First published 2020.

and sensitive to the needs of constituents, thus demonstrating the programme's versatility in developing practical tools and solutions in the face of emerging OSH issues in GSCs. In Latin America, a total of 26 publications have been produced over the last year to address COVID-19 and information needs. Several on-line trainings have been organized to strengthen OSH capacities and mitigate COVID-19 restrictions. With an additional financial contribution from the VZF Secretariat, the programme has also developed videos to raise awareness and visibility of its activities and results and provide information and knowledge on OSH in the coffee supply chain. Further information on the VZF's achievements so far in Latin America are supplied in Appendix 4 (see Table A4-3).

Strengths and weaknesses of each VZF programme model

108. Assessing the VZF's current programme models cannot be achieved without giving proper consideration to multiple factors that affect the interventions, such as the implementation timeframe, availability and amount of funding, staff allocation, donor commitment, sector priorities, prevailing country context, and existing national institutional frameworks and capacities to support each model. The following findings stem from the KIIs and from the evaluation team's analysis of the strengths and weaknesses of each programme model, as shown in Appendix 12.
109. Evidence from the KIIs suggests that working in two different GSCs can support the adaptation of successful practices between sectors. Another advantage, in countries in which there are no other OSH projects, is that the VZF becomes the primary referent in this matter, which helps position the programme in that country, and subsequently creates a source where other ILO programmes can access expertise in OSH. The KIIs also indicate that ensuring substantial and lasting impact may require more time than initially allocated. Finally, working with two GSCs implies much more coordination effort from the project team than targeting a single GSC.
110. The programme model applied in Latin America (Colombia, Honduras and Mexico) focuses on one commodity of economic importance for each country, as well as the existence of strong, large institutions that implement the production and marketing policies of the entire coffee chain in Colombia and Honduras—namely, the National Federation of Coffee Growers of Colombia (FNC) and the Honduran Coffee Institute (IHCAFE). There is greater ease to engage the private sector on a single commodity across countries. Evidence from the KIIs shows that working with three countries has increased the possibility of sharing tools and experiences, leading to improved programming and cost savings. Several documents produced by Latin America could be shared on a global scale to benefit other countries and sectors.
111. The programme model in Latin America requires a larger team than the one currently in place, to maintain strong coordination between different ILO offices led by different directors who have different priorities. The geographical scope of this project has required the VZF to invest far more than expected in coordination mechanisms to sustain tripartite and social dialogue. Furthermore, according to participants in the KIIs, the focus on one specific commodity may hinder opportunities for working outside that GSC, as the project may be seen as a “coffee project” and not so much as an OSH project, which could limit opportunities to work at the institutional level on labour inspection and EII.

112. The ONE Ethiopia programme model in the garment sector in Ethiopia was referred by several informants as a mechanism for both holistic problem solving and for establishing a “ONE ILO” approach to work undertaken at country level in a GSC. As mentioned by one participant, “A comprehensive approach is beneficial, as the outcomes of a project in OSH are strengthened (and made more sustainable) by outcomes in other decent work areas since they are often linked.” The fact that Ethiopia is experiencing a recent boom in export-led growth (the number of textile and apparel factories grew from 100 in 2014 to 177 in 2016⁵⁸) generates a significant amount of dynamism and interest in emerging issues (productivity, minimum wages, capacities, etc.), as the industry is growing.
113. Interviews have confirmed that the ONE ILO approach increases opportunities for collaboration among programmes and opens up opportunities for meaningful inter-departmental collaborations at HQ level, while allowing to ILO “to engage industry as one voice” (by addressing several industry issues with Better Work, SCOPE and INWORK). LABADMIN/OSH provided technical support to improving some key methodologies used by SCORE and Better Work in relation to OSH.
114. Nonetheless, ILO interventions in Ethiopia are still at an early stage of implementation, and no evaluation has been conducted yet to measure the model’s effectiveness and impact relative to traditional project-based approaches and its replicability in other contexts. A recent synthesis review of lessons learned in GSCs confirmed that circumstances leading to the development of ONE ILO in Ethiopia were especially conducive to this approach, including the existence of a relatively clean slate to formulate an action plan, availability of funding that allowed an integrated approach, and commitment from ILO departments to collaborate. The preference of some donors for projects that have a narrower focus was also raised as a possible barrier to a more widespread application of this ONE ILO approach.

Strength and weaknesses of the VZF approach towards GSC in agriculture and garment

a) Strengths:

115. The overall contribution and strength of the VZF approach in both supply chains has been to build knowledge on OSH drivers and constraints, to support the development of adapted solutions for improving OSH in targeted countries. The methodology used to assess OSH drivers and constraints was initially tested in the agricultural sector. The fact that the latter has large OSH deficits and few OSH interventions brings added-value to VZF projects.
116. The VZF approach is to address problems at multiple levels, namely global, regional, national, and local. According to national stakeholders interviewed by the MTE, the VZF’s ability to work with several government ministries, departments and national stakeholders involved in a supply chain enables it to grasp the contextual specificities and respective country needs and to provide OSH technical assistance, introduce OSH international standards and practices, and share international experience that supports the strengthening of national, regional and local OSH awareness and compliance mechanisms.

⁵⁸ *Project Document (PRODOC): Advancing Decent Work and Inclusive Industrialization in Ethiopia*. International Labour Organization. [December 2018].

117. In Madagascar, support provided by the programme to develop and train a task force of labour inspectors led to the replication of training and the sharing of knowledge to all Malagasy labour inspectors and controllers, thereby strengthening the capacities of the Labour Inspectorate and benefitting both the lychee and garment GSCs. Labour inspection is a critical mechanism to maintain standards at the enterprise level, and the ILO's work in targeted countries has significant impact in this regard. The VZF's interventions in Madagascar have also reached out to the most vulnerable (i.e. seasonal workers), resulting in an improved protection mechanism allowing 2,435 seasonal workers and their families to gain access to occupational health services during the annual lychee harvest and processing campaign in both 2018 and 2019 (in collaboration with OMSI and FUN/TOA, two local labour medical service providers). In the Lao PDR, efforts to reduce administrative steps involved in accessing some compensation services have been mentioned as key interventions to reform the system and better respond to the needs of workers and employers. In Latin America, promise can be seen in the research methodology and software developed to analyze the economic investment in work safety and health and productivity and to identify the degree of economic impact generated by interventions, which should provide the VZF with additional tools to advocate measures to strengthen OSH with private sector stakeholders.
118. In Ethiopia, the ONE ILO approach represents, as mentioned by one interviewee, "A unique opportunity to engage industry with one voice." The involvement in the garment sector in the country is fairly new (5 years). Strong dynamism is seen among stakeholders, and numerous decent work issues are emerging as the industry is developing. A holistic approach allows not only to address OSH, but to look at productivity, minimum wages, workers' rights and other themes. ONE ILO seeks to promote the adoption of sound industrial relations and capacity development of the Labour Inspectorate. The strengthening of enterprise-level practices leads, among other training, demand-driven trainings in the garment sector. A total of 717 factory workers and managers (222 men, 495 women) have been trained on revised labour law, intercultural communication, workplace corporation, supervisory skills training, soft skills training, workers' rights and responsibilities, and workplace communication.⁵⁹ Experiences with the ONE ILO approach should allow the development of a blueprint for the rollout of decent work practice in other industries. Plans are to conduct a MTE on the ONE ILO approach that should assess the latter's effectiveness as a model for future GSC work, as well as the conditions or circumstances needed for its replication (and any implications this might have on other ILO processes, including funding for projects and a regular budget).
119. Both GSCs benefitted from value-added solutions to foster knowledge, prevention, protection and productivity of farmers, with the introduction of new techniques to reduce injury and prevent accidents through proper storage of fertilizers and agrochemicals. Support to SMEs has translated into an increase in OSH awareness, the establishment of OSH committees, and the introduction of ergonomic changes in the workplace, leading to better productivity in the Lao PDR and Myanmar, thus improving the capacity of SMEs to participate in GSCs.
120. The VZF has been able to improve the ILO garment programmes' approach to OSH. In Ethiopia, collaboration led to improving the approaches of Better Work and SCORE. The SCORE module

⁵⁹ *SIRAYE: Quarterly Newsletter*. International Labour Organization/Advancing Decent Work and Inclusive Industrialization in Ethiopia Project. [Not dated].

on OSH and SMEs is now being upgraded by LABADMIN/OSH through VZF, which will impact all SCORE projects, regardless of the GSCs. The VZF has been successful, as mentioned by a stakeholder, “At working on outside the fence issues” (i.e. workers’ wellbeing outside the factories in the case of Ethiopia), an aspect that other ILO programmes do not necessarily address. This includes, for example, tackling OSH issues faced by workers outside the factory walls, such as their safety during transport to and from work, and providing training to service providers on how to create an enabling work environment for female workers. Moreover, research undertaken by the VZF on that topic led to the organization of a high-level event in Ethiopia with government ministers from Germany (BMAS and BMZ), raising additional funding to further their programme.

121. Evidence from KIIs and the desk review suggests that working in the garment sector has been beneficial in raising the VZF’s profile, making the programme more inviting to internal and external partners. The garment industry is a sector of interest for the donors that led to additional funding for the VZF.⁶⁰ The choice of the garment sector has been identified as an opportunity for working in Ethiopia with established programmes within ILO HQ. Additionally, with its intervention in the coffee sector, the VZF has been able to organically put together a cluster of coffee projects that are now creating synergies among one another, as mentioned earlier in this report.

b) Weaknesses:

122. OSH is not widely recognized as a “priority topic” among private sector stakeholders, which makes it difficult for VZF projects to find compelling ways to engage private sector stakeholders who may tend to gravitate towards issues of child labour and/or environmental issues rather than OSH. Nonetheless, OSH is an important element that contributes to the improvement of working conditions. Research conducted in Latin America on the link between OSH and productivity may represent an incentive for the private sector to engage further if evidence-based information demonstrates economic benefits stemming from OSH interventions.
123. Despite the geographic expansion of the VZF in Africa (Ethiopia and Madagascar), Asia (Lao PDR, Myanmar and recently Vietnam) and Latin America (Mexico, Colombia and Honduras), respondents in KIIs indicated there is need to examine countries in need of the most assistance in addressing OSH in GSCs, but that may have a heavy bureaucratic structure or may have weak systems in place for social dialogue.
124. The KIIs and desk review suggested that fragmentation of efforts persists in the overall approach to GSC-related project design, and this can be further weakened by donors having the final say in the sector they want to support. Evidence suggests that in a competitive funding climate, it is difficult to assume a purist position about “not being donor-driven,” especially when one needs the funds and there is an ILO unit that specializes in the solution.⁶¹ Moreover, a recent evaluation of GSCs initiatives indicates that the preference of some donors for projects that have a narrower focus was raised as a possible barrier to a more widespread application of the ONE ILO approach.

⁶⁰ Including BMZ funding for COVID-19.

⁶¹ Evaluation Office. *ILO Decent Work interventions in Global Supply Chains: A Synthesis Review on Lessons Learned; What Works and Why, 2010-2019*. Geneva: International Labour Organization. September 2019.

125. Stakeholders stress the importance of maximizing operational synergies across the ILO departments and with non-ILO development projects in targeted countries, to address different parts of GSCs and different issues within them.
126. Several interviewees stressed the importance of engaging with brands that have more global reach. OSH is a strong entry point for addressing the improvement of working conditions; however, unless there is an increase in awareness among global brands of the VZF's added-value on OSH issues and in their commitment to address OSH issues in the GSCs in which they work, then the impact of addressing OSH will not be measurable within the sectors. The upcoming VZF private sector engagement strategy should identify what kind of expertise of value added the VZF programme bring to attract global brands.
127. KIIs noted that the insufficient participation and consultation of international social partners OIE and ITUC in the programme's design stage was detrimental to creating an enabling environment for the successful implementation of private sector linkages these global networks may have in different countries.

Most valuable contributions to address OSH challenges within targeted GSCs

128. While it is difficult to identify which specific country-level conditions have received the most valuable contribution from the VZF to address OSH challenges, evidence from the KIIs does point to value brought about by the programme to facilitate discussions on OSH through actively engaging governments and encouraging sustainability of their efforts into OSH policies, frameworks, and systems (such as labour inspection). Also apparent is the VZF's ability to bring stakeholders together to address OSH issues through social dialogue (while recognizing that there are additional efforts to be made in this respect, such as the engagement of private sector actors). Additionally, the VZF's contributions at the enterprise level appear to be yielding concrete results with respect to worker safety, compensation, improvement of working conditions, and boosts in productivity in targeted enterprises.⁶²

Operationalization and application of collective action at global and country level

129. For some stakeholders, the revised strategy is helping to formalize the VZF's vision with global and country-level stakeholders. Numerous actors are working to address OSH issues, hence the importance of channelling all their efforts through collective action.
130. Notwithstanding the above, the evaluation team gathered mixed views and opinions about the revised strategy. Some sources regard "collective action" as a concept that it is not dissimilar to what the ILO has done over the years with tripartism, inasmuch as the VZF already engages in tripartite consultations and collaboration with other organizations, which is essential to ensure stakeholders have a say on OSH. To quote one key informant, "We are labelling something that has been done for years, why should we relabel interventions to improve enthusiasm and increase commitment?"

⁶² Regarding this last point, although the evaluation team could find no substantiating hard figures, it gathered limited anecdotal evidence from participants in KIIs in the Lao PDR, including one human resources manager who noted that "productivity had increased" after the delivery of VZF training, and one participant in a farmer's group who reported that "after training, productivity slightly increased."

131. For other stakeholders, the model of collective action supports a process to engage global brands more effectively. As mentioned by one interviewee, “Some VZF actions have been prompted by requests from the Steering Committee, with the strategy being one of them.” The value added of the strategy should lie in the articulation on how to engage with private industry. This model was piloted in Ethiopia in December 2019, by means of publication of a document identifying OSH deficits followed by dialogue on how stakeholders would address the deficits (i.e. global brands such as Nike, Children’s Place, etc.), all of which was encapsulated in a work plan. Ethiopia is in a strong position to move forward with its GSCs at national level. KIIs confirmed that the VZF adopted the same approach in Mexico, with international buyers participating in the discussions. This contrasts with Myanmar’s ginger sector, where global buyers and international financial institutions, NGOs and the World Bank were brought on board for discussions. For its part, with its focus on the coffee sector, the Lao PDR has decided to reach out to international buyers. National stakeholders interviewed in Myanmar underlined the importance of the OSH forum involving government stakeholders and private sector actors, which discusses issues and guarantees the establishment of standards acceptable to many international brands.
132. Several of the stakeholders canvassed by the evaluation team regard the revised strategy as an opportunity to enlarge the OSH ecosystems in order to consolidate and coordinate a “tripartite plus” approach where all constituents would define their roles and responsibilities and take ownership in addressing OSH deficits. Following this view, the VZF’s role is to support the monitoring of such interventions. Evidence from the bulk of KIIs confirms that collective action exists at national level when it comes to adopting the normative framework and strengthening OSH knowledge. However, the involvement of global brands and other international stakeholders could be strengthened through the GSCs. Furthermore, participants in the KIIs support the need for the VZF to clarify and expand its private sector engagement. The upcoming VZF project in Vietnam will provide an opportunity to build on past achievements and see how the programme engages at global level and can be reflected in the G7’s work. Donors in particular believe that the model of collective action could be integrated at different levels within the GSCs.

Scale and depth achieved by the VZF, in light of donor expectations

133. The VZF is a complex initiative involving several donors with different expectations; meeting these expectations can be challenging. Donors that might be interested in achieved country-level results might not be as keen on allocating financial resources towards global activities. The VZF has its own intervention strategy to address the needs voiced by constituents in each country project. To ensure the endorsement of G20 members, collective action must be directed towards using evidence-based information to achieve results and progress towards impact. The evaluation team observed that stakeholders generally believe that they met most of the donors’ expectations, with the caveat of not engaging enough with MNEs and buyers—a perception confirmed by the vast majority of participants in KIIs.
134. The vast majority of stakeholders confirmed that, within participating countries, the pooling of accomplishments, knowledge, research and tools to inform and take stock of experiences in the agriculture and garment sectors puts the VZF in a strong position to address issues across sectors and industries, and engage meaningfully under the collective action approach.

Furthermore, the establishment of a partnership with the Institution of Occupation Safety and Health (IOSH), with a view of bringing new members on board, is a positive move to strengthen the relationship between national and global actors who place the health, safety and wellbeing of people at the heart a GSC's culture and strategic direction, and who focus on the development of interventions that promote OSH among brands at global level.⁶³

135. Ethiopia's model of intervention and implementation strategy should provide useful insights on the new approach adopted to integrate OSH into other related industry services, thus improving the overall working conditions and health.

Integration of cross-cutting policy drivers (inclusion, disability, environment)

136. One of the cross-cutting components associated with the ILO's policy objectives is gender equality and non-discrimination, which plays a key role in ensuring that no one is left behind in the implementation of the 2030 Agenda for Sustainable Development. Gender equality and women's empowerment will be key to achieving all SDGs, including SDG 8 regarding decent work and SDG 5 regarding gender equality, both of which are identified at the impact level of the VZF's ToC. Evidence from the desk review and the KIIs confirms that, although the programme's interventions did not fully integrate cross-cutting policy drivers, special consideration has been given to ensure both women and men benefit from VZF projects. Gender constraints are identified in the "profile of vulnerability," which is one element of the process allowing the assessment of drivers and constraints and the development of case studies. For instance, in the Lao PDR, an analysis of differences in how women and men perceive exposure to work-related hazards and risks⁶⁴ generated findings that were taken into consideration when designing gender-sensitive OSH training material, even though the MTE carried out for the VZF Lao PDR project found limited evidence of concrete, explicit attention being given to gender-related dimensions of OSH and safe workplaces. Overall, the VZF's efforts have been structured to include women in training opportunities and ensure their representation in OSH Committees. Additionally, enterprises have made ergonomic improvements and introduced health measures that benefit both female and male workers.
137. Evidence from the desk review and from KIIs with stakeholders in Latin America underlines that specific adjustments were made to the design of the OSH drivers and constraints study to ensure the incorporation of gender, productivity, and environmental considerations into the methodology. The integration of gender mainstreaming interventions will need to identify specific strategies to address gender constraints, and to this end the gender study currently

⁶³ The IOSH is the chartered body and largest membership organization for safety and health professionals. It collaborates with governments, advises policy-makers, commissions research and runs high-profile campaigns to promote awareness of issues affecting workplace safety, health and well-being. Collaboration with such organization could facilitate access to various relevant networks.

⁶⁴ Including gender differences in exposure to musculoskeletal disorder, and physio-social risks related to stress, violence and sexual harassment. One aspect mentioned in two stakeholder consultations is childcare provision, including its relationship to reducing stress on women at work and ensuring the safety of children who might otherwise be cared for in a plantation setting, amidst potentially toxic chemicals. Workplace violence and sexual harassment also require specific attention as part of a safe working environment, and it was suggested to link with existing initiatives in this area carried out with support from CARE, the United Nations Population Fund (UNFPA), the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) and the Lao Women's Union.

underway is expected to provide guidance, tools and modalities (i.e. inclusion of gender indicators, training, etc.).

138. According to participants in the KIIs, the VZF has been mindful of language barriers involved in dealing with coffee growers with varying levels of literacy in the Lao PDR, as seen in the importance given to training these people in a language they could understand to facilitate the acquisition of knowledge and the adoption of sound agricultural practices. Interviewees also reported that country projects did not include specific measures to address disability. With respect to inclusion, examples of worthy interventions are seen in efforts directed at granting seasonal workers access to health services and social security protection schemes. On the other hand, diversity and inclusion were not explicitly featured in any of the interventions. Finally, the focus on the coffee sector in Latin America implies taking into consideration climate conditions and, on a broader scale, the environment as a whole to prevent ill effects on crop production and prices.

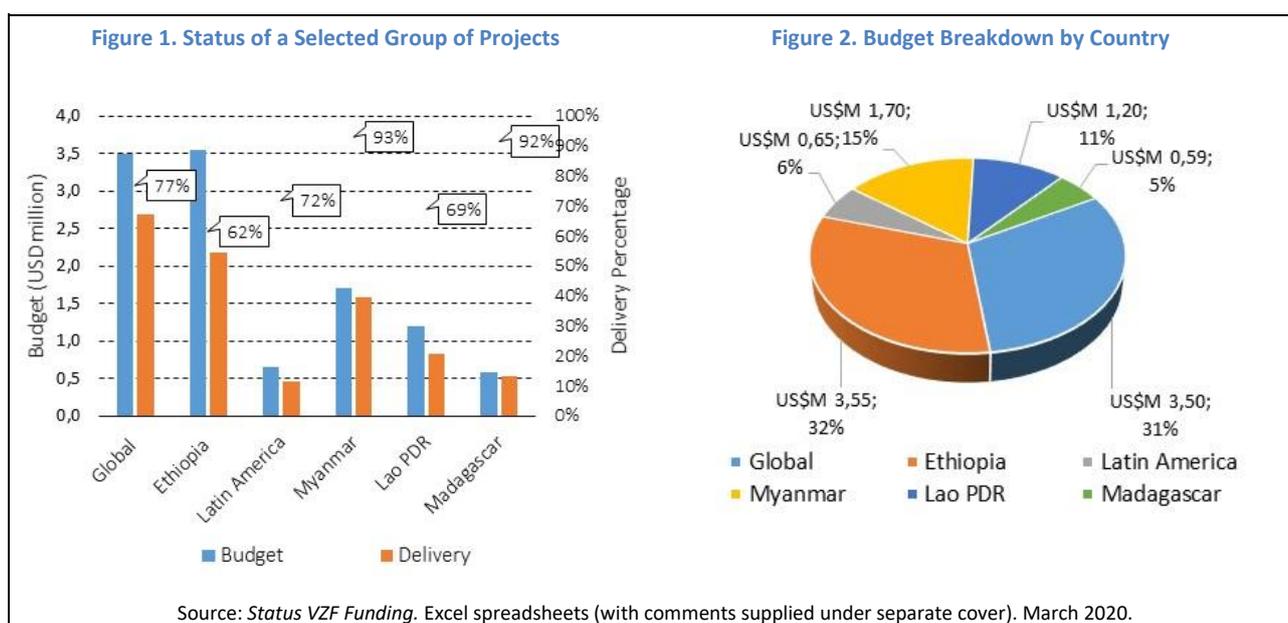
4.4 Efficiency

Financial and human resources and management arrangements made to achieve expected results

139. Overall, the VZF has been cost-efficient in its implementation, and project resources have been used for their intended purpose. Participants in the KIIs confirmed that the technical support and close coordination and collaboration provided by the VZF Secretariat and the wider LABADMIN/OSH Branch, notably specialists assigned to country projects, ensured rapid access to the type of expertise needed to run the programme. Nonetheless, some stakeholders pointed out the importance of having an OSH specialist at the country level to facilitate communications and technical feedback. However, due to the impact of COVID-19, HQ specialists assigned to VZF projects have seen a substantial increase in their workload.
140. Evidence from the desk review suggests that ILO LABADMIN/OSH has provided extensive support to the VZF with respect to management, technical issues, programming, finances, administration, communications and visibility. Between 2016 and June 2020, the Branch's total contribution exceeded US\$ 1.1 million, including US\$ 1.0 million in direct labour cost and US\$ 60,000 in office running and equipment expenses.⁶⁵
141. Figure 1 reports on the status 10 of the 12 projects approved under the VZF initiative, current to March 2020. At that time, nearly two-thirds of the total envelope for these projects was invested in VZF global interventions (31 percent) or VZF initiatives in Ethiopia (32 percent), whereas other countries took up far smaller shares (Myanmar, 15 percent; the Lao PDR, 11 percent; Latin America, 6 percent; Madagascar, 5 percent). In all locations, interventions were well on their way to completion, with delivery rates varying between 62 percent (Ethiopia) and 93 percent (Myanmar).
142. Figure 2 shows a breakdown of the VZF budget by country, current to March 2020. Keeping this distribution in mind, the evaluation team reviewed human resources dedicated to each country and found variance in the degree of support supplied to VZF projects, with some operations being quite leaner than others, including in comparison with other ILO programmes. For example, the staffing of operations in Myanmar consists in a Senior Technical Officer (STO)

⁶⁵ LABADMIN/OSH Branch Contribution to VZF Initiative. June 2020.

responsible for managing the VZF country project, who directly supervises a team of four that includes two national officers in charge of supporting the STO in day-to-day implementation of all related technical and logistical aspects in each supply chain. In comparison, VZF operations in Latin America extend across three countries and are handled by a staff consisting in a programme manager based in Mexico, a coordinator in Colombia, and no personnel in Honduras. Evidence from the KIIs indicates that the programme manager in Mexico has to interact with three ILO COs, which makes it far more challenging to establish a teamwork environment on a daily basis than, say, in Myanmar or the Lao PDR, where most of the team already works in the same office. In the case of Ethiopia, the VZF has merged into a wider ILO team comprising various ILO departments.⁶⁶



143. The desk review and KIIs also identified financial commitments stemming from national authorities, more specifically the Ministry of Labour in Colombia, to support the development of virtual training in OSH for technicians and to cover the cost of administrative support in this country. In Ethiopia, the VZF is actively expanding partnerships to industrial parks and industrial associations and involving the brands. Participants in the KIIs confirmed that H&M is financially contributing (upwards of US\$ 100,000) to support achieving VZF’s Immediate Outcome Level 3 regarding enterprise-level changes.

COVID-19 funding, tools, and unforeseen outcomes

144. All VZF country projects received additional funding to address the challenges raised by the COVID-19 pandemic. The rationale for providing such additional funding was twofold: to avoid

⁶⁶ KIIs conducted with stakeholders from Ethiopia flagged the need for additional resources, beyond the factory wall, to cover OSH issues related to transportation, service providers and police training, with a view to creating an enabling environment.

or mitigate disruptions in the supply chains, and to avoid or mitigate the impact that general disruptions caused by the pandemic could have on reaching the programme's objectives.

145. In the Lao PDR, Ethiopia and Madagascar,⁶⁷ additional funds were supplied through BMZ, following a VZF proposal developed in consultation with ILO units working in the same GSCs. BMZ requested that the proposal be limited to the garment sector and include a cash transfer component. Different ILO units were brought in to work together, resulting in the ILO making an innovative use of cash transfers facilitated by the Social Protection Department (SOCPRO), which is the administrative lead for the BMZ project and drives the Cash Transfer component. The amount of consolidated funding achieved through the VZF was US\$ 17 million.⁶⁸ Following donor approval, global funding from the European Commission's Directorate-General for International Cooperation and Development (DG DEVCO) was rerouted from global activities suspended due to the pandemic, to VZF projects in Myanmar and Latin America. Myanmar received an additional US\$ 30,000 through DG DEVCO, in the form of a no-cost extension for further support. Latin America also received resources in the form of a no-cost-extension, but preferred to use the funds to further ongoing work on women's empowerment in OSH and productivity.
146. In the context of its involvement in ONE ILO in Ethiopia, the VZF collaborated with SCORE to develop a COVID-19 module addressed at SMEs—a clear example of unforeseen outcome of the programme. Virtual trainings were delivered to SCORE trainers around the world, and the module has been taken up and translated by ILO offices in multiple languages, including Chinese and Bahasa Indonesia.⁶⁹ A promotional video was also prepared.⁷⁰
147. Finally, the VZF developed a rapid assessment tool and response tool for the BMZ project aimed at responding to the COVID-19 pandemic, thus providing the LABADMIN/OSH Branch with a new tool. This process was entirely led by the VZF, even though it was beyond the scope of its planned work. The new tool is available in English, French and Spanish.⁷¹ The deployment of OSH and social protection remains a priority in the face of the economic consequences of the pandemic, the threat it poses to achieving the SDGs, and its potential to disrupt the delivery of country interventions and services.

⁶⁷ Myanmar and Latin America were excluded from the list of recipient countries, as BMZ does not provide development cooperation funding to Myanmar, and as in Latin America the VZF does not work in the garment sector.

⁶⁸ Brands that are endorsing this call to action commit to a range of actions to limit the deleterious impact of COVID-19 on their supply chain, including maintaining lines of communication with supply chain partners about the status of business operations, as well as direct financial support to factories (if financial circumstances permit). See: *Protecting Garment Sector Workers: Occupational Safety and Health and Income Support in Response to the COVID-19 pandemic – Bangladesh, Cambodia, Ethiopia, Indonesia, Lao PDR, Madagascar, Vietnam*. International Labour Organization. [2020].

⁶⁹ Vision Zero Fund, and Sustaining Competitive and Responsible Enterprises. *Prevention and Mitigation of COVID-19 at Work for Small and Medium-Sized Enterprises: Action Checklist and Follow-Up*. Geneva: International Labour Organization. August 2020.

⁷⁰ This video can be found at https://www.ilo.org/global/about-the-ilo/multimedia/video/institutional-videos/WCMS_754926/lang--en/index.htm.

⁷¹ *VZF and its Response to the COVID-19 Pandemic*. PowerPoint presentation deck. International Labour Organization. September 2020.

Contribution of the VZF Secretariat and VZF Steering Committee to shaping the strategy and approach and facilitating the implementation of the programme

148. The VZF Secretariat has limited resources to take on a load of multiple tasks and handle interventions in seven countries and, soon, in Vietnam. Even if donor funding is earmarked and does not cover management duties handled by the VZF Secretariat, the donors expect the latter will continue to assume a coordination role at global level (i.e. redrafting of concept notes, consultations with constituents, drafting of project documents, backstopping during the implementation of interventions, etc.). Although welcome additions have been made to the Secretariat team, the VZF Steering Committee and donors need to pay particular attention to adequately funding the needs of this body, given the VZF's continuing expansion. Specifically, the Steering Committee and donors need to review the structure of funding and consider long-term solutions, with a view to ensuring the Secretariat's ongoing financial security.
149. KIIs with select donors underlined the existence of smooth, regular flow of information between the VZF Secretariat and members of the VZF Steering Committee. Donor representatives noted that communications are very effective and that project managers are proactive and attentive to issues in the field and funding issues. Both IOE and ITUC representatives welcomed the creation of the Advisory Committee, where employers and workers may voice their concerns. According to them, this body should have been set up early on in the programme, at the design stage. Nevertheless, they appreciate the ILO's efforts to facilitate and formalize the approach, and are looking forward to engaging in future discussions.
150. National stakeholders in Myanmar and the Lao PDR also praised the efforts made by the VZF Secretariat to organize meetings, share project updates, and seek further advice. Stakeholders pointed out the open nature of discussions held to advance the OSH agenda. For their part, donor representatives interviewed by the evaluation team stressed the need for experiences and lessons learned to be shared more extensively, in order to enrich social dialogue on OSH issues and sustain programme implementation.

Monitoring and documenting information to allow the measurement of results

151. Considering the unpredictability associated with the COVID-19 pandemic, it is likely that some of the planned activities will not be implemented as scheduled, which will impact on the achievement of expected outcomes. The Lao PDR has already been granted a project extension to December 2020, to finalize work still in progress. Realistically, current projects in Ethiopia and Latin America will require an extended period of time to achieve their anticipated results.
152. Significant efforts have been invested in harmonizing the VZF's global RBM framework with country RBM frameworks and to improve annual reporting. Evidence from the KIIs indicates that, although still heavily descriptive of activities, the latest annual report is seen as an improvement over earlier reports, owing to its better quality and more comprehensive summary of findings. Having now accumulated several years of operations and experiences, the VZF should be in a position to provide a more analytical perspective in its annual report, or at least give a synopsis of major results achieved for each of the immediate outcomes. The aim would be to discuss changes brought about by the projects and highlight the latter's contribution to greater compliance with OSH standards and increased capacity of practitioners and/or policy makers to collect and analyze OSH data, to promote and enforce OSH through

reforms and the adoption of new practices in the workplace. As such, the report or synopsis should outline concrete and measurable changes at the global, regional, national and enterprise levels, as opposed to primarily describing activities and outputs accomplished.

4.5 Impact Orientation and Sustainability of the Interventions

Progress towards impact

153. The VZF's ToC and RBM framework outline the process through which clearly defined outputs (the VZF's "sphere of control") lead to first-order outcomes (immediate changes, under the VZF's "sphere of influence"), which then lead to second-order outcomes (intermediate changes) and the eventual impact of "zero severe and fatal work-related accidents, injuries and diseases in GSCs." Within the parameters of this MTE, information gathered from the desk review and KIIs can, at most, measure progress towards impact and identify examples of sustainability to strengthen results that will lead to this impact. The desk review and KIIs point to the implementation of planned interventions that led to expected outputs both within the ILO and with implementing partners within the three levels of intervention described in the ToC.
154. Among these outputs, enterprise-level changes (see Immediate Outcome 3, Table 1) reflect an increased capacity among workers and employers to promote OSH at the workplace (e.g. creation of OSH committees, staff trained on OSH). These outputs support identifiable first-order outcomes, such as 1) improved knowledge and use of OSH tools among enterprises that help create safer work environments (such as ergonomic designs in Madagascar) and prevent and reduce workplace injuries, diseases, accidents, and death. Furthermore, 2) enterprises that have reported better working conditions (such as in the Lao PDR, Ethiopia, and Myanmar) have also identified increases in productivity. Enterprises that established OSH committees are also 3) undertaking their own risk assessments (in Ethiopia, instead of hiring a consultant), 4) ensuring participation of workers and managers in committees, and 5) carrying out their own OSH training (for example, in Myanmar).
155. At government-level changes (see Immediate Outcome 2, Table 1), interventions have led to outputs (such as training labour inspectors and working with ministry of labour officials) that support progress towards first-order outcomes. This includes, among others, 1) strengthened OSH law and EII benefits (such as in Myanmar and Mexico); 2) improved protection of vulnerable, seasonal workers who now have access to health coverage (in Madagascar); 3) the increased ability of labour inspectors to collect OSH-related data (Ethiopia); and 4) the development or strengthening of reporting and notifications systems along with local constituents' ability to collect data and utilize OSH data, which will ultimately support the current VZF research component and the guidelines to support data collection and analysis. Furthermore, there is 5) strengthened inter-institutional cooperation with the establishment of national committees and consultation mechanisms—as an example, Madagascar has a five-year plan of action to facilitate coordinated/joint action by stakeholders in the OSH system (labour inspectorate, SMIE, the Malagasy National Social Security Fund, Ministry of Health, Ministry of Agriculture and Ministry of Tourism) following staff training on the major functions of the national OSH system. Finally, throughout the countries where VZF interventions have taken place, there has been 6) an increased awareness from national entities to sustain OSH improvements in GSCs and in general by allocating budgets despite limited financial resources.

156. At global-, regional- and national-level changes (see Immediate Outcome 1, Table 1), interventions have led to outputs (such as the review of findings from the assessment of drivers and constraints for OSH reports, guidelines for collective action, and ongoing research on OSH in GSCs) that show partial progress towards first-order outcomes. There has been 1) an increased awareness of OSH issues in all seven countries by informing stakeholders through social dialogue and tripartite discussions, which have led to the participatory development and validation of strategies to address the main, country-specific OSH issues in GSCs. Additionally, it is clear that 2) partnership building with governments is strong, and there are encouraging indications of involvement of other stakeholders through tripartite discussions and social dialogue. There has also been a 3) rich pool of knowledge, experiences, and research disseminated and shared among VZF countries and other countries to advance the improvement of OSH in GSCs, and subsequently OSH issues in general. Finally, management of the VZF has demonstrated 4) a high degree of flexibility and responsiveness to assess and respond to country-level priorities, in particular with the targeted and prompt response to addressing OSH during the pandemic. However, there are areas that can be strengthened to lead to this intervention's expected results, namely a stronger involvement of private sector stakeholders and more consultation from international stakeholders such as employers' or workers' organizations (the establishment of the VZF Advisory Committee is, as noted, a positive step in this direction).
157. Continued progress towards impact will depend on the effective implementation of VZF interventions that integrate current and upcoming research findings and will be informed by upcoming findings on gender and private sector engagement. These measures, combined with the strengthening of governments to collect gender-disaggregated data on fatal work-related accidents, injuries and diseases in GSCs, will contribute towards longer-term results.

Sustainability

158. The VZF approach to sustainability is based on the capacity of each project, the country context, and the identification of priorities by stakeholders, and as one interviewee put it, "Contributing to ensuring that what [the VZF does] corresponds to the capacities of institutions and progressively enhances their capacities a good strategy towards sustainability." This is apparent with the VZF's assessment of drivers and constraints for OSH methodology, the results of which are shared and validated through social dialogue in order to identify national-level priorities. The VZF's model of collective action also values the importance of institutional change, and this is manifested through capacity building based on needs identified by stakeholders.
159. As noted in the ROM review, the tripartism concept adopted by the ILO in the implementation of its intervention promotes good governance principles and stakeholder engagement, and ensures a constant dialogue and cooperation between governments, employers and workers in the formulation of standards and policies addressing labour-related matters.⁷² This is a core strength of ILO interventions that contributes towards sustainability and has been underscored by interviewees at the global level and in all countries examined in this MTE. Equally important to achieving sustainability is the need to strengthen OSH-related capacities, especially for personnel in workers' organizations.

⁷² Vision Zero Fund. *Consolidated ROM Report for Projects and Programmes*. August 2020.

160. Enterprise-level changes (as noted in the previous section on impact) demonstrate measures, such as OSH committees and safer work environments, that positively reflect a path towards sustainability, since they are created and maintained within the enterprises. The continued use of these measures will contribute to maintaining a healthy OSH environment in enterprises, as well as regularly strengthen the knowledge and capacities of employers and workers to maintain OSH standards.
161. Capacity building through training is adopting a “training of trainers” approach at enterprise and government levels, which develops the capacities of stakeholders to undertake their own training. It should be noted that training entails additional resources; a recent synthesis of lessons learned in GSCs highlighted in the following terms the importance of labour inspections: “Labour inspection is a critical mechanism to maintain standards at the enterprise level. In terms of increasing their reach and scope, expanding the work of labour inspectorates can demand a high level of resourcing from (sometimes unwilling) governments and developing the individual capacities of inspectors is sometimes hindered by high staff turnover.”⁷³ Additionally, capacity of labour inspectors to undertake their work also depends on the ability for OSH-related data to be collected, inputted and analyzed in order to inform policies, regulations and frameworks. The strengthening of labour inspectorates is apparent in targeted countries (in Madagascar, there was the institutionalization of a training curriculum for the Task Force on OSH), but capturing OSH data from these inspections is not always achieved, as noted in Myanmar, where a database to house information from labour inspections is in place but not currently used to its full potential.
162. Governments have acknowledged the importance and value of technical assistance but underscore the need for additional training and financial support for ongoing interventions, considering limited government resources. The KIIs highlighted this reality but also noted that government recognition of addressing OSH in GSCs will likely bring about changes within governments to allocate further funding to address the issue.
163. Government-level changes with respect to OSH policies, laws and regulations point to a greater ownership on the part of governments, and as such reflect encouraging signs for sustainability. As noted in the KIIs, this is a positive sign but must be aligned with continuous involvement of other stakeholders who can contribute to the development, validation, and implementation of strategies based on a common understanding of OSH issues in the country.
164. The KIIs point to the importance of global-level sustainability measures but note that such measures need to be facilitated by clearly communicating to global brands the added-value that the VZF “brings to the table.” Much of this will be strengthened in the coming months within the programme through clearer messaging on communication (which also describes the VZF’s role within ILO’s Flagship Programme and how it creates synergies with other ILO projects and departments) and a strategy for private sector engagement.

⁷³ Evaluation Office. *ILO Decent Work interventions in Global Supply Chains: A Synthesis Review on Lessons Learned; What Works and Why, 2010-2019*. Geneva: International Labour Organization. September 2019.

5. Conclusions

165. The VZF is a highly relevant initiative that provides a coherent response to real and pressing OSH deficits in GSCs. The programme's approach to GSCs at the national level is grounded in the practical needs of the country's constituents, bringing together different stakeholders to work on common grounds to address OSH. The VZF interventions respond strategically and operationally to the ILO's *Safety + Health for All* Flagship Programme, the *ILO Roadmap on Decent Work in Global Supply Chains* and SDG Goals, while closely aligning with national strategies and plans.
166. The selection of GSCs, which includes the assessment of drivers and constraints for improving OSH, is recognized by stakeholders as an effective and participatory means of responding to country needs. This process helps strengthen collaboration between national-level partners. Considering the time needed to engage in dialogue with country constituents while adjusting technical capacities, human and financial resource allocations, the sequential production of main deliverables and expected outcomes and the repercussions of Covid-19, the VZF may need to take a closer look at what can be achieved in the planned timelines.
167. At the country level, VZF interventions have made progress towards expected results and contributed to significant changes regarding OSH awareness and the broadening of OSH ecosystems. Through action taken by the programme, OSH policies, regulations and frameworks have been strengthened. Efforts to build the capacity of stakeholders have improved their institutional and technical knowledge and strengthened their ability to address OSH issues, and bring about measurable changes leading to the improvement of work conditions and productivity at the enterprise level. Reaching out more systematically to IOE and ITUC will enrich the VZF's experiences and perspectives regarding productive and formal employment, support initiatives that affect labour markets, and tap into existing country networks to foster support for stakeholders involved in project implementation, which ultimately could open up new collaboration avenues.
168. While it was developed after the start of interventions, the VZF RBM framework has been successfully mapped to national-level RBM frameworks through a participatory process. The monitoring approach for gathering data on OSH may be impacted by the COVID-19 pandemic. The VZF has been effectively monitoring progress of its project outputs, and one area that could be further strengthened is the measurement of progress towards the programme's immediate outcomes through the use of gender-disaggregated data gathered with guidance from the VZF RBM framework.
169. The VZF has undertaken efforts to ensure an increase in gender-disaggregated data collection, encouraged participation of women in trainings and OSH committees, and begun to identify through its interventions how women and men are impacted by OSH in GSCs. Gender and other cross-cutting drivers have not been explicitly been incorporated in the VZF strategy from the start of interventions. However, efforts to integrate the gender dimension of OSH in project analysis and design are currently being made, with the upcoming completion of a gender diagnostic. This study will provide insights into strategies that will strengthen the VZF gender responsiveness.

170. The involvement of stakeholders at the national level is facilitated through social dialogue, and mutually strengthens government actions and the participation of other actors. At global level, areas to improve include the involvement of private sector actors, which is slated to be addressed with the upcoming completion of a study on private sector engagement. To convince and attract enterprises and global brands, the VZF could call on the notion that meaningful OSH engagement represents an opportunity for enterprises to showcase their efforts to promote decent work, and on the notion that safer, healthier working conditions will potentially resonate with and influence customers. The VZF's unique expertise in OSH constitutes a solid entry point to ensure that private sector actors make a significant contribution to decent work conditions.
171. The VZF's three different programme models each have their respective strengths and weaknesses, with no single "best" approach to adopt when selecting future project countries and GSCs. The choice of programme model depends on a multitude of factors, including national stakeholder interest in addressing a specific sector, donor input, level of funding allocated to GSCs based on country needs, the country's existing systems and structures, the degree of commitment of stakeholders, ILO resources, the potential impact of addressing the GSCs within the country, and the capacity of VZF interventions to contribute to the global debate on GSCs.
172. Even though programme resources have been used efficiently (or managed with due diligence), the VZF Secretariat only has limited resources to take on multiple tasks and handle interventions in several countries. Although welcome additions have been made to the Secretariat team, the VZF Steering Committee needs to pay particular attention to adequately funding the needs of this body, given the programme's continuing expansion. The VZF Steering Committee and donors need to consider long-term funding of the Secretariat to ensure its ongoing financial security.
173. The VZF's ability to respond to the COVID-19 pandemic demonstrates its flexibility and resiliency. Measures such as the reallocation of resources, identification of additional funding, cash transfers (facilitated by SOCPRO, which is another ILO technical department), development of training material, and training to ensure worker safety and strengthen knowledge around OSH, are relevant and timely responses. The pandemic's repercussions could delay the finalization of some outputs and delay progress on some outcomes. Already, countries have requested (and been granted) project extensions. Consideration to extending the duration of projects, where relevant, could help ensure the proper completion of planned country interventions.
174. VZF interventions have yielded tools, guidance notes, methodologies, research, country-level experiences and lessons learned to inform the GSC debate at the international level. At the global level, the VZF facilitates the sharing of country experiences, research and lessons learned to inform the global development debate on GSCs, relying on evidence-based information. The development of a systematic approach to further disseminate knowledge and expertise to target audiences, by means of adapted communication channels, will allow stakeholders to access knowledge on different topics related to OHS and GSCs, while informing implementation work at country level, feeding the policy debate, and supporting both decision and policy making. The sharing of VZF knowledge and expertise at national, regional and international levels, through appropriate platforms and venues, could have a multiplier effect and enhance the potential for replication in other countries.

175. Following this MTE and other country-level evaluations scheduled in the near future, the way forward for the VZF could be to engage introspective reflection to determine what actions could be taken in the mid- to long-term, based on findings of all these evaluations, as well as insights provided by the studies dealing with gender, private sector engagement and communications.

6. Lessons Learned and Best Practices

176. The COVID-19 pandemic has raised awareness about the importance of OSH in the workplace. The versatility with which the VZF addressed the pandemic demonstrates a level of adaptation to national needs and an ability to globally coordinate actions to ensure greater protection of workers. (Appendix 13 provides details on this and other lessons and best practices listed in this section.)
177. The amount of knowledge, tools, guidelines, research, good practices and lessons learned from the VZF's global and country interventions is significant, which makes a positive contribution to the global debate on OSH. Both the effective consolidation and management of this information and VZF's increased ability to effectively communicate findings can be strengthened considerably through better knowledge management and through the deployment of a communications strategy.
178. Research in Latin America on the link between improvements in OSH and productivity strengthened the business case for OSH interventions. The research should portray how improvements in OSH can lead to an increase in productivity in the coffee GSC.
179. The ILO commissioned an OPA to inform the design and implementation of Phase II of Myanmar's VZF project, through providing the project team with information and evidence that will allow for a better understanding of the factors, successes and shortcomings in the adoption of good OSH practices during Phase I.
180. Harmonization to align national RBM frameworks with the VZF RBM framework was achieved through a participatory process, which resulted in a coherent and consistent approach to data collection.
181. The use of IAs strengthen partner commitment and ownership, thereby contributing to increased sustainability, impact, and a greater degree of collective action.
182. A comprehensive training model approach on OSH was used in the Lao PDR, which includes a blend of technical ("classroom") learning; field visits and collective/practical reflection; the development of a follow-up plan; support to apply learning in practice; and follow-up monitoring through labour inspection systems (in garment factories) and local training partners (among OSH-trained farmers).
183. In Madagascar, an "OSH First Task Force" consisting of 12 labour inspectors and directors was created in 2018, as a means of strengthening the capacities of labour inspectors to undertake labour inspections, especially with respect to OSH.

7. Recommendations

184. Recommendation 1: **Follow up on the gender diagnostics to strengthen the integration of gender in the methodology for OSH in GSCs**, and consolidate gender mainstreaming through the adoption of appropriate measures and the allocation of sufficient resources to provide

gender mainstreaming guidance, tools and training to country ILO teams and country constituents, to ensure that VZF interventions are gender-responsive.

- For whom: VZF Secretariat team, donors
- Action needed: Include gender mainstreaming guidance into the design, implementation and monitoring of subsequent VZF projects
- Priority: High
- Recommended timeframe: Immediate, for next projects to be implemented
- Resource implications: Time for M&E resources (low)

185. Recommendation 2: **Ensure that future project designs incorporate regular follow-up dialogue with country stakeholders on the funding and human resource implications of sustainability and phase-out strategies that identify the roles, responsibilities and commitments of government stakeholders beyond project completion.** The sustainability and phase-out strategies should identify roles and responsibilities and promote a dialogue with countries on funding and human resources implications for government stakeholders and constituents, to support the replication and/or scale-up of interventions beyond project completion. This would support the building of a broader coalition of parties interested in addressing OSH in GSCs, ultimately allowing greater impact in addressing OSH and a stronger commitment from all stakeholders, including international brands in each country.

- For whom: VZF Secretariat, donors, ILO COs, project partners
- Action needed: Consultation at country level for sustainability and phase-out strategies
- Priority: Medium
- Recommended timeframe: For subsequent projects
- Resource implications: Time to draft strategies and consult with partners (low)

186. Recommendation 3: **Ensure that project timelines factor in sufficient time to engage in dialogue with country constituents while adjusting technical capacities, allocation of human and financial resources, and expected outcomes** to prioritize what can realistically be done to achieve lasting impact. Lessons learned from an evaluation of GSC interventions suggest that such considerations may require extending the period of time allocated to finalize projects and allowing for a smoother, sequential production of the main deliverables, in support of lasting results.

- For whom: VZF Secretariat, donors
- Action needed: Carefully review project timelines
- Priority: High
- Recommended timeframe: Immediate, for subsequent projects
- Resource implications: Time to consult, assessment of government priorities (low)

187. Recommendation 4: **To effectively support the model of collective action, the VZF should pay special attention to knowledge management and establish a mechanism** to facilitate a broader dissemination of its knowledge, expertise, tools and methodologies, data and statistics on OSH. The creation of a VZF website, coupled with the upcoming communications strategy, should provide easy access to the programme's accumulated body of knowledge while giving ILO country constituents, social partners and private sector stakeholders involved in GSCs an

opportunity to find evidence from VZF research and build their ability and motivation to integrate OSH issues within their work.

- For whom: VZF Secretariat, ILO country staff, donors
- Action needed: Provide access to a VZF website and develop a dissemination strategy
- Priority: High
- Recommended timeframe: Immediate
- Resource implications: Time to structure the VZF website, human resources to implement wider dissemination within each country, development of key messages summarizing key messages on OSH and GSCs (medium)

188. Recommendation 5: Setting up the Advisory Committee in June 2020 was a welcome initiative. Nevertheless, **concrete mechanisms should be put in place to allow IOE and ITUC to be more involved in the initial consultation stage** leading to the approval of projects by the Steering Committee. Not doing so would be missing an opportunity to learn from IOE's and ITUC's experiences and perspectives on productive employment, decent work, initiatives affecting labour market policies, transition towards formal work, and tapping into existing country networks to foster the support of stakeholders in project implementation.

- For whom: VZF Secretariat, VZF Steering Committee
- Action needed: Include the Advisory Committee in discussions leading to project approval
- Priority: High
- Recommended timeframe: Immediate, for subsequent projects
- Resource implications: Time to consult with the Advisory Committee (low)

189. Recommendation 6: **Follow up on the private sector engagement strategy, to strengthen the participation of private sector actors and international brands**, with the deployment of appropriate measures and the allocation of sufficient resources to develop proper mechanisms to support OSH throughout GSCs. Country-level challenges and successes in reaching out to private sectors and national brands should feed into this process. One of the key selling points of the VZF lies in its unique expertise in OSH, which is one of several aspects to address in GSCs, and constitutes a solid entry point, along with other changes that are equally important to ensure decent work conditions.

- For whom: VZF Secretariat team, donors, ILO COs
- Action needed: Disseminate the private sector engagement strategy and ensure closer monitoring of interventions that support the private sector
- Priority: High
- Recommended timeframe: Immediate, for subsequent projects
- Resource implications: Finalize and disseminate the private sector engagement strategy, and conduct social dialogue at country level to identify specific measures (low)

190. Recommendation 7: **The VZF Secretariat and VZF Steering Committee must examine factors that motivate the choice of country programme models, while recognizing the VZF's added-value as a key global influence on OSH in GSCs.** The choice of programme model is closely linked to donor input and expectations, level of funding, and interest in addressing a specific sector (for example, construction in a particular country or coffee in a region), as well as donor reservations about involving themselves in a broad range of responses alongside multiple

stakeholders and ILO departments. Once the findings of the MTE ONE ILO model are available, the VZF Secretariat and VZF Steering Committee will be in a position to determine the most appropriate measures and resource allocations to select and strengthen programme models that best support the GSCs. These decisions should be based on an awareness of opportunities that may present themselves for the VZF to engage global-level stakeholders in all parts of the GSCs, including stakeholders who are end users of GSC products.

- For whom: VZF Secretariat team, VZF Steering Committee, donors, ILO COs
- Action needed: Open a dialogue on programme models
- Priority: Low
- Recommended timeframe: Over the next year
- Resource implications: Conduct a dialogue on different programme models

191. Recommendation 8: **Owing to challenges raised by the COVID-19 pandemic, consider granting an extension period to projects, where relevant, to ensure that country interventions can be completed as planned.** The situation with COVID-19 remains precarious and calls for close monitoring at country level. Despite the fact that countries have adapted rapidly to overcome constraints, the desk review and KIIs suggest that the repercussions of COVID-19 could delay the completion of some outputs and progress on outcomes. Already, some countries have requested (and been granted) project extensions.

- For whom: VZF Secretariat team, donors, ILO COs
- Action needed: Grant project extensions, where needed
- Priority: High
- Recommended timeframe: Immediate for the continuation of current projects
- Resource implications: Review and update timelines for activities, update monitoring strategy (low)

192. Recommendation 9: **Continue to support the global component of the VZF to facilitate the provision of technical advisory services, the sharing of research, and support to policy development and coordination and international dialogue on GSCs and OSH.** Products developed by the programme at global and country levels—including tools, guidance, research and case studies—should be further disseminated and used in policy development and implementation at country level, through the development of a systematic approach to sharing knowledge, publications, research, and good practices. Such an approach should take into consideration target audiences, and be linked to the communications strategy currently being developed, taking into consideration the key role played by the VZF Secretariat in ensuring that country-level programme contributions are consolidated and shared effectively.

- For whom: VZF Secretariat
- Action needed: Develop a dissemination strategy
- Priority: High
- Recommended timeframe: Immediate
- Resource implications: Time for ILO HQ to develop (medium)

Appendix 1 – Terms of Reference

Project title:	Vision Zero Fund – Collective Action for Safe and Healthy Supply Chains
DC codes:	<i>GLO/16/50/MUL</i> , Vision Zero Fund Secretariat <i>GLO/17/53/EUR</i> , Global Component <i>MMR/16/51/MUL</i> , Myanmar <i>LAO/17/50/EUR</i> , Lao PDR <i>ETH/17/01/MUL</i> , Ethiopia <i>RLA/18/08/EUR</i> , Latin America <i>GLO/19/07/EUR</i> , Global Component <i>GLO/18/58/FRA</i> , <i>MDG/17/50/FRA</i> , Madagascar
Type of evaluation:	Mid-term clustered evaluation
Project end:	2023
Evaluation manager:	Mr. Geir Tonstol
Technical unit:	Governance and Tripartism Department (GOVERNANCE) Labour Administration, Labour Inspection and Occupational Safety and Health Branch (LABADMIN/OSH)
Field offices:	CO-Addis Ababa, CO-Antananarivo, CO-Bangkok, CO-Yangon
Programme and budget outcome(s):	Outcome 7: Adequate and effective protection at work for all; and Outcome 1: Strong tripartite constituents and influential and inclusive social dialogue
SDG(s):	8

1. Introduction and Rationale for Evaluation

The Vision Zero Fund (VZF) brings together governments, employers’ and workers’ organizations, private companies, and other stakeholders to jointly advance towards the vision of achieving zero severe and fatal work-related accidents, injuries and diseases in global supply chains (GSCs).

It is an initiative of the G7, and has been endorsed by the G20. The International Labour Organization (ILO) administers the Fund, and implements its projects. In 2016, the VZF Steering Committee adopted the strategy “Vision Zero: Achieving a world without fatal or serious occupational accidents and diseases” (2017-2021), which provided a solid basis for its inception phase. Since then, the VZF has refined its strategic approach and intervention framework, established a sound governance structure and financial footing, and developed a portfolio of country projects.

A revised strategy, entitled “Collective Action for Safe and Healthy Supply Chains,” was adopted in 2019 for the period 2019-2023. The strategy is aligned with the 2030 Agenda for Sustainable Development (in particular SDG 3 and SDG 8), and ILO initiatives, including the ILO’s Programme of Action on Decent Work in Global Supply Chains.

Contributions to the VZF are accepted from governments, intergovernmental or non-governmental organizations, and from private sources, including companies, foundations and individuals. Current and past donors include the European Commission, Germany, France, Sweden, Norway, the United Kingdom, and the United States. In 2017, Siemens became the first private sector donor to join the Fund.

VZF works at global, country and workplace levels, seeking to strengthen the worldwide enabling environment for safe and healthy working conditions; improve national legal and policy frameworks;

Appendix 1 – Terms of Reference (continued)

and implement more effective prevention, protection and compensation mechanisms for women and men working in targeted supply chains, in particular in the world's least developed countries. Currently, VZF operates in eight countries and in two supply chains: garment and agriculture.

An important component of the VZF is to advance a knowledge strategy on safety and health in GSCs and to support the development of methodologies for collecting reliable data on occupational injuries and diseases.

A mid-term independent evaluation will be conducted to review the VZF's strategy and performance since its launch in 2016 until mid-2020. The evaluation will also contribute to enhancing learning within the VZF as well as within ILO's broader programmes on occupational safety and health (OSH), including the Safety + Health for All Flagship Programme and the work of the Labour Administration, Labour Inspection and Occupational Safety and Health Branch (LABADMIN/OSH).

The MTE will adopt a "clustered approach," which means that the evaluation will examine a global cluster of projects under the VZF rather than a single project. This approach will allow a comprehensive coverage of various projects within the VZF with greater opportunities for feedback on the overall strategy as well as mutual learning across project locations. In addition, the clustered approach is likely to be more cost and time efficient compared to individual project evaluations. In compliance with the ILO Policy Guidelines for Evaluation (2017), the clustered approach has been endorsed by the relevant donors to the VZF and will apply a scope, purpose and methodology comparable to what would be used for an individual project evaluation.

2. Vision Zero Fund

In 2018-2019, the VZF, with support from the GIZ, developed a comprehensive Theory of Change (ToC) for its global and country-level activities. The ToC contributes to aligning the VZF with the objectives of ILO's overall flagship programme on Safety + Health for All. The ToC serves to demonstrate the main causal relations and underlying assumptions of the programme, linking together the overall goal of the VZF at impact level with programme outcomes, outputs and inputs. The VZF results framework was subsequently redesigned around three overall outcomes:

- *Outcome 1: Strengthened global, regional and national enabling environments for the promotion of safe and healthy working conditions in targeted GSCs* – VZF works to improve coordination among academics, researchers and policy institutions of knowledge on OSH in GSCs and organizes global, regional and country-level, public and private stakeholder meetings to design and implement industry and/or country-wide strategies to foster compliance with OSH standards along the targeted GSCs.
- *Outcome 2: Improved legal and policy frameworks to promote and enforce OSH protection, prevention and compensation in targeted GSCs* – VZF carries out assessments on the drivers and constraints for OSH improvements in targeted supply chains, including their legal and institutional environment in selected producing countries. Findings are used to develop tailor-made interventions to strengthen policy makers' capacity to collect and analyze data and reinforce the country's legal and policy frameworks that impact OSH outcomes.
- *Outcome 3: Increased application of effective OSH prevention, protection and compensation mechanisms for women and men working in selected GSCs* – Workplace-level activities support country-level efforts and pilot innovative, small-scale improvement models. Through capacity development activities and technical assistance, VZF seeks to

Appendix 1 – Terms of Reference (continued)

improve employers' and workers' capacities and mechanisms to promote OSH, and to empower workers to significantly engage in the promotion of such issues. When possible, activities are implemented jointly with other ILO initiatives such as the Flagship Programme on OSH, Better Work, and SCORE.

At global and country levels, these outcomes have been translated into interventions in support of strategic policy objectives (Programme and Budget Outcomes 2016-2017, 2018-2019, 2020-21) and Country-Level Outcomes (Country Programme Outcomes) in line with Decent Work Country Programmes (DWCPs).

3. Purpose of Evaluation

The MTE will be conducted to review the VZF's strategy and performance since its inception in 2016 until mid-2020, and to enhance learning within the VZF.

An evaluability assessment of the VZF was completed in March 2020, which provided a series of evaluations that should inform the MTE.

In particular, the MTE findings and recommendations are expected to provide valuable inputs for:

- Improving the VZF's ToC, strategy and planning until (and possibly beyond) 2023, reflecting the changes that have occurred in the operational and administrative environment since the establishment of the VZF.
- Assessing progress made to date by countries and any shortcomings that need to be addressed at country and global levels.
- Informing the design of future projects by providing a comparative view of various models being implemented under VZF at present, along with the contextual and other factors that affect their success, and bringing out lessons and good practices that can be useful for country teams in adapting their strategies/interventions.
- Informing the decision-making processes of management and VZF Steering Committee members (and other relevant stakeholders).

4. Scope of Evaluation

The MTE will cover the period from the launch of the VZF in 2016 until July 2020. Considering that it is a MTE, the approach will largely be learning-oriented with a view to informing the continuation of the VZF.

The MTE will adhere to the Organization for Economic Cooperation and Development Development Assistance Committee (OECD/DAC) evaluation criteria and establish the relevance, coherence, efficiency, effectiveness and evidence of impact, and sustainability to date of the VZF. The evaluation will also identify how the VZF projects have contributed to the achievement of established outcomes at country and global levels (e.g. DWCPs, Country Programme Outcomes and Programme and Budget Strategic Objectives).

The geographical scope of the MTE will comprise global and country-level work in the Lao PDR, Myanmar, Mexico, Honduras, Colombia, Ethiopia and Madagascar. The MTE is expected to examine linkages between the various country-level projects and the global components. Thematically, the evaluation will cover VZF's work on OSH, which is the primary focus of the programme. The

Appendix 1 – Terms of Reference (continued)

evaluation will also consider the VZF's contribution to labour inspection and employment injury insurance (EII). The evaluation will also examine how the impact of the COVID-19 pandemic has affected project implementation.

The evaluation should cover and reflect gender and disability inclusion-related issues in the methodology, data collection as well in its analysis of findings.

The following projects will be examined during the MTE, thus constituting the basis of the clustered approach:

Project code and title	Project start and end dates	Remarks
GLO/16/50/MUL, Vision Zero Fund Secretariat	01/03/2016-30/06/2023	This project underwent an internal evaluation of its inception phase. The MTE will build on the findings and recommendations of the inception phase evaluation.
GLO/17/53/EUR, Contribution to the Vision Zero Fund-Global Component	01/10/2017-30/09/2020	A one-year no-cost extension has been requested for this project, until September 2021. In the event that this extension is granted, the clustered evaluation will constitute a MTE for this project. If the no-cost extension is not granted, the clustered evaluation will be the final evaluation of this project.
MMR/16/51/MUL, Vision Zero Fund Myanmar	01/01/2017-30/04/2020	The clustered evaluation will constitute the final evaluation of this project. A MTE was completed in August 2019, and an outcomes and practices assessment is currently underway.
LAO/17/50/EUR, Vision Zero Fund Laos	01/06/2018-30/09/2020	The clustered evaluation will constitute the final evaluation of this project. A MTE was completed in March 2020. A no-cost extension has been requested until September 2021.
ETH/17/01/MUL, Advancing Decent Work and Inclusive Industrialization in Ethiopia	01/06/2018-30/06/2022	This project will undergo a separate MTE in the final quarter of 2020. The clustered evaluation will constitute a "light review" of this project.
RLA/18/08/EUR, Vision Zero Fund Initiative: Improving Occupational Safety and Health in Coffee Supply Chains	01/02/2019-31/01/2022	The cluster evaluation will constitute the MTE of this project.
GLO/19/07/EUR, Filling Data and Knowledge Gaps on OSH in GSCs to Strengthen the Model of Shared Responsibility	15/12/2019-31/03/2021	The clustered evaluation will particularly look into how this project has supported the VZF in implementing its research strategy.
GLO/18/58/FRA MDG/17/50/FRA, Améliorer la sécurité et la santé dans les chaînes d'approvisionnement à Madagascar (Fonds Vision Zéro)	01/09/2017-31/01/2020	This project has now closed and was self-evaluated. The self-evaluation (report available in French and soon in English) will constitute an input to the clustered evaluation.

5. Clients of Evaluation

The primary clients of the evaluation will be the VZF project team and Steering Committee as well as LABADMIN/OSH.

Other users of the evaluation findings will include ILO tripartite constituents, other ILO units and projects (e.g. Better Work, SCORE), ILO COs in beneficiary countries, VZF donors, and other interested parties (e.g. G7/G20 countries).

Appendix 1 – Terms of Reference (continued)

6. Evaluation Questions

OECD/DAC criteria	What we want to learn
RELEVANCE: Is the intervention doing the right things?	<ol style="list-style-type: none"> 1. Has the VZF been successful in accurately capturing and updating, as relevant, the ToC informing its interventions? 2. Have the VZF interventions been designed and implemented in accordance with constituents' needs and capacities (at global and national levels), while being mindful of VZF assessment findings and desired results? 3. Beyond constituents' needs, do the VZF intervention objectives and design answer the needs of the final beneficiaries, i.e. workers in GSCs? 4. Does the VZF ToC and results framework give adequate consideration to issues related to gender equality and disability inclusion?
COHERENCE: How well does the intervention fit?	<ol style="list-style-type: none"> 5. Is the VZF aligned with and integrated into broader ILO work on OSH, such as the Safety + Health for All Flagship programme? Is there evidence of mutual leveraging and complementarity? 6. How well aligned are the VZF strategy and initiatives with other related programmes of the ILO (e.g. ILO programme of action on GSCs, Global Programme on Employment Injury Insurance and Protection)? Is there evidence of mutual leveraging and complementarity? 7. Does the VZF benefit from and/or contribute to other ILO and non-ILO development cooperation projects and strategic priorities that are being implemented at global and country levels, including those being funded or led by the private sector? How? 8. Are VZF interventions aligned with national priorities and policies? Constituents' priorities? 9. Does the VZF strategy and intervention design remain valid in the context of COVID-19?
EFFECTIVENESS: Is the intervention achieving its objectives?	<ol style="list-style-type: none"> 10. To what extent has the VZF been effective in engaging/working with all relevant actors across the targeted GSCs, including the private sector? To what extent have country interventions been successful in reaching (benefitting) end beneficiaries (vulnerable workers)? To what extent were the projects successful in engaging/working with/through social partners? 11. Across the various projects, what components of the VZF performance framework have been particularly successful in reaching their objectives? To which extent has each individual project contributed to the overall VZF objectives? 12. The VZF has been implementing at least three different types of models: (i) "One ILO" in Ethiopia; (ii) "hybrid" in Myanmar, Madagascar and the Lao PDR, in which VZF has worked in one country in more than one supply chain, as well as conducting work at the institutional level; and (iii) single GSC approach, in Latin America. What have been the strengths and weaknesses of each one of these "models/types?" 13. The VZF has mainly been working in two value chains: garment and agriculture. What are the strengths and weaknesses of the VZF approach towards those two value chains and how should the approach be adapted to each value chain in order to achieve improved results? 14. What are the conditions at country level under which the VZF has made the most valuable contribution to addressing OSH challenges within the targeted GSCs? Which key success factors, mechanisms and circumstances can be identified? Which key inhibiting factors can be identified? Does working in more than one sector in one country affect (positively or negatively) the end results? 15. To what extent has the VZF, so far, been able to operationalize and apply the model of joint responsibility/collective action at global and country level? What have been the notable results? 16. What is the likelihood of countries achieving their expected results? Are there country-specific facilitating and limiting factors that the projects should address in their remaining project periods?

Appendix 1 – Terms of Reference (continued)

OECD/DAC criteria	What we want to learn
	<p>17. At global and country levels, the VZF has entered into a number of implementing partnerships with other organizations (e.g. Winrock International, GIZ). To what extent have these partnerships contributed to the achievement of the VZF objectives?</p> <p>18. Do project outputs and outcomes to date affect women and men differently? If so, why and in which way?</p> <p>19. Has the VZF reached sufficient scale and depth, in accordance with donor investment?</p> <p>20. Has the VZF effectively adjusted implementation modalities in response to COVID-19?</p>
EFFICIENCY: How well are resources being used?	<p>21. To what extent are the financial and human resources (management arrangements), at global and country levels, adequate to achieve the expected results?</p> <p>22. To what extent has the VZF Global Steering Committee and the VZF Secretariat contributed to shaping the VZF's strategy and approach, identified priorities, and steered and facilitated programme implementation?</p>
SUSTAINABILITY and IMPACT: Will the benefits last?	<p>23. To what extent are the results of the VZF projects likely to be durable and maintained (or even scaled up or replicated) by other partners/within the same GSCs in other countries/within the same country into other (similar) GSCs? Does the VZF have a sustainable exit strategy?</p> <p>24. What measures should be built into VZF projects for increased sustainability of projects' results after its completion?</p> <p>25. To what extent are the VZF projects making progress towards impact? What are the most significant elements to date that can influence impact?</p> <p>26. What is the anticipated effect of COVID-19 on the sustainability and impact of the VZF interventions?</p>

7. Evaluation Methodology

The evaluation will apply a mixed methodology analyzing both quantitative and qualitative data, and ensuring triangulation of information. It will integrate analysis of gender equality and other non-discrimination issues as a cross-cutting ILO concern. The evaluators will ensure that views and perceptions of both women and men are reflected in the interviews and that gender-specific questions are included. The methodology will take the findings and recommendations of the VZF evaluability assessment into consideration.

The MTE will comprise an exhaustive desk review of relevant VZF and related documentation; and individual and/or group interviews with, inter alia, VZF staff in ILO Headquarters and field offices, technical backstopping officials, members of the VZF Steering Committee, VZF beneficiaries and development partners.

The Evaluation Manager will facilitate the compilation of documentation and establish an interview schedule.

In view of travel restrictions in place due to the COVID-19 pandemic, it may not be possible for the evaluators to undertake travel. It is, therefore, foreseen that interviews will take place through Skype/telephone or similar communication methods. In the event that travel restrictions are lifted, the feasibility of limited field visits will be assessed.

Key questions to be asked during interviews will be prepared by the evaluator. It may be relevant to circulate a questionnaire to key stakeholders.

Appendix 1 – Terms of Reference (continued)

The international evaluator (Team Leader) will be responsible for guiding and establishing the work to be performed by national evaluators. The exact evaluation methodology will be included in the inception report.

8. Main Evaluation Outputs

The evaluation should comprise the following deliverables, which must be presented in English and submitted to the Evaluation Manager in electronic version compatible with Word for Windows:

- An inception report.
- A draft evaluation report.
- A final evaluation report.
- An evaluation summary.

Inception Report (cf. ILO Policy Guidelines for Evaluation Checklist 3)

The inception report should:

- Describe the conceptual framework that will be used to undertake the evaluation, notably justifying and explaining the clustered approach.
- Elaborate the methodology proposed in the Terms of Reference (ToRs), notably the clustered approach, with any changes as required.
- Set out in some detail the data required to answer the evaluation questions, data sources by specific evaluation questions, data collection methods, sampling and selection criteria of respondents for interviews.
- Detail the work plan for the evaluation, indicating the phases in the evaluation, their key deliverables and milestones.
- Identify key stakeholders to be interviewed and the tools to be used for interviews and discussions.
- Provide an outline for the final evaluation report.

Evaluation Report (cf. ILO Policy Guidelines for Evaluation Checklist 5)

A first draft of the evaluation report will be circulated for comments by the Evaluation Manager to all concerned stakeholders. The final report shall make all necessary adjustments to integrate comments received.

The final report, excluding annexes but including the executive summary (as per template provided in ILO Policy Guidelines for Evaluation) should not exceed 35 pages.

The quality of the final report will be assessed against the standards set out in the ILO Policy Guidelines for Evaluation. The report will ultimately be approved by the ILO Evaluation Office (EVAL).

Appendix 1 – Terms of Reference (continued)

Suggested outline for the evaluation report:

- Cover page with key project data (cf. ILO Policy Guidelines for Evaluation Checklist 7).
- Executive summary.
- Brief background on the project and its intervention logic.
- Purpose, scope and clients of the evaluation.
- Methodology applied.
- Review of implementation.
- Presentation of findings.
- Conclusions.
- Recommendations (specifying to whom they are addressed).
- Lessons learned.
- Good practices.
- Possible future directions.
- Annexes.

An evaluation summary shall also be prepared, adhering to the template provided in ILO Policy Guidelines for Evaluation Checklist 8. The evaluation summary shall only be prepared once the final evaluation report has been approved.

Ownership of the data from the evaluation rests jointly between ILO and the evaluator. The copyright of the evaluation report rests exclusively with ILO. Key stakeholders may make appropriate use of the evaluation report in line with the original purpose and with appropriate acknowledgement.

9. Management Arrangements

The MTE will be managed by an Evaluation Manager (ILO staff member) who has no association with the VZF. The Evaluation Manager will work under the oversight of, and in close collaboration with EVAL, which will review and sign off on all deliverables.

An international consultant (Team Leader) will be commissioned to conduct the MTE. The Team Leader will report to the Evaluation Manager and be responsible for the timely submission of deliverables, including the final evaluation report, which should comply with ILO's Evaluation Policy Guidelines and related checklists and templates.

National consultants will be commissioned for shorter periods of time to support the evaluation at country level, where required. The national consultants will report to the Team Leader.

The Team Leader and the evaluation team will be selected through a competitive process from among qualified consultants.

Appendix 1 – Terms of Reference (continued)

The evaluation will be funded from the VZF budget. The funds will cover the daily fees of the evaluation team, any evaluation missions (if relevant) and any expenses related to communication and data collection.

The Evaluation Manager will undertake the following tasks:

- Finalize the evaluation ToRs upon receipt of inputs from key stakeholders.
- Review CVs and proposals of proposed evaluators.
- Serve as the first point of contact for the evaluator.
- Provide background documentation to the evaluator in cooperation with the VZF team.
- Brief the evaluator on ILO evaluation procedures.
- Circulate the reports to all concerned stakeholders for comments.
- Consolidate comments for the evaluator.

The VZF team will be responsible for administrative contractual arrangements with the evaluator and provide any logistical and other assistance as may be required. The VZF team will be responsible for the following tasks:

- Provide programme background materials to the evaluator through the Evaluation Manager.
- Prepare a comprehensive list of recommended interviewees.
- Coordinate in-country logistical arrangements.
- Provide inputs as requested by the evaluator during the evaluation process.
- Review and provide comments on draft evaluation reports.
- Organize and participate in stakeholder consultations, as appropriate.
- Provide any other logistical and administrative support to the evaluators as may be required.

10. Desired Profile of Evaluator(s)

It is expected that the Team Leader (lead evaluator) will have the following profile:

- Contextual knowledge of the United Nations (UN) system in general and the ILO specifically.
- Demonstrated knowledge of global labour market issues. Awareness of OSH issues and GSCs would be an advantage.
- At least 7 years' experience in evaluating policies, programmes and projects at the international level.

Appendix 1 – Terms of Reference (continued)

- Experience in conducting evaluations for UN organizations, including, ideally, clustered evaluations and programme evaluations across countries.
- Expertise in qualitative and quantitative evaluation methods.
- Advanced understanding of ILO cross-cutting issues.
- Fluency in written and spoken English.

11. Timeline and Work Plan

It is anticipated that the MTE will be carried out by a team of evaluators, consisting of one international consultant (Team Leader) and national-level consultants in-country (as may be required).

The team of evaluators will be identified and recruited in the course of June 2020, with an expected starting date for the evaluation in July 2020. It is envisaged that a final report (advanced draft) be submitted to the meeting of the VZF Steering Committee in November 2020.

It is anticipated that the evaluation assignment will require a total of 30 work days per international consultant and a total of 15-20 work days per national consultant.

A detailed timeline for the evaluation is proposed as follows:

- *Drafting and validating the MTE ToRs* – May 2020. This will be managed by a certified Evaluation Manager with no relation to the VZF. The draft ToRs will be shared with the VZF Steering Committee for suggestions and inputs.
- *Call for proposals of international consultant (Team Leader)* – First half of July 2020. The call will be public, and widely advertised through relevant networks. An independent evaluator will be selected to conduct the evaluation in consultation with and under the supervision of EVAL.
- *Call for proposals of national consultants* – Second half of July 2020.
- *Recruitment of the evaluation team* – First half of August 2020.
- *Launch of evaluation* – 1 July 2020:
 - ◆ Submission of inception report – 15 July 2020.
 - ◆ Submission of draft evaluation report – 15 September 2020.
 - ◆ Submission of final evaluation report – 31 October 2020.
- *Preliminary findings presented to the VZF Steering Committee* – November 2020.
- *Completion of the evaluation* – 15 November 2020.

12. Ethical Considerations

The MTE will strictly comply with UN standards for evaluations as specified in the United Nations Evaluation Group (UNEG) Norms and Standards for Evaluation and be guided by the ILO Evaluation

Appendix 1 – Terms of Reference (continued)

Policy. A copy of the UNEG Code of Conduct for Evaluation in the UN system is attached to these ToRs, and the evaluators are expected to familiarize themselves with, and adhere to these. The evaluators will also commit to adhere to the ILO Code of Conduct for Evaluators (link below). The evaluators are expected to disclose any possible conflicts of interest that could interfere with the independence of the evaluation.

The evaluation will observe confidentiality with regards to sensitive information and feedback obtained through individual and group interviews.

13. Additional Documentation

The evaluators are expected to seek guidance from and familiarize themselves with the following documentation:

- ILO Evaluation Policy (https://www.ilo.org/eval/Evaluationreports/WCMS_603265/lang--en/index.htm).
- ILO Policy Guidelines for Evaluation (https://www.ilo.org/eval/Evaluationpolicy/WCMS_571339/lang--en/index.htm), notably:
 - ◆ Checklist 3 Writing the Inception Report (https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_165972.pdf).
 - ◆ Checklist 5 Preparing the Evaluation Report (https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_165967.pdf).
 - ◆ Checklist 7 Filling in the EVAL title page (https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_166363.pdf).
 - ◆ Checklist 8 Preparing the Evaluation Summary for Projects (https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_166361.pdf).
 - ◆ Template for Evaluation Title Page (http://www.ilo.org/eval/Evaluationguidance/WCMS_166357/lang--en/index.htm).
 - ◆ Template for Evaluation Summary (<http://www.ilo.org/legacy/english/edmas/eval/template-summary-en.doc>).
- ILO Evaluation Guidelines and Support Guidance Documentation (https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_176814.pdf).
- ILO Code of Conduct Agreement for Evaluators (to be signed along with the contract) (https://www.ilo.org/eval/Evaluationguidance/WCMS_649148/lang--en/index.htm).
- OECD/DAC Criteria for Evaluating Development Assistance (<http://www.oecd.org/development/evaluation/dcdndep/39119068.pdf>).
- Norms for Evaluation in the UN System (<http://www.uneval.org/document/detail/21>).

Appendix 1 – Terms of Reference (continued)

- Standards for Evaluation in the UN System (<http://www.uneval.org/document/detail/22>).
- Code of Conduct for Evaluation in the UN System (<http://www.unevaluation.org/document/detail/100>).
- Guidance 1.1 Integrating Gender Equality in Monitoring and Evaluation (https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_165986.pdf).

Appendix 2 – Gender Equality Approach

Institutional Arrangements for the VZF

The ILO's goal is to promote equal opportunities for women and men to obtain Decent Work. ILO considers gender equality a critical element in efforts to achieve its four strategic objectives, which are to promote and realize standards and fundamental principles and rights at work; to create greater opportunities for women and men to secure decent employment and income; to enhance the coverage and effectiveness of social protection for all; and to strengthen tripartism and social dialogue.

The ILO approach to gender mainstreaming is two-pronged and based on analysis that considers the specific and often different needs and interests of women and men in the world of work. On the one hand, awareness of these different needs and interests is integrated into all policies, programmes, projects and institutional structures and procedures. On the other hand, especially where inequalities are extreme or deeply entrenched, they are addressed through gender-specific measures involving women and men, either separately or together or through measures designed explicitly to overcome inequalities. Mainstreaming can include gender-specific actions, where necessary.

The ILO has developed a single, overarching Action Plan for Gender Equality, which operationalizes the 1999 ILO policy on gender equality. The Action Plan also facilitates effective and gender-responsive delivery of the Decent Work Agenda, in line with the June 2009 Resolution concerning Gender Equality at the Heart of Decent Work (see Box A2-1).

Gender Responsive Approach to OSH in GSCs

About 60 percent of global trade today is organized within GSCs.¹ Women workers in GSCs face significant challenges and disadvantages. Women are more likely to be concentrated in informal jobs, employed under less favourable working conditions and earn lower wages. Moreover, they often combine paid work with a greater share of caring responsibilities and can be subject to discrimination and harassment at work. Because of the work they perform, women may be exposed to different workplace hazards and risks. The biological and physiological differences between women and men, as well as their different societal roles, expectations and responsibilities, and their vulnerability to those exposures may also differ. Evidence shows that general OSH measures directed at all workers do not necessarily achieve the desired benefits for women workers. Effective OSH policies and prevention strategies need to better account for gender differences, thus requiring a gender-responsive approach.

Box A2-1. Gender in ILO's Constitution

The ILO's mandate to promote gender equality in the world of work is enshrined in its Constitution and reflected in relevant international labour standards. The four key ILO gender equality Conventions are the Equal Remuneration Convention (No. 100), Discrimination (Employment and Occupation) Convention (No. 111), Workers with Family Responsibilities Convention (No. 156), and Maternity Protection Convention (No. 183).

The ILO mandate on gender equality is reinforced by related Resolutions adopted by the International Labour Conference (ILC). The most recent of these is the Resolution concerning Gender Equality at the Heart of Decent Work, adopted in June 2009; and the Resolution concerning the Promotion of Gender Equality, Pay Equity and Maternity Protection, adopted in June 2004.

¹ Vision Zero Fund. *Vision Zero Fund Strategy 2019-2023: Collective Action for Safe and Healthy Supply Chains*. Geneva: Labour Administration, Labour Inspection and Occupational Safety and Health Branch, International Labour Organization. [October 2019, revised July 2020].

Appendix 2 – Gender Equality Approach (continued)

A gender-responsive approach is necessary in order to monitor and assess how work-related interventions affect women, men, gender relations and gender equality. The approach factors in the policy and normative frameworks of the VZF, the specific national and regional contexts, the power relationships, and structural causes of gender discrimination and inequalities in employment and occupation. The approach identifies practical and strategic needs of women and men but also the challenges, opportunities and capacity to promote gender equality in respect of the capacities of government, workers’ and employers’ organizations and other relevant actors’ ability to mainstream gender and promote gender equality. In addition, a gender-responsive approach ensures monitoring data is collected and sex-disaggregated.

Gender and the VZF Programme

The promotion of gender was highlighted as an area requiring attention in both an internal evaluation of the VZF’s start-up phase (conducted in 2018 and published in 2019) and an evaluability assessment (completed in March 2020). Recommendations included the development of indicators responding to gender issues and sex-disaggregated data. Furthermore, in its Annual Progress Report for 2018-2019,² the VZF Secretariat listed the following priorities related to gender:

- VZF to revise its methodology (assessment of drivers and constraints for OSH improvements) to ensure that gender considerations are integrated throughout—see Box A2-2 for progress on this priority;

Box A2-2. Strengthening Gender: Assessment of Drivers and Constraints for OSH Improvement in GSCs

The VZF Secretariat hired a consultant (expected completion of work in September 2020) with the main objective to identify gender gaps in the existing methodology to assess drivers and constraints for OSH improvements in the GSCs. This included the review of case studies, the identification of entry points for researchers to ensure a gender-responsive application of the methodology and proposing a way forward for incorporating such implications in a consistent manner. An initial review on gaps and strengths for OSH improvement in GSCs determined the following:

Gaps	Strengths
<ul style="list-style-type: none"> • Unclear vision at the level of strategic fit vis-à-vis gender equality • Need for clearer guidance on adopting a systematic approach to gender mainstreaming within the methodology • Uneven levels of competence among users of the methodology 	<ul style="list-style-type: none"> • A clear and shared commitment and interest towards the topic • Existing methods and case studies already highlighting gender issues • Richness of experiences and tools to draw on • Current situation offering important evidence and opportunities for gender integration

Moving forward, the consultant identified areas to strengthen related to:

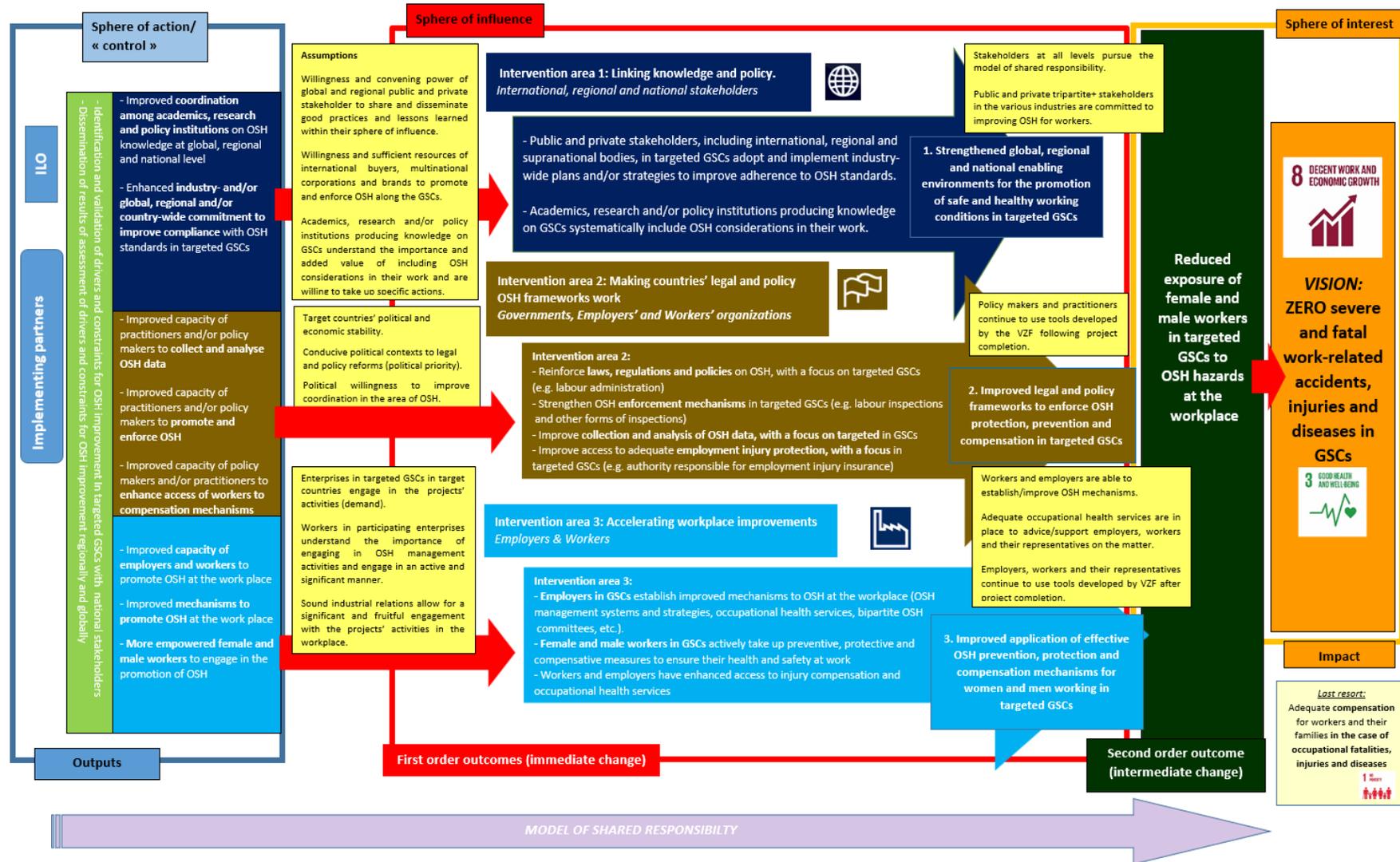
- Clearer definition of the VZF strategic fit towards gender equality and the overall approach of VZF vis-à-vis gender equality and non-discrimination, in line with the Sustainable Development Agenda and the ILO gender equality and diversity agenda;
- Guidance on adopting a strategic and integrated approach to gender transformative or responsive interventions and tools for each stage of the methodology;
- Awareness-raising, sector-specific skills development, participatory methods, knowledge management and peer sharing.

² Dupper, O. *Annual Progress Report – Vision Zero Fund (VZF). Reporting Period: 1 October 2018-30 September 2019*. International Labour Organization. November 2018.

Appendix 2 – Gender Equality Approach (continued)

- Comprehensive studies will be conducted on the relation between gender and OSH in the two targeted GSCs, namely garment/textiles and agriculture;
- A high-level forum on “Taking stock of VZF’s work during its first five years” will be organized involving all major stakeholders in VZFs targeted supply chains with the aim of raising awareness, and facilitating commitments to greater integration of gender into the realm of OSH.

Appendix 3 – Theory of Change of the VZF



Appendix 4 – Summary Information of Progress Made to Date

The two tables below provide an overview of progress made to date towards achieving the VZF outcomes (Table A4-1) and outputs (Table A4-2). Both tables focus on activities and achievements, current to May 2020, and were developed at the inception report stage of the evaluation, following an extensive review of VZF programme documentation.

Table A4-1. Progress Report on VZF Project Outcomes (Current to May 2020)

Level	Progress (activities and achievements) [1]
Immediate Outcome 1. Strengthened global, regional and national enabling environments for the promotion of safe and healthy working conditions in targeted GSCs	
Global	<ul style="list-style-type: none"> Finalized “Collective Action for Safe and Healthy Supply Chains” guidelines Preparation of findings synthesis on drivers and constraints in VZF project countries Research on global disruptive/transformational forces and OSH in GSCs Assessment of gender into drivers and constraints for OSH Support the development of agreements, strategies and/or similar documents to coordinate and complement country-level work Develop and/or strengthen the evidence base on workers’ safety and health prevention Protection and compensation in GSCs Share and disseminate findings to all relevant stakeholders at global, regional and national levels Development of private sector engagement strategy (ongoing) Country-level design and start-up of the country projects supporting enabling environment for the collaboration from Country Office (CO) once the project are approved
Latin America	<ul style="list-style-type: none"> Colombia: Agreement between the Ministry of Labour and the National Federation of Coffee Growers (FNC) was signed at the launch of the VZF’s programme on coffee GSC
Myanmar	<ul style="list-style-type: none"> Two-day ginger stakeholder event in Aung Ban, 171 participants (smallholder farmers, food processors, national and international stakeholders) Support participation of key stakeholders in international events: Myanmar tripartite delegation attended a Labour Inspection Conference (October 2019, Cambodia); Myanmar tripartite delegation visited the German Social Accident Insurance (DGUV) training institute in Germany (June 2019); two officers from labour inspectorate participated in the ASEAN OSHNET conference (November 2019, Indonesia) [2]
Ethiopia	<ul style="list-style-type: none"> Labour Round Table Meeting conducted to discuss issues of social dialogue, freedom of association and collective bargaining bringing together key stakeholders in the garment and textile industry under one roof: The labour round table facilitated a dialogue among Ministry of Labour and Social Affairs, Labour and Social Affairs Bureau, employers and workers organizations, global unions, brands and relevant stakeholder operating in the sector; they agreed on a strategy to unionize at the factory level, especially in the industrial park
Immediate Outcome 2. Improved legal and policy frameworks to enforce OSH protection, prevention and compensation in targeted GSCs	
Global	<ul style="list-style-type: none"> Developing policy makers’ capacities to reinforce the country’s legal and policy frameworks that impact OSH outcomes, including the promotion of relevant ILO standards, enhance their enforcement capacity, and improve workers’ access to compensation mechanisms
Madagascar	<ul style="list-style-type: none"> Consultations with 28 representatives of institutions to improve the national OSH management system through enhanced coordination/collaboration of actors A short, medium and long-term (five-year) action plan developed to facilitate coordinated action of OSH services
Lao PDR	<ul style="list-style-type: none"> Stakeholder round table event March 2020 – resulted in strategy for improving social security coverage in the private sector
Myanmar	<ul style="list-style-type: none"> Finalized strategy document for scale-up pilot project to strengthen delivery systems of employment injury insurance in the country (pilot resulted in 75% decrease in processing time for disability benefit claims, and higher degree of trust in the social security institution)
Immediate outcome 3. Improved application of effective OSH prevention, protection and compensation mechanisms for women and men working in targeted GSCs	
Global	<ul style="list-style-type: none"> VZF Secretariat and VZF Ethiopia, jointly with ILO SCORE and Better Work programme, finalizing an enterprise-level OSH training module with technical inputs from LABADMIN/OSH Branch Development of a “quick guide on reporting, recording and notification of occupational accidents, injuries and diseases”

Appendix 4 – Summary Information of Progress Made to Date (continued)

Table A4-1. Progress Report on VZF Project Outcomes (Current to May 2020)

Level	Progress (activities and achievements) [1]
Myanmar	<ul style="list-style-type: none"> Concrete and documented actions to improve OSH in the ginger GSC adopted in one large trading house; productivity increased as a result of more efficient sorting and packing of ginger OSH mitigation measures adopted to reduce exposure of female and male ginger farmers to occupational hazards and risks Farmers adopted measures on ergonomics, tool safety, heat safety, and safe use of agrochemicals Traders adopted ergonomic measures (mechanical carrying, sorting table), and avoid exposure to dust Processors minimized the need to transport ginger within the factory, constructed facilities with fire safety considerations, and mainstreamed prevention of chemical and biological contamination of ginger through Good Manufacturing Practices (GMP) and use of PPE On compensation: 198,000 workers (141,000 garment sector; approximately, 90% women) now enjoy enhanced access to EII in the two pilot townships targeted by VZF

Notes:

1. Results reflect information synthesized from: Dupper, O. Vision Zero Fund. *Snapshots from Global and Country Projects February-May 2020; Steering Committee Meeting // 24.06.2020*. International Labour Organization. [Not dated]; and *Annual Progress Report – Vision Zero Fund (VZF). Reporting Period: 1 October 2018–30 September 2019*. International Labour Organization. November 2018. Progress in *italics* indicates information from the former source whereas text in regular font indicates information from the latter source. This table reflects information provided to the evaluation team prior to the submission of a first draft of this inception report on 21 August 2020. Additional documents, including Snapshots from October 2019-January 2020 and Snapshots from April-June 2019, were made available to the evaluation team on 23 August 2020.

2. These events were added following additional information provided through: Vision Zero Fund. *Snapshots from Global and Country Projects April-June 2019; Steering Committee Meeting // 24.06.2019*. International Labour Organization. [Not dated].

Table A4-2. Progress Report on VZF Project Outputs (Current to May 2020)

Level	Progress (activities and achievements) [1]
Output 1.1 Improved coordination among academics, research and policy institutions on OSH knowledge at global, regional and/or national level	
Global	<ul style="list-style-type: none"> Research project proposal on improved knowledge and tools to prevent and reduce workplace-related deaths, injuries and diseases in GSCs Promote and develop actionable knowledge on OSH and GSCs, support efforts to produce reliable, up-to-date, sex-disaggregated data on the incidence of occupational fatal and non-fatal accidents, injuries and diseases Development of a gender equality toolkit for ensuring gender considerations when implementing project ongoing Keynote address at the annual conference (“Qualification in the Age of Work 4.0”) of the Institute for Work and Health (IAG) of DGUV VZF is a sponsor of and a key participant in the Vision Zero Summit 2019
Myanmar	<ul style="list-style-type: none"> VZF Myanmar supported the participation of two labour inspectors at the ASEAN OSHNET conference on OSH data collection and the development of a regional work plan <i>Chemical awareness safety campaign with VZF stakeholders</i> <i>Study on outcomes and practices assessment conducted February – April 2020, delayed due to COVID-19</i>
Latin America	<ul style="list-style-type: none"> <i>Colombia: Completed four studies: technical recommendations for institutional strengthening of coffee growers’ association, OSH knowledge, attitudes, behaviours in coffee supply chain, study to improve OSH for temporary and seasonal workers, normative analysis on OSH regulations</i> <i>Mexico: Study published on drivers and constraints for OSH in coffee supply chain</i> <i>Honduras: First draft of study on drivers and constraints for OSH in coffee supply chain</i>
Madagascar	<ul style="list-style-type: none"> <i>Published assessment on drivers and constraints for OSH in GSCs (textiles) in Madagascar</i> <i>Engaged international consultants for qualitative risk assessment in cotton industry; results will be used to develop educational materials and conduct a training of trainers</i>
Output 1.2 Enhanced industry- and/or global, regional and/or country-wide commitment to improve compliance with OSH standards in selected GSCs	
Global	<ul style="list-style-type: none"> Secretariat to develop “guidelines” on how to operationalize the collective action model, field research to place between November and December 2019; these guidelines will primarily serve as an internal document for VZF teams, and main elements have been incorporated into the strategy and VZF flyer

Appendix 4 – Summary Information of Progress Made to Date (continued)

Table A4-2. Progress Report on VZF Project Outputs (Current to May 2020)

Level	Progress (activities and achievements) [1]
Ethiopia	<ul style="list-style-type: none"> • “Advancing Decent Work and Inclusive Industrialization in Ethiopia” of which the VZF is an integral part officially launched on Safeday (April 28th) • VZF Ethiopia carried out a series of activities to create awareness of the importance of creating a safer and healthier working environment for all • A feasibility study on “Opportunities for Public and Private Sector Engagement and Investment to Address OSH Challenges around Industrial Parks in Ethiopia” conducted with the aim of gathering information to explore practical opportunities for the VZF to OSH gaps; the report was presented at a High-Level Event on “Inclusive Industrial Development and Decent Jobs in Global Supply Chains in Ethiopia” in December 2019 in Addis Ababa, attended by the Ethiopian Minister for Labour and Social Affairs, Ministers from the government of Germany, and the Director ILO Governance Department in Geneva • <i>Team developing a draft roadmap for establishment of national OSH institute</i>
Latin America	<ul style="list-style-type: none"> • Agreement between the Colombian Ministry of Labour and the FNC was signed at the launch of the VZF’s programme on the coffee GSC • Colombia: a tripartite process took place with 40 participants (40% women) from the government, employers’ and workers’ organizations • Colombia: three tripartite plus dialogue workshops were organized between August and October 2019 with representatives from government, employers’ and workers’ organizations, coffee stakeholder as well as universities • Mexico: project was launched in August 2019
Lao PDR	<ul style="list-style-type: none"> • Workshop organized to secure the commitment of key government departments at national and provincial levels to the project, and to facilitate project ownership • The Ministry of Labour and Social Welfare (MoLSW) established a national VZF Project Advisory Committee • MoLSW has also set up a national tripartite Technical Working Group • VZF LAO entered into three Implementation Agreements (IAs) with project partners • Activities currently being implemented through IA’s include: (i) delivery of OSH training to coffee farmers, (i) garment factory visits to conduct OSH assessments and provide OSH hazard and risk prevention and protection advice, and (iii) organization of tripartite technical working groups • MoLSW established a stakeholders’ working group in Champasak province, consisting of representatives from provincial-level tripartite organizations
Output 2.1 Improved capacity of practitioners and/or policy makers to collect and analyze OSH data	
Global	<ul style="list-style-type: none"> • <i>Development of tools: mapping of different types of surveys to support governments in VZF project countries to collect more reliable OSH data, OSH “quick guide” on interpreting OSH data</i>
Latin America	<ul style="list-style-type: none"> • Colombia: comprehensive OSH survey on vulnerable workers in the coffee chain will contribute towards national OSH action plan • Mexico: project on good practices on identifying OSH risks in agricultural supply chains; will inform policy decisions
Output 2.2 Improved capacity of practitioners and/or policy makers to promote and enforce OSH	
Lao PDR	<ul style="list-style-type: none"> • Assessment on drivers and constraints in coffee supply chain • Labour inspection: training of inspectors on OSH in garment factories and workplaces in agriculture; formation of labour inspector core task team to support project activities in garment sector; training of core labour inspector team on strategic labour compliance
Ethiopia	<ul style="list-style-type: none"> • Overseeing three research OSH-related studies • Assessment of drivers and constraints for OSH improvement in the textile and garment sector conducted • Labour inspection workshop on strategic compliance planning; formation of strategic compliance team, with plan and workshop
Madagascar	<ul style="list-style-type: none"> • Assessment: drivers and constraints in textile sector • Tripartite workshop on findings of assessment • Labour inspection task force established • Delivery of OSH seminars
Latin America	<ul style="list-style-type: none"> • Assessment on drivers and constraints in coffee supply chain (Mexico and Honduras) • Outcomes assessment of OSH training activities in Colombia
Myanmar	<ul style="list-style-type: none"> • Support development of 31 OSH standards, inspection procedures, tools in the ginger and garment sectors • Study tour in Germany • Stakeholder forum in May 2019 to coordinate efforts • March 2019: the Myanmar government enacted the new OSH law • <i>Designed training module on gender, OSH and agriculture; training of trainers conducted</i>

Appendix 4 – Summary Information of Progress Made to Date (continued)

Table A4-2. Progress Report on VZF Project Outputs (Current to May 2020)

Level	Progress (activities and achievements) [1]
Output 2.3 Improved capacity of policy makers and/or practitioners to enhance access of workers to compensation mechanisms	
Ethiopia	<ul style="list-style-type: none"> • Mapping of employment injury compensation • Assessment of information technology capacity of the Private Organizations Employees Social Security Agency (POESSA) and Public Servants Social Security Agency (PSSSA) • Training in Turin (to assist implement the recommendation from the EII Administrative Process Mapping) • Development of assessment guidelines for disease and injury, updated list of occupational injuries and diseases, proposals for information system
Lao PDR	<ul style="list-style-type: none"> • Analysis of EII scheme, social security coverage in private sector
Madagascar	<ul style="list-style-type: none"> • Extended occupational health services to workers in lychee industry • Study on improving OSH (results of which will identify priority areas for improving coverage gaps) • OSH training for chief medical officers
Latin America	<ul style="list-style-type: none"> • Mexico: mapping of coffee supply chain
Myanmar	<ul style="list-style-type: none"> • Support to EII scheme, research and recommendations, communications strategy • Multi-stakeholder workshop on roadmap for legal reform • Tools to strengthen EII system • Conducted several assessments and developed tools • <i>Finalized document for pilot project to strengthen delivery systems of EII</i>
Output 3.1 Improved capacity of employers and workers to promote OSH at the workplace	
Lao PDR	<ul style="list-style-type: none"> • Trained OSH committee members on OSH fundamentals • Factories identified for pilot exercise in OSH performance • Delivered training of trainers on OSH good practices in agriculture for national/provincial stakeholders • Delivered OSH training for coffee farmers • <i>Capacity building of OSH committees in factories</i>
Madagascar	<ul style="list-style-type: none"> • Conducted awareness-raising activity with workers' representatives from trade unions on OSH • Lychee OSH training to management staff in treatment plants • OSH training in mines conducted
Myanmar	<ul style="list-style-type: none"> • Training on OSH and social security for representatives of trade union federations and one employers' organization • Training on OSH, Global Good Agricultural Practices delivered to service providers • Hundreds of farmers received training on OSH; one trading house adopted OSH preventive measures based on VZF recommendations, two facilities mainstreamed OSH into their factories, input retailers trained • Support provided for the training of farmers groups/ cooperatives, leading in some cases to the development of a business model that includes the transition from conventional to organic farming • Awareness-raising campaign conducted, inclusion of VZF messages, tools, and materials in other trainings
Ethiopia	<ul style="list-style-type: none"> • <i>Training activities include virtual training on a certification programme for OSH officers and compliance managers</i>
Latin America	<ul style="list-style-type: none"> • <i>Colombia: virtual course on OSH for trainers and technical assistants in the coffee supply chain</i>
Output 3.2 Improved mechanisms to promote OSH at the workplace	
Lao PDR	<ul style="list-style-type: none"> • Developed training tools (coffee sector): ILO WIND training material adapted to local context, posters to raise OSH awareness on a coffee farm, training of trainers material on OSH in agriculture, trainer guide to conduct OSH for coffee farmers • Developed training tools (garment sector): materials on roles of OSH Committees, foundational OSH principles
Madagascar	<ul style="list-style-type: none"> • Local artisans developed ergonomic <i>garaba</i> (traditional basket to collect lychee); data indicated a decrease in cuts due to <i>garaba</i> handling • Extension of temporary workers to OSH services, raising awareness on OSH among lychee companies, promoting the use of the improved and safer <i>garaba</i> • Lychee stakeholders organized OSH promotion day (November 2019)
Myanmar	<ul style="list-style-type: none"> • Garment sector: developed two knowledge modules (on risk assessment and business case for OSH); both were embedded in training programmes of VZF partners • Ginger sector: continued to provide training on productivity enhancement as an entry point for OSH • Organized/participated in dissemination activities (13 events, 10 publications)

Appendix 4 – Summary Information of Progress Made to Date (continued)

Table A4-2. Progress Report on VZF Project Outputs (Current to May 2020)

Level	Progress (activities and achievements) [1]
Output 3.3 Female and male workers are more empowered to engage in the promotion of OSH	
Ethiopia	<ul style="list-style-type: none"> • VZF participated in 44 advisory visits for registered factories, focusing on introducing OSH directives and establishment of OSH committees • Four industry seminars conducted for 30 factories • Nine assessments conducted and revealed that numerous practices were not in line with the OSH directive • Delivered three rounds of supervisory skills training to line supervisors, team leaders, HR and production managers • Conducted one training on WorkPlace Cooperation with three factories
Lao PDR	<ul style="list-style-type: none"> • Trained worker and management staff from pilot factories in the garment industry on establishing OSH Committees • Training on OSH committees and industrial relations conducted for union officials
Myanmar	<ul style="list-style-type: none"> • Ginger sector: 963 participants trained on OSH and Global GAP • Garment sector: trained 252 representatives from 73 factories on the new OSH law, OSH risk assessment, and the business case for OSH • Farmers, Winrock partners, traders, processors, other stakeholders trained on OSH and Global GAP and on Cooperatives

Notes:

1. Results reflect information synthesized from: Dupper, O. Vision Zero Fund. *Snapshots from Global and Country Projects February-May 2020; Steering Committee Meeting // 24.06.2020*. International Labour Organization. [Not dated]; and *Annual Progress Report – Vision Zero Fund (VZF). Reporting Period: 1 October 2018-30 September 2019*. International Labour Organization. November 2018. Progress in *italics* indicates information from the former source whereas text in regular font indicates information from the latter source. This table reflects information provided to the evaluation team prior to the submission of a first draft of this inception report on 21 August 2020. Additional documents, including Snapshots from October 2019-January 2020 and Snapshots from April-June 2019, were made available to the evaluation team on 23 August 2020.

Table A4-3, below, provides further details (current to May 2020) on the VZF's achievements in Latin America, as outlined by the desk review carried out by the MTE evaluation team.

Table A4-3. Review of VZF Achievements in Latin America (Current to May 2020)

VZF Initiative: Improving occupational safety and health in the coffee supply chain (Mexico, Colombia, Honduras)	
Project objective	<ul style="list-style-type: none"> • Reduce the exposure of female and male workers in the coffee GSC to OSH hazards at the workplace in three of the most important coffee producing countries: Colombia (the world's third-largest producer), Mexico (twelfth-largest producer) and Honduras (fourth-largest producer).
Inception phase (5 months)	<ul style="list-style-type: none"> • Operations established in all three target countries, engaging and securing stakeholders' commitment to achieving its objectives.
Start up phase	<ul style="list-style-type: none"> • Presentation of the project to various stakeholders, including ILO constituents and development partners in Mexico and Colombia. • Colombia: Memorandum of Understanding in Colombia between the Ministry of Labour and the National Federation of Coffee Growers (FNC).
Selection of target regions	<ul style="list-style-type: none"> • Mexico: Veracruz, Chiapas and Oaxaca, which account for 70% of the country's total coffee production. • Colombia: Caldas, Quindío, Risaralda, and Nariño, which account for 40% of the country's total coffee production. • Honduras: Two different production models captured in four coffee-growing regions divided into three large geographic zones. For conventional coffee, production model observed in El Paraíso and Santa Bárbara; for certified and specialty coffee, production model observed in Copán and Ocotepeque.
Immediate Outcome 1. Strengthened global, regional and national enabling environments for the promotion of safe and healthy working conditions in targeted GSCs	
Specific Objective 1. Sustainable safe and healthy working conditions and practices at industry and enterprise levels in coffee value chains in target countries are developed/reinforced	
Global output	<ul style="list-style-type: none"> • Publication of two documents: International Labour Organization. <i>Food and Agriculture Global Value Chains: Drivers and Constraints for Occupational Safety and Health Improvement. Volume One: Perspectives from Relevant Research Areas</i>. Geneva: International Labour Office, GOVERNANCE Department. 2017; and International Labour Organization. <i>Food and Agriculture Global Value Chains: Drivers and Constraints for Occupational Safety and Health Improvement. Volume Two: Three Case Studies</i>. Geneva: International Labour Office, GOVERNANCE Department. 2017. • The latter document features case studies regarding food and agriculture supply chains in Colombia, Indonesia and Madagascar, including research on the lowest tiers in the chains. Analysis developed for Colombia served as the basis for the Latin America project. • Global output 1.2: Study tour for technicians and leaders from IHCAFE and the Honduran Council of Private Companies (COHEP) to visit Colombia's FNC and Ministry of Labour to share good OSH practices in the coffee sector.

Appendix 4 – Summary Information of Progress Made to Date (continued)

Table A4-3. Review of VZF Achievements in Latin America (Current to May 2020)

VZF Initiative: Improving occupational safety and health in the coffee supply chain (Mexico, Colombia, Honduras)	
Studies to identify drivers and constraints for OSH improvements in the coffee supply chain	
Mexico	<ul style="list-style-type: none"> Publication of: Vision Zero Fund. <i>Improving Occupational Safety and Health in the Global Value Chain of Coffee in Mexico: Drivers and Constraints. A Case Study</i>. Geneva: International Labour Organization. First published 2020. The study was followed by four consultations at national and regional level, in which stakeholders prioritized the proposed interventions. As a result of these consultations, it was agreed that stakeholders, jointly with the VZF country project, would work to “generate evidence, through case studies, of the impact of OSH in terms of increasing productivity.” The institutional setup in Mexico required the project to work with two different bodies—the Secretary for Labour, whose mandate is to address OSH issues; and the Secretary for Agriculture, whose mandate focuses specifically on agriculture, of which the coffee sector is a part. To meet this requirement, the project had to adopt a different approach, that is, operating through agriculture to reach the coffee sector.
Honduras	<ul style="list-style-type: none"> Report under review, to be published shortly: Mogrovejo, R., P. Cariño, L. Carmenate, N. Meneses, and F. Moncada. <i>Incentivos y Limitaciones para la Mejora de la Seguridad y Salud en el Trabajo en la Cadena Mundial de Valor del café de Honduras</i>. Draft report. Geneva: International Labour Organization. First prepared 2020. The study provides a mapping of private sector companies operating in the coffee sector (e.g. Rainforest Alliance, Fairtrade, Organico Biolatina, Nespresso, C.A.F.E. Practices). Stakeholders consulted during the study, including the Honduras National Coffee Council (CONACAFE), expressed the need for a review and update of the national coffee policy, which dated back to 2003. Updating the law would provide a great opportunity to add a labour section featuring OSH components for all actors in the value chain.
Immediate Outcome 2. Improved legal and policy frameworks to enforce OSH protection, prevention and compensation in targeted GSCs	
Specific Objective 2. More workers have access to improved prevention, protection and compensation from OSH hazards and risks through adequate institutional support in coffee value chains in target countries	
Colombia	<ul style="list-style-type: none"> Successful introduction of a tripartite social dialogue process, leading to discussions regarding opportunities to improve the OSH legal framework, adapt OSH regulations to agriculture, develop a national OSH plan for the coffee sector, promote OSH practices for rural women, and strengthen social dialogue.
Improved capacity of practitioners and/or policy makers to collect and analyze OSH data	
Colombia	<ul style="list-style-type: none"> A methodological framework for the collection of comprehensive, reliable and disaggregated information on OSH practices, perceptions and results was developed. An OSH survey to assess the health and working conditions of the most vulnerable workers in the coffee supply chain (temporary or seasonal workers) was conducted in three coffee regions within the country, covering a total of 625 temporary coffee growers (8% women). The results are meant to inform OSH action plans.
Mexico	<ul style="list-style-type: none"> Jointly with the Secretary of Labour, the project systematized good practices for the identification of OSH hazards in the agricultural supply chains, including coffee. Information was used to draft a guide (including data collection instruments) to measure workers’ OSH knowledge, attitudes and behaviours.
Mexico (in coordination with AMECAFE and ANICAFE)	<ul style="list-style-type: none"> Five OSH protocols were developed to face COVID-19. Each protocol focused on a different link in the supply chain, from primary production to sales in cafeterias. The protocols published by AMECAFE not only cover the biological risks generated by COVID-19, but all risks that affect the coffee chain, proposing mitigation and prevention measures based on Mexican regulations. The ILO agricultural guide to tackle COVID-19 was used as a basis in the development of the protocols. Five virtual courses were developed to help introduce OSH protocols to all actors in the chain. Five 15-20 minute videos were produced, covering the following links: i) primary coffee production process; ii) wet and dry processing at the farm and in industry; iii) industrial processes at different scales, from whole grain to sale of coffee beans; iv) coffee commercialization process; and v) cupping and sales process in cafeterias. The platform that will be used to deliver the course belongs to “Prevencionar,” a project partner and entity specialized in OSH in Mexico. The delivery of courses will begin with a formal launch by AMECAFE during the week of October 5, 2020, and will be addressed at 400 technical specialists of the Mexican coffee chain (40% women), many of whom are part of coffee sector companies, cooperatives or farmer organizations.
Honduras	<ul style="list-style-type: none"> To address the impact of COVID-19, two guides to the pandemic were developed in coordination with COHEP and IHCAFE. The ILO’s existing agricultural guide against COVID-19 for Honduras was adapted, supplemented, and renamed “Practical guide for the prevention and mitigation of COVID-19 in agriculture in Honduras.” The latter document guide was disseminated by COHEP, which leads a food security roundtable with the country’s private sector. A “Practical guide for the prevention and mitigation of COVID-19 in the coffee value chain in Honduras” was also prepared, in coordination with COHEP and IHCAFE. The guide directed separate recommendations at three links in the supply chain: i) coffee farms, roasters and cooperatives; ii) marketing companies; and iii) exporters. Both guides were promoted and supported by the private sector (with help from the ILO support), and served as a foundation for the development of national protocols against COVID-19 for the agricultural and coffee sectors, both issued for mandatory compliance by the Ministry of Labour and Social Security of Honduras.

Appendix 4 – Summary Information of Progress Made to Date (continued)

Table A4-3. Review of VZF Achievements in Latin America (Current to May 2020)

VZF Initiative: Improving occupational safety and health in the coffee supply chain (Mexico, Colombia, Honduras)	
Immediate outcome 3. Improved application of effective OSH prevention, protection and compensation mechanisms for women and men working in targeted GSCs	
Specific Objective 3. Public and private initiatives, certifications and platforms at country, regional and global levels dealing with coffee value chains have improved knowledge and tools to prevent and reduce workplace-related deaths, injuries and diseases	
Mexico	<ul style="list-style-type: none"> • Research on the relationship between OSH and productivity in the coffee supply chain is being developed. Stakeholders identified this to be a priority. • A methodology to conduct the research was developed and is awaiting validation from HQ. • Software to conduct the research was developed. • A Memorandum of Understanding was drafted to establish a working relationship with Familia Rogers.
Colombia	<ul style="list-style-type: none"> • A methodology was developed to identify OSH hazards and assess risks in the coffee sector. • A Practical tool was developed to assist coffee farmers in the management of OSH risks, with technical support from the VZF.
Mexico	<ul style="list-style-type: none"> • With the support of AMECAFE and the Secretary of Labour, the project developed large-scale coffee communication and awareness raising materials to promote a culture of OSH prevention in the coffee supply chain and raise the visibility of project activities and results. • Videos were created that capture the dialogue process leading to the approval of the programme models; capture the life stories of coffee workers; and describe the structure of the coffee supply chain in Mexico, as well as how it fits into the global coffee supply chain. Posters were designed using drawings to illustrate correct and incorrect OSH practices associated with the planting, maintenance and harvesting processes. • A training package for trainers developed, with a view to adapting relevant ILO OSH methodologies to the agricultural sector. Methodologies were transferred to the Mexican Social Security Institute (IMSS) and to global buyers, which in turn will use their own resources to provide training to more than 5,000 coffee producers. • Due to the COVID-19 pandemic, some interventions linked to Output 3.3 (capacity building) and Output 3.4 (engagement of global platforms, including global buyers and private compliance initiatives as well as relevant sister agencies at the global and regional level) may experience delays.

Appendix 5 – Recommendations from Selected Evaluations

The two tables below summarize the recommendations from the evaluability assessment of the VZF, completed in March 2020 (Table A5-1), and from the ROM review of the VZF, completed in May 2020 (Table A5-2).

Table A5-1. Recommendations from the Evaluability Assessment

Recommendation	Management response	Action plan	Progress	Information source	Recommendation date
1. Refine the <u>tools</u> for the VZF as a whole, so that they are simplified and more realistic, and easier to use by all country projects					
1.1 Harmonize the terminology used in the RBM framework and ToC, as well as in individual logframe and reporting templates by using ILO terminology.	Partially completed	VZF is in the process of revising all M&E templates and documents and harmonizing the terminology, as per the ILO terminology. The results chain and the indicators have been revised. The LFs are now being revised accordingly.	Partially achieved	VZF Secretariat	2020-03-26
1.2 Take advantage of the work currently being done by the Flagship Safety + Health for All to harmonize the ToC and RBM frameworks, to clearly define links and synergies.	Completed	The Flagship programme and VZF have worked closely as to ensure complete alignment of the indicators.	Completed	VZF Secretariat	2020-03-26
1.3 Review the Outcomes and associated Outputs, to ensure that they follow a logical results chain and that they truly capture the work done by the VZF. Focus on the outcomes over which the VZF has a significant degree of control for the purpose of accountability for results and attribution. Review the assumptions associated with each outcome, and fully integrate risk analysis and mitigation measures into the RBM framework; include a corresponding section in the Snapshots reports.	Completed	The results chain, and in particular the phrasing of the outcomes and outputs, have been revised, with changes being introduced, as relevant.	Completed	VZF Secretariat	2020-03-26
1.4 Structure the Annual Progress Report by grouping each outcome with its associated outputs when reporting on progress. Include a section reflecting on changes in local context, assumptions, risks, mitigation strategies and other relevant information in the narrative reports.	Partially completed	An initial revision of the template was conducted. A Section on “context” has been introduced. The recommendation on grouping outcomes and associated outputs is being discussed with donors.	Partially achieved	VZF Secretariat	2020-03-26
2. Review each outcome, output and associated <u>indicators</u> for coherence and consistency, with assistance from ILO technical experts, to determine whether they should be (a) kept as-it-is; (b) modified; (c) removed, in order to best reflect progress and capture the results obtained by the VZF					
2.1 Review the idea of using second-order-level indicators at this stage, especially if there is no data available, or possibility of disaggregation when data exists.	Completed	The Impact and Second order Outcomes indicators have all been revised, as to ensure indicators are SMART.	Completed	VZF Secretariat	

Appendix 5 – Recommendations from Selected Evaluations (continued)

Table A5-1. Recommendations from the Evaluability Assessment

Recommendation	Management response	Action plan	Progress	Information source	Recommendation date
2.2 For each indicator to be used for reporting, ensure that it is SMART, that a common definition is used, that is only linked to one outcome/output, and that data collection is feasible. Examine attribution issues, ensure that all indicators that can be disaggregated by gender are clearly identified, and that data related to other categories, such as formal/informal workers, or other vulnerable groups, including young people, migrants, or disabled workers, can be measured to the extent possible. Include baseline, target and milestone information for each indicator in the VZF RBM framework.	Partially completed	The consideration of vulnerable groups will be assessed at country-level indicators, as relevant.	Partially achieved	VZF Secretariat	
2.3 Clarify how progress/results associated with the application of the VZF's model of joint responsibility/collective action might be monitored and reported upon throughout the results chain.	Partially completed	This will be informed by the work currently being done on the topic. To date, relevant indicators have been adjusted accordingly.	Partially achieved	VZF Secretariat	
2.4 Develop indicators to capture work done on gender issues and tripartite dialogue, and consider defining a standard indicator relating to the work done with OSH service providers.	Partially completed	This will be informed by the work currently being done on the topic. An indicator has been amended to capture the work being done in relation to service providers.	Partially achieved	VZF Secretariat	
3. Define an M&E <u>plan</u> at the global and country levels, specifying responsibilities and periodicity for data collection, methods for data collection and source of information for each indicator, as well as risks and mitigation strategies for the M&E process					
3.1 Continue involving tripartite partners at all stages of the M&E Process, and provide spaces for discussions at the country or GSC levels.	Partially completed		Partially achieved	VZF Secretariat	
3.2 Continue using and exploring possibilities of partnerships for data collection and analysis in the field.	Partially completed	Discussions with GIZ on how this could be done through the current partnership are taking place.		VZF Secretariat	2020-03-26
3.3 Liaise with other ILO Programmes to see how M&E information can be managed, and liaise with the Flagship specifically to ensure that a potential tool is compatible with their approach.	Partially completed	Discussions with GIZ on how this could be done through the current partnership are taking place. The possibility of developing a dashboard is being discussed.		VZF Secretariat	2020-03-26
3.4 Develop and put in place a knowledge management strategy with national partners and civil society.				VZF Secretariat	
4. Carry out the VZF Cluster <u>evaluation</u> in the last quarter of 2020 or the first quarter of 2021					
4.1 When defining the evaluation plan and questions, focus on using the tools developed by the ILO Evaluation Office. Ensure that an OSH expert is part of the evaluation team.	Partially completed	VZF is using EVAL tools to define plan and focus, and holds regular meetings with EVAL to advance the planning.		VZF Secretariat	2020-03-26

Appendix 5 – Recommendations from Selected Evaluations (continued)

Table A5-1. Recommendations from the Evaluability Assessment

Recommendation	Management response	Action plan	Progress	Information source	Recommendation date
4.2 Liaise with ILO programmes already involved in conducting cluster evaluations to obtain practical and strategic information from them.	Completed	VZF met with other ILO programmes who have conducted cluster evaluations, most notably, Better Work and FUND. VZF has revised past evaluations shared by Better Work that undertook this approach, as well as TORs and guidance.	Achieved	VZF Secretariat	2020-03-26
4.3 Ensure that there is a communication strategy in place for the dissemination of evaluation findings to both constituents and partners. This can be an opportunity to present results to stakeholders and provide impetus for further improvements to the VZF projects.	Partially completed	Evaluation findings will be shared with SC members at the November 2020 SCM. Possibly, and TBD with the SC members, that meeting will also, exceptionally, include social partners (IOE and ITUC). As country level, dissemination will be done through the projects. A possible HLF that would reflect upon the work and achievements of the 5 years of the VZF, to take place early 2021, would also help to further disseminate evaluation findings. As per ILO policy, a summary of the findings will be available online.	Partially achieved	VZF Secretariat	

Sources: Vision Zero Fund Secretariat. *Vision Zero Fund – Summary of the Findings of the Evaluability Assessment*. Prepared for the Vision Zero Fund Steering Committee members (with comments supplied under separate cover). International Labour Organization. [Not dated]; and *ILO/VZF – Evaluability Assessment: Recommendations' Response*. Excel spreadsheet. Last updated May 2020.

Table A5-1. Recommendations from the ROM Review

Recommendation	To whom
Consider a proposal of a no-cost extension for the Lao PDR intervention in order to complete the remaining activities until March 2021 using the already allocated fund	ILO VZF Secretariat; VZF ILO Lao PDR team
Consider a proposal of a no-cost extension until March 2021 for the operationalization of the VZF strategy at the global level, which should immediately translate into concrete actions (i.e. a detailed work plan for reaching out to international buyers, processors, export companies in targeted GSCs, a dedicated VZF website)	ILO VZF Secretariat
For future revision of the global logframe, consider at the outcome level replacing some process indicators with adequate indicators providing data on any behavioural change that should be registered in target groups; and consider identifying qualitative indicators	ILO VZF Secretariat; VZF ILO Lao PDR team
Strengthen the “Good Practices and Lessons Learned” exercise by producing successful case studies for future scaling-up of intervention results and creating synergies in the geographical areas covered by the VZF interventions	ILO VZF Secretariat; VZF Country Team
Consider adequate timeframe for the implementation of the activities when designing country interventions taking into account the duration of the inception phase and implementation phase, which should result in selecting a limited number of outcomes to avoid overambitious interventions	ILO VZF Secretariat

Source: Vision Zero Fund. *Consolidated ROM Report for Projects and Programmes*. August 2020.

Appendix 6 – Evaluation Matrix

Criteria and questions [1, 2]	Sub-questions [3]	Indicators [4]	Data sources	Data collection methods
1. Relevance and strategic fit of the interventions				
1.1 To what extent have the VZF interventions been designed and implemented in accordance with the needs and capacities of constituents (at global and national levels), while being mindful of VZF assessment findings and desired results? <i>[re. ToR Q2 – Relevance]</i>	<ul style="list-style-type: none"> How were the constituents' needs and capacities assessed and taken into consideration in the design of VZF interventions? 	<ul style="list-style-type: none"> Perception of VZF programme staff and constituents regarding the relevance of interventions to their needs and capacities Type of changes made to better address country needs for each Country Programme Outcome Degree to which the VZF interventions are aligned to constituents' needs and capacities Evidence of constituents being consulted on VZF design interventions 	<ul style="list-style-type: none"> VZF Secretariat VZF Steering Committee/Advisory Committee members ILO LABADMIN/OSH staff VZF CTAs and CO personnel Country stakeholders Project files and evaluations Gender assessment tools and reports 	<ul style="list-style-type: none"> KIIs Desk review Survey
1.2 To what extent do the objectives and design of VZF interventions answer the needs of the final beneficiaries, i.e. workers in GSCs? <i>[re. ToR Q3 – Relevance]</i>	<ul style="list-style-type: none"> What evidence is there confirming that the VZF interventions answer the needs of workers in GSCs? Any specific examples? 	<ul style="list-style-type: none"> Degree to which the interventions and their design address the root causes of poor and unsafe working conditions Evidence of improvements in working conditions for workers (women and men) in GSCs in terms of awareness, protection and compliance with OSH 	<ul style="list-style-type: none"> VZF Secretariat ILO LABADMIN/OSH staff VZF CTAs and CO personnel VZF Steering Committee/Advisory Committee members Country stakeholders Project files, research documents, case studies and evaluation results 	<ul style="list-style-type: none"> KIIs Desk review Survey
1.3 To what extent has the VZF been successful in accurately measuring, adjusting and updating, as relevant, the ToC informing its interventions? <i>[re. ToR Q1 – Relevance]</i>	<ul style="list-style-type: none"> How was the ToC used to guide the implementation of project interventions? 	<ul style="list-style-type: none"> Level of awareness of the ToC among stakeholders Perception of VZF staff and stakeholders regarding the adequacy of the ToC Evidence of the ToC adequately supporting and informing VZF interventions 	<ul style="list-style-type: none"> VZF Secretariat VZF Steering Committee/Advisory Committee members ILO LABADMIN/OSH staff VZF CTAs and CO personnel Project files and documents 	<ul style="list-style-type: none"> KIIs Desk review
1.4 How well is the RBM framework harmonized with regional and country-level interventions?	<ul style="list-style-type: none"> To what extent have knowledge gaps and data collection challenges been addressed to allow the adoption of a harmonized RBM framework? 	<ul style="list-style-type: none"> Level of harmonization of the revised RBM frameworks in regional and country-level projects 	<ul style="list-style-type: none"> VZF Secretariat VZF CTAs and CO personnel RBM framework Regional and country-level logframes Global and country-level RBM documents Research documents on knowledge gaps and data collection mechanisms developed 	<ul style="list-style-type: none"> KIIs Desk review
1.5 Does the ToC and RBM framework give adequate consideration to issues related to gender equality and disability inclusion? <i>[re. ToR Q4 – Relevance]</i>	<ul style="list-style-type: none"> Is the RBM framework gender-responsive? 	<ul style="list-style-type: none"> Degree to which gender equality and disability inclusion have been integrated in the RBM framework Evidence of gender equality and disability inclusion in the ToC 	<ul style="list-style-type: none"> VZF Secretariat VZF CTAs and CO personnel ILO LABADMIN/OSH staff Consultants working on gender Project files, gender tool kit, case studies and other data available on gender integration 	<ul style="list-style-type: none"> KIIs Survey Desk review

Appendix 6 – Evaluation Matrix (continued)

Criteria and questions [1, 2]	Sub-questions [3]	Indicators [4]	Data sources	Data collection methods
2. Coherence and validity of intervention design				
2.1 To what extent is the VZF aligned with and integrated into broader ILO work on OSH, such as the Safety + Health for All Flagship programme? <i>[re. ToR Q5 – Coherence]</i>	<ul style="list-style-type: none"> Is there evidence of mutual leveraging and complementarity with broader ILO work on OSH? Any specific examples? 	<ul style="list-style-type: none"> Perception of VZF staff and stakeholders regarding the VZF approach and alignment with broader ILO work on OSH Evidence of mutual leveraging with broader ILO work on OSH at the global and country levels Evidence of complementarity with other initiatives and programmes dealing with OSH 	<ul style="list-style-type: none"> VZF Secretariat ILO LABADMIN/OSH staff VZF Steering Committee/Advisory Committee members VZF CTAs and CO personnel Other ILO programme personnel Project files and documents 	<ul style="list-style-type: none"> KIIs Desk review
2.2 How well aligned are the VZF strategy and interventions with other related programmes of the ILO (e.g. programme of action on GSCs, GEIP)? <i>[re. ToR Q6 – Coherence]</i>	<ul style="list-style-type: none"> Is there evidence of mutual leveraging and complementarity with the GEIP and other GSCs programmes carried out by the ILO? Any specific examples? 	<ul style="list-style-type: none"> Degree to which VZF strategies and interventions are aligned with the GEIP and other related GSCs programmes Evidence of complementarity with the GEIP and other GSCs programmes 	<ul style="list-style-type: none"> VZF Secretariat ILO LABADMIN/OSH staff Other ILO programme personnel Project files and documents 	<ul style="list-style-type: none"> KIIs Desk review
2.3 Does the VZF benefit from and/or contribute to other ILO and non-ILO development cooperation projects and strategic priorities that are being implemented at global, regional and country levels, including those being funded or led by the private sector? If so, in what ways? <i>[re. ToR Q7 – Coherence]</i>		<ul style="list-style-type: none"> Level of VZF collaboration and synergy with other ILO and non-ILO development cooperation projects at the global, regional and project level Type of knowledge and mutual learnings acquired through the cooperation and exchanges benefitting VZF 	<ul style="list-style-type: none"> VZF Secretariat ILO LABADMIN/OSH staff VZF CTAs and CO personnel VZF Steering Committee/Advisory Committee members Country stakeholders Other ILO programme personnel Project files and documents 	<ul style="list-style-type: none"> KIIs Desk review
2.4 How are VZF interventions aligned with national priorities and policies, including the relevant national targets and indicators? With constituents' priorities? <i>[re. ToR Q8 – Coherence]</i>	In countries that have national OSH frameworks in place (OSH policies, systems, profiles and programmes), to what extent are the VZF interventions aligned with these frameworks and with gaps identified therein?	<ul style="list-style-type: none"> Alignment with ILO's priorities and national developmental frameworks, DWCP national priorities and national development frameworks/plans relevant to the OSH agenda in the given GSCs Alignment with the 2030 SDGs Perception of VZF stakeholders on the relevance and strategic fit of VZF interventions with national policies and the constituents' priorities 	<ul style="list-style-type: none"> VZF Secretariat VZF CTAs and CO personnel ILO LABADMIN/OSH staff Country stakeholders Project files, DWCPs and ILO programme and budget documents 	<ul style="list-style-type: none"> KIIs Survey Desk review
2.5 How has COVID-19 affected the VZF strategy and interventions? <i>[re. ToR Q9 – Coherence]</i>	<ul style="list-style-type: none"> How has COVID-19 affected the design of global operations? How has COVID-19 affected the design of regional/national operations? 	<ul style="list-style-type: none"> Type of mitigation strategies adopted to protect VZF workers and employers against COVID-19 in GSCs Changes in the working calendars, operational procedures and country deliverables to adjust to COVID-19 	<ul style="list-style-type: none"> VZF Secretariat VZF CTAs and CO personnel Country stakeholders COVID-19 tools and technical support provided by VZF 	<ul style="list-style-type: none"> KIIs Survey Desk review

Appendix 6 – Evaluation Matrix (continued)

Criteria and questions [1, 2]	Sub-questions [3]	Indicators [4]	Data sources	Data collection methods
3. Intervention progress and effectiveness				
3.1 To what extent has the VZF been effective in engaging/working with all relevant actors across the targeted GSCs, including the private sector? [re. ToR Q10 – Effectiveness]	<ul style="list-style-type: none"> To what extent have country interventions been successful in reaching (benefitting) end beneficiaries (vulnerable workers, female and male)? To what extent were the projects successful in engaging and working with (or through) social partners? In what ways did the project results reflect an effective use of social dialogue? 	<ul style="list-style-type: none"> Type and adequacy of participatory approaches developed to engage with all relevant actors across the GSCs Type and adequacy of participatory approaches adopted to foster social dialogue Level of satisfaction of national stakeholders with VZF collaboration and working mechanisms 	<ul style="list-style-type: none"> VZF Secretariat VZF CTAs and CO personnel Country stakeholders Project files and documents 	<ul style="list-style-type: none"> KIIs Survey Desk review
3.2 Which projects and/or project components were most successful in contributing towards the VZF three immediate outcomes? [re. ToR Q11 – Effectiveness]	<ul style="list-style-type: none"> What factors contributed to this success? Any specific examples? 	<ul style="list-style-type: none"> Evidence gathered on each of the immediate outcomes 	<ul style="list-style-type: none"> VZF Secretariat VZF CTAs and CO personnel Project files and documents Revised RBM framework, evaluations and progress reports Global and country reports 	<ul style="list-style-type: none"> KIIs Desk review
3.3 To which extent has each individual project contributed to the overall VZF outcomes? [re. ToR Q11 – Effectiveness]	<ul style="list-style-type: none"> Which key success factors, mechanisms and circumstances can be identified? Which key inhibiting factors can be identified? 	<ul style="list-style-type: none"> Project contribution to the revision, adoption and/or implementation of laws, regulations and policies that partially or completely address OSH and decent work gaps Evidence of the implementation of country-level reforms of employment injury protection schemes in targeted GSCs Type of knowledge development products developed, and country research produced in support of overall VZF outcomes 	<ul style="list-style-type: none"> VZF Secretariat VZF CTAs and CO personnel VZF Steering Committee/Advisory Committee members Project files and evaluations Country research and case studies Progress reports at global and country level Knowledge platform 	<ul style="list-style-type: none"> KIIs Desk review
3.4 What are the strengths and weaknesses of each VZF programme model? [re. ToR Q12 – Effectiveness]	<ul style="list-style-type: none"> How could each model be adapted in order to achieve improved results? Are there common elements to achieve results that can be adopted in all models? Are there elements that are unique to specific programme models? 	<ul style="list-style-type: none"> Perceptions of stakeholders on specific features of the different models of intervention (ONE ILO Ethiopia, hybrid model in Madagascar, Myanmar and Lao PDR, and regional model in Latin America) 	<ul style="list-style-type: none"> VZF Secretariat VZF CTAs and CO personnel ILO LABADMIN/OSH staff VZF Steering Committee/Advisory Committee members Country stakeholders Project files and budgets 	<ul style="list-style-type: none"> KIIs Desk review Survey
3.5 What are the strengths and weaknesses of the VZF approach towards GSCs in garment and agriculture? [re. ToR Q13 – Effectiveness]	<ul style="list-style-type: none"> How should the approach be adapted to each supply chain in order to achieve improved results? Are there common elements to achieve results that can be adopted in all GSCs? Are there elements that are unique to specific programme models? 	<ul style="list-style-type: none"> Type and extent of (internal/external) challenges faced by garment and agriculture GSCs Perception of VZF stakeholders on potential changes that should be made to the VZF approach and steps that should be taken to establish these changes 	<ul style="list-style-type: none"> VZF Secretariat VZF CTAs and CO personnel VZF Steering Committee/Advisory Committee members Project files and progress reports Project costs and financial information 	<ul style="list-style-type: none"> KIIs Desk review

Appendix 6 – Evaluation Matrix (continued)

Criteria and questions [1, 2]	Sub-questions [3]	Indicators [4]	Data sources	Data collection methods
3.6 To which country-level conditions the VZF has made the most valuable contributions to address OSH challenges within the targeted GSCs? <i>[re. ToR Q14 – Effectiveness]</i>	<ul style="list-style-type: none"> Which key success factors, mechanisms and circumstances can be identified? Which key inhibiting factors can be identified? Where applicable, what (positive/negative) effect does working in more than one sector or GSC have on the end results? 	<ul style="list-style-type: none"> Level of country stakeholders' knowledge, institutional capacities, legislation and compliance mechanism to strengthen promotion, protection and awareness of OSH Adequacy of the approach to identify strategic entry points for OSH improvement Type of drivers identified in targeted GSCs Type of constraints identified in targeted GSCs 	<ul style="list-style-type: none"> VZF Secretariat VZF CTAs and CO personnel VZF Steering Committee/Advisory Committee members Country assessment tools and reports on the OSH situation and country specificities 	<ul style="list-style-type: none"> KIIs Desk review
3.7 To what extent has the VZF been able to operationalize and apply the model of shared responsibility/collective action at global and country level? <i>[re. ToR Q15 – Effectiveness]</i>	<ul style="list-style-type: none"> What is stakeholders' level of understanding of the model of shared responsibility/collective action? Are research findings available at this point in the programme? If so, how has research aimed at filling data and knowledge gaps on OSH in GSCs strengthened the model of shared responsibility/collective action? 	<ul style="list-style-type: none"> Evidence that the implementation of the model of shared responsibility/collective action has strengthened industry-wide strategies to address the most serious OSH risks and challenges Evidence that the VZF approach to identify entry points has brought OSH improvements in GSCs Evidence that VZF has increased financial commitment to share costs associated with improving OSH conditions in GSCs 	<ul style="list-style-type: none"> VZF Secretariat ILO LABADMIN/OSH staff VZF Steering Committee/Advisory Committee members Country stakeholders Research on knowledge gaps Policy brief on shared responsibility 	<ul style="list-style-type: none"> KIIs Desk review
3.8 What is the likelihood of countries achieving their expected results? <i>[re. ToR Q16 – Effectiveness]</i>	<ul style="list-style-type: none"> Are there country-specific facilitating and limiting factors (including factors related to the COVID-19 pandemic) that the projects should address in the remaining project periods? 	<ul style="list-style-type: none"> Planned outcomes versus actual outcomes achieved Planned outputs versus actual outputs achieved 	<ul style="list-style-type: none"> VZF Secretariat VZF CTAs and CO personnel ILO LABADMIN/OSH staff Project files, progress reports and evaluations 	<ul style="list-style-type: none"> KIIs Desk review
3.9 To what extent have global and country-level implementing partnerships developed with other organizations contributed to the achievement of the VZF outcomes? <i>[re. ToR Q17 – Effectiveness]</i>	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Number and type of implementing partnerships developed by VZF Contribution of the partnership to the achievements of VZF results 	<ul style="list-style-type: none"> VZF Secretariat ILO LABADMIN/OSH staff VZF CTAs and CO personnel Partnership agreements and VZF progress reports 	<ul style="list-style-type: none"> KIIs Desk review
3.10 Do project outputs and outcomes to date affect women and men differently? If so, why and in which ways? <i>[re. ToR Q18 – Effectiveness]</i>	<ul style="list-style-type: none"> Were there any gendered impacts resulting from the outputs and outcomes? 	<ul style="list-style-type: none"> Evidence of changes in OSH conditions for women and men working in GSCs Degree to which women and men have equal access to, and make use of OSH resources Degree to which VZF is acknowledged by stakeholders for bringing specific concerns of women workers into OSH-related discussions and activities 	<ul style="list-style-type: none"> VZF Secretariat VZF CTAs and CO personnel Country stakeholders Gender assessments Project files 	<ul style="list-style-type: none"> KIIs Desk review

Appendix 6 – Evaluation Matrix (continued)

Criteria and questions [1, 2]	Sub-questions [3]	Indicators [4]	Data sources	Data collection methods
3.11 Has the VZF reached sufficient scale and depth in accordance with donor expectations? <i>[re. ToR Q19 – Effectiveness]</i>	<ul style="list-style-type: none"> What adjustments need to be done? How were donor expectations measured? 	<ul style="list-style-type: none"> Degree to which donor expectations are in line with VZF progress towards outputs and outcomes 	<ul style="list-style-type: none"> VZF Secretariat VZF Steering Committee/Advisory Committee members ILO LABADMIN/OSH staff VZF CTAs and CO personnel Project financial information 	<ul style="list-style-type: none"> KIIs Desk review
3.12 Has the VZF effectively adjusted implementation modalities in response to COVID-19? <i>[re. ToR Q20 – Effectiveness]</i>	<ul style="list-style-type: none"> What corrective actions or supporting interventions did VZF take in response to COVID-19? What was the impact of COVID-19 on the delivery of VZF interventions? What measures have been taken to strengthen OSH protection measures to ensure that workers, employers and their families in the garment and agriculture supply chains in VZF target countries are protected from the direct and indirect health risks of COVID-19? 	<ul style="list-style-type: none"> Type of corrective actions adopted to ensure full attainment of the expected results in each country Level of financial support to project interventions Degree of technical support and guidance supplied on COVID-19 	<ul style="list-style-type: none"> VZF Secretariat VZF Steering Committee/Advisory Committee members VZF CTAs and CO personnel ILO LABADMIN/OSH staff Country stakeholders COVID-19 customized guides and information campaign material in Mexico, Colombia and Honduras Customized “Prevention and mitigation of COVID-19 at work action checklist” 	<ul style="list-style-type: none"> KIIs Desk review Survey
3.13 How did the project results demonstrate the integration of cross-cutting policy drivers?	<ul style="list-style-type: none"> In what ways did the project result reflect integration of gender equality, disability inclusion and non-discrimination (type of monitoring structure, gender-based barriers and gender-related risks systematically addressed in targeted countries)? 	<ul style="list-style-type: none"> Degree to which OSH standards have been integrated in targeted countries Adequacy of participatory approaches adopted to involve a wide spectrum of national multi-sectorial stakeholders to foster social dialogue Degree to which disability inclusion concerns are integrated in the targeted countries 	<ul style="list-style-type: none"> VZF Secretariat VZF CTAs and CO personnel ILO LABADMIN/OSH staff Country stakeholders Gender mainstreaming Documents on methodologies and tools 	<ul style="list-style-type: none"> KIIs Desk review
4. Efficiency				
4.1 To what extent are the financial and human resources (management arrangements) at global and country levels adequate to achieve the expected results? <i>[re. ToR Q21 – Efficiency]</i>	<ul style="list-style-type: none"> What resources (i.e. material, financial, human) were engaged for each project outcome? What innovative/collaborative ways were used by the project teams to address existing resource constraints and related challenges? 	<ul style="list-style-type: none"> Cost of project components in each target country Allocation of resources towards gender-sensitive approaches Allocation of financial resources to each targeted country 	<ul style="list-style-type: none"> VZF Secretariat VZF CTAs and CO personnel ILO LABADMIN/OSH staff Project financial reports Budgets and narrative audits ToRs for gender consultancy 	<ul style="list-style-type: none"> KIIs Desk review
4.2 To what extent has the VZF Global Steering Committee and the VZF Secretariat contributed to shaping the VZF’s strategy and approach, identified priorities, and steered and facilitated programme implementation? <i>[re. ToR Q22 – Efficiency]</i>	<ul style="list-style-type: none"> How effectively are the VZF and Advisory Committee working? How effectively do the country-level advisory/guidance structures function? Are new systems or processes required? If so, what could they be? 	<ul style="list-style-type: none"> Perception of project stakeholders on guidance delivered by the VZF Secretariat and VZF Advisory Committee and by country-level mechanisms and structures regarding the VZF approach, strategy and programme implementation Adequacy of VZF staffing to implement and manage VZF interventions 	<ul style="list-style-type: none"> VZF Secretariat VZF Steering Committee/Advisory Committee members VZF CTAs and CO personnel Country stakeholders Minutes and decision of Steering Committee 	<ul style="list-style-type: none"> KIIs Desk review Survey

Appendix 6 – Evaluation Matrix (continued)

Criteria and questions [1, 2]	Sub-questions [3]	Indicators [4]	Data sources	Data collection methods
4.3 How systematic has the project been in monitoring and documenting information to allow for the measurement of results, including with respect to gender, both at the global and country levels?	<ul style="list-style-type: none"> To what extent is the M&E system capturing the required project data, both at the country and global levels? How consistently is the M&E framework gathering data across different countries and programme models in GSCs? 	<ul style="list-style-type: none"> Adequacy of the monitoring system to support the identification of evidence-based results Degree of RBM harmonization at country level Ability of the monitoring and reporting system to inform progress from a gender equality and inclusion perspective 	<ul style="list-style-type: none"> VZF Secretariat VZF Steering Committee/Advisory Committee members ILO LABADMIN/OSH staff VZF CTAs and CO personnel Revised RBM framework and progress reports 	<ul style="list-style-type: none"> KIIs Desk review Survey
4.4 How effective has the project been at incorporating gender mainstreaming in its interventions?	<ul style="list-style-type: none"> How effective were the strategies to ensure equal participation of women and men? To what extent are gender-based barriers and gender-related risks systematically addressed in each of the targeted countries? What could have been done to foster the adoption of a more effective gender-responsive approach by project stakeholders? 	<ul style="list-style-type: none"> Evidence of gender-specific monitoring structures Number and quality of country-specific mechanisms to address gender mainstreaming Type of gender-based barriers identified, and nature of the approaches used to reduce these barriers Resources and specific interventions dedicated at mainstreaming gender and women-specific actions 	<ul style="list-style-type: none"> VZF Secretariat VZF CTAs and CO personnel Country stakeholders Consultants working on gender Research work on gender Gender methodologies and tools 	<ul style="list-style-type: none"> KIIs Desk review Survey
5. Impact orientation and sustainability of the interventions				
5.1 To what extent are the VZF projects making progress towards impact? [re. ToR Q25 – Sustainability and Impact]	<ul style="list-style-type: none"> What are the most significant elements to date that can influence impact? 	<ul style="list-style-type: none"> Evidence of impact in each targeted country Type of changes in practices identified at country level and globally Evidence of institutional strengthening, ownership and adoption of transformative dynamics and policy framework in OSH 	<ul style="list-style-type: none"> VZF Secretariat ILO LABADMIN/OSH staff VZF CTAs and CO personnel Country stakeholders VZF Steering Committee/Advisory Committee members Project files and documents 	<ul style="list-style-type: none"> KIIs Desk review Survey
5.2 How likely is it that the results of the VZF projects will be sustainable and maintained (or even scaled up or replicated) by other partners, and/or within the same GSCs in other locations within the countries/other countries, and/or within the same country into other (similar) GSCs? [re. ToR Q23 – Sustainability and Impact]	<ul style="list-style-type: none"> Does the VZF have a sustainable exit strategy? How has national ownership of the project interventions been promoted? 	<ul style="list-style-type: none"> Evidence of technical and institutional capacities established to sustain developmental and implementation factors that promote the development and sustainability of OSH Evidence of a phase-out/exit strategy being adopted or implemented Level of national ownership towards improving OSH conditions in GSCs 	<ul style="list-style-type: none"> VZF Secretariat VZF CTAs and CO personnel VZF Steering Committee/Advisory Committee members Country stakeholders Other ILO programme personnel Project files and reports Exit or phase-out strategy 	<ul style="list-style-type: none"> KIIs Desk review

Appendix 6 – Evaluation Matrix (continued)

Criteria and questions [1, 2]	Sub-questions [3]	Indicators [4]	Data sources	Data collection methods
5.3 What measures should be built into VZF projects for increased sustainability of results after project completion? <i>[re. ToR Q24 – Sustainability and Impact]</i>	<ul style="list-style-type: none"> What key factors and challenges would require immediate attention to improve the sustainability prospects of project outcomes? 	<ul style="list-style-type: none"> Type of measures to be implemented to ensure sustainability of project results 	<ul style="list-style-type: none"> VZF Secretariat VZF CTAs and CO personnel ILO LABADMIN/OSH staff VZF Steering Committee/Advisory Committee members Country stakeholders Project files and reports 	<ul style="list-style-type: none"> KIIs Desk review Survey
5.4 How will COVID-19 affect the sustainability and impact of the VZF interventions? <i>[re. ToR Q26 – Sustainability and Impact]</i>	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Incidence of the COVID-19 pandemic on the impact and sustainability of VZF interventions, and required adaptations towards maintaining the impact orientation 	<ul style="list-style-type: none"> VZF Secretariat VZF Steering Committee/Advisory Committee members VZF CTAs and CO personnel Country stakeholders Project files and reports 	<ul style="list-style-type: none"> KIIs Survey Desk review
5.5 With respect to sustainability, what best practices and success factors have VZF partners identified?	<ul style="list-style-type: none"> What examples are there of country-specific emerging good practices on sustainability? What examples are there of global-level emerging good practices on sustainability? What gender-specific strategies are likely to contribute towards sustainability in each targeted country? 	<ul style="list-style-type: none"> Type of best practices identified by partner organizations and ILO Type of success factors identified by partner organizations and by ILO and its constituencies Type of strategies or measures adopted to support gender inclusion 	<ul style="list-style-type: none"> VZF Secretariat VZF CTAs and CO personnel ILO LABADMIN/OSH staff Country stakeholders Project files and reports 	<ul style="list-style-type: none"> KIIs Survey Desk review

Notes:

1. With reference to evaluation questions listed in the ToRs (see Appendix 1) that are of interest to the VZF team/stakeholders and that were also reviewed by the Steering Committee.
2. The number and sequencing of main evaluation questions generally reflects the indications found in the ToRs, although the evaluation team made a number of additions and changes, including rewording questions to make them less leading or more neutral.
3. Sub-questions are prompt questions that may or may not be used during KIIs.
4. A number of the indicators were derived from indicators featured in the VZF RBM framework, although in some cases rewording was needed to better differentiate results from activities.

Appendix 7 – List of Documents Reviewed

Evaluations

- Beatriz, C. *Vision Zero Fund Internal Evaluation: Start Up Phase. Final Report*. International Labour Organization. November 2019.
- Don Clarke (International), and Phakdisoth, L. *Occupational Safety and Health in Lao PDR Supply Chains: A Vision Zero Fund Project. ILO Evaluation*. International Labour Organization. [April 2020].
- Don Clarke (International), and Phakdisoth, L. *Occupational Safety and Health in Lao PDR Supply Chains: A Vision Zero Fund Project – Midterm Evaluation. Evaluation Summary*. International Labour Office. Evaluation Office. [Not dated].
- Evaluation Office. *ILO Decent Work interventions in Global Supply Chains: A Synthesis Review on Lessons Learned; What Works and Why, 2010-2019*. Geneva: International Labour Organization. September 2019.
- *ILO/VZF – Evaluability Assessment: Recommendations’ Response*. Excel spreadsheet. Last updated May 2020.
- Tillier, J. *Améliorer la sécurité et la santé dans les chaînes d’approvisionnement mondiales à Madagascar (VZF). Rapport d’auto-évaluation – Résumé exécutif*. Geneva: International Labour Organization. [Not dated].
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- van der Loop, T. *Independent Mid-Term Evaluation: Occupational Safety and Health (OSH) in Myanmar Supply Chains; A Vision Zero Fund (VZF) Project – Implementation Phase (Phase II). Evaluation Summary*. Evaluation Office, International Labour Office. [Not dated].
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- Vision Zero Fund. *Consolidated ROM Report for Projects and Programmes*. August 2020.
- Vision Zero Fund. *Outcomes and Practices Assessment*. International Labour Organization. April 2020.
- Vision Zero Fund Secretariat. *Vision Zero Fund – Summary of the Findings of the Evaluability Assessment*. Prepared for the Vision Zero Fund Steering Committee members (with comments supplied under separate cover). International Labour Organization. [Not dated].

Global Annual Reports

- Dupper, O. *Annual Progress Report – Vision Zero Fund (VZF). Reporting Period: 1 October 2018-30 September 2019*. International Labour Organization. November 2018.
- *Vision Zero Fund: Results Based Framework*. Excel spreadsheets. [Revised July 2020].

Appendix 7 – List of Documents Reviewed (continued)

- Vision Zero Fund. *Vision Zero Fund Global Report: 2016/2017*. Geneva: Labour Administration, Labour Inspection and Occupational Safety and Health Branch, International Labour Office. [Not dated].

Strategic Documents

- *Creating Safe and Healthy Workplaces for All*. Report prepared for the G20 Labour and Employment Ministerial Meeting; Melbourne, Australia, 10-11 September 2014. International Labour Organization. [Not dated].
- Institutional Section. *Follow-up to the Resolution Concerning Decent Work in Global Supply Chains: Roadmap for the Programme of Action*. Matters arising out of the work of the 105th Session (2016) of the International Labour Conference. Third item on the agenda. Geneva: International Labour Office. February 2017.
- *ILO Programme of Action: Decent Work in Global Supply Chains*. Consolidated document for the ILO approach to decent work in global supply chains as requested by decisions to documents GB.328/INS/5/1 and GB.329/INS/3/2. International Labour Organization. [Not dated].
- International Labour Organization. *Programme and Budget for the Biennium 2018-19*. First edition. Geneva: International Labour Office. 2017.
- International Labour Organization. *Programme and Budget for the Biennium 2020-21*. First edition. Geneva: International Labour Office. 2020.
- *Flagship Programme Strategy: Safety + Health for All*. Geneva: Labour Administration, Labour Inspection and Occupational Safety and Health Branch, Governance and Tripartism Department, International Labour Organization. [Not dated].
- *Flagship Programme Tripartite Advisory Committees: Terms of Reference*. [Not dated].
- *Organizational Chart Vision Zero Fund*. May 2020.
- *Resolution Concerning Decent Work in Global Supply Chains*. International Labour Organization. Adopted June 2016.
- Ultravirgo. *Vision Zero Fund: Research Findings – Brand Recommendations*. PowerPoint presentation deck. Version 1 August 2020.
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Appendix 7 – List of Documents Reviewed (continued)

- Vision Zero Fund. *Vision Zero Fund: Making Global Supply Chains Safer*. Geneva: International Labour Organization. [Not dated].
- Vision Zero Fund. *Vision Zero Fund Strategy 2019-2023: Collective Action for Safe and Healthy Supply Chains*. Geneva: Labour Administration, Labour Inspection and Occupational Safety and Health Branch, International Labour Organization. [October 2019, revised July 2020].
- *Vision Zero Fund – Indicators Matrix*. March 2020.
- *Vision Zero Fund Strategy 2.0: Theory of Change*. Annex II. [Not dated].

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- Magri, B. *Report: Strengthening the Integration of Gender in the ILO Methodology – “Occupational Safety and Health in Global Value Chains Starter Kit: Assessment of Drivers and Constraints for OSH Improvement in Global Value Chains and Intervention Design.”* Draft version (internal document). Turin: International Training Centre of the ILO/International Labour Standards, Rights at Work and Gender Equality Programme. September 2020.
- Magri, B. *Strengthening the Gender Dimension of Occupational Safety and Health in Global Value Chains Starter Kit: Assessment of Drivers and Constraints for OSH Improvement in Global Value Chains and Intervention Design*. PowerPoint presentation deck. Vision Zero Fund. June 2020.
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- International Labour Organization. *Occupational Safety and Health within Sustainable Sourcing Policies of Multinational Enterprises: Summary of Research Findings Focusing on Agriculture and Textile*. Geneva: International Labour Office, GOVERNANCE Department. 2018.
- International Labour Organization. *Snapshots on Occupational Safety and Health (OSH) – The ILO at the World Congress on Safety and Health at Work 2017*. Geneva: LABADMIN/OSH, GOVERNANCE Department. [Not dated].

Appendix 7 – List of Documents Reviewed (continued)

- *Reaching Suppliers Beyond Tier One: Drivers for Working Conditions and Occupational Safety and Health Improvement in Food and Agriculture Global Supply Chains – Event Report.* International Labour Organization and European Commission. Event held in November 2017.
- Vision Zero Fund. *Concept Note for Technical Cooperation Project: Filling Data and Knowledge Gaps on OSH in GSCs to Strengthen the Model of Shared Responsibility.* International Labour Organization. [Not dated].
- Vision Zero Fund. *Concept Note: Mapping of Different Types of Household and Establishment Surveys to Collect Data on OSH.* International Labour Organization. [Not dated].
- Vision Zero Fund. *Concept Note: Research on Global Disruptive/Transformative Forces and OSH in GSCs – A Focus on COVID-19 and Climate/Environmental Change.* International Labour Organization. [Not dated].
- Vision Zero Fund. *Filling Data and Knowledge Gaps on OSH in Global Supply Chains: A Vision Zero Fund Project.* Geneva: International Labour Office. [Not dated].
- *Vision Zero Fund – Filling Data and Knowledge Gaps on OSH in GSCs to Strengthen the Model of Shared Responsibility: Key Progress Report.* Period covered by the report: April-August 2020. [Not dated].
- Vision Zero Fund. *Vision Zero Fund – Filling Data and Knowledge Gaps on OSH in GSCs to Strengthen the Model of Shared Responsibility: Narrative Report (Action Inception Phase).* Period covered by the report: December 2019-April 2020. International Labour Organization. [Not dated].

Financial Information

- *LABADMIN/OSH Branch Contribution to VZF Initiative.* June 2020.
- *Role of Branch Technical Specialists in Support of Flagship Projects.* LABADMIN/OSH Internal Note 1/2020. 2020.
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Appendix 7 – List of Documents Reviewed (continued)

- Chala, K. *Progress Report 2019: Advancing Decent Work and Inclusive Industrialization in Ethiopia (SIRAYE)*. Reporting period: January to December 2019. International Labour Organization. January 2019.
- *Labour Inspection Assessment and Legal Gap Analysis for Labour Inspection Convention, 1947 (No. 81) for the Federal Democratic Republic of Ethiopia's Ministry of Labour and Social Affairs and Bureaus of Labour and Social Affairs*. International Labour Organization (LABADMIN/OSH). March 2019.
- *Progress Report, January-August 2020: Advancing Decent Work and Inclusive Industrialization in Ethiopia (ONEILO)*. International Labour Organization. August 2020.
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- *Activity Progress Report: Monitoring Report on OSH Improvement in Two Model Villages (Village KM 35 and Nongluange Village/Jhai Coffee Cooperatives), 1 October-31 December 2019 – Paksong District, Champasack Province*. International Labour Organization. [Not dated].
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- *Budget Expenditure for Activity Implement[at]ion by VZF Laos Key Stakeholders*. Excel spreadsheet. [September 2020].
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- *Implementation Agreement No. 40312532/0 between the International Labour Organization represented by the International Labour Office and Lao Federation of Trade Unions*. International Labour Office. Signed July 2020.
- *Implementation Agreement No. 40313062/0 between the International Labour Organization represented by the International Labour Office and National Treasury-Department of Hygiene and Health Promotion*. International Labour Office. Signed July 2020.

Appendix 7 – List of Documents Reviewed (continued)

- *Implementation Agreement No. 40313374/0 between the International Labour Organization represented by the International Labour Office and Lao National Chamber of Commerce and Industry.* International Labour Office. Signed July 2020.
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- *VZF and its Response to the COVID-19 Pandemic*. PowerPoint presentation deck. International Labour Organization. September 2020.

Appendix 8 – List of Key Informants

The following people took part in KIIs conducted through Skype by the evaluation team or over the phone by local consultants hired by the ILO. Informants canvassed by the evaluation team had the choice of being interviewed in either English or Spanish, whereas informants canvassed by the local consultants were interviewed in their country's local language. All the answers supplied were processed and analyzed in such a way that each conversation could remain strictly confidential.

Name	Title	Email address or phone number
Participants in Skype interviews conducted by the evaluation team		
VZF Secretariat		
1. Ockert Dupper	VZF Programme Manager	dupper@ilo.org
2. Maria Munaretto	VZF Programme Officer	munaretto@ilo.org
3. Paul Wallot	VZF Professional Officer	wallot@ilo.org
4. Alizée Charbonneau	VZF Technical Officer	charbonneau@ilo.org
5. Mimi Takur	VZF, Monitoring and Evaluation	thakur@ilo.org
ILO LABADMIN/OSH Branch		
6. Joaquim Pintado Nunes	Branch Chief	nunesjp@ilo.org
7. Laetitia Dumas	Development Cooperation Programme Coordinator	dumasl@ilo.org
8. Ana Catalina Ramirez	OSH Specialist	acramirez@ilo.org
VZF CTAs		
9. Mariana Infante	Project Manager, Myanmar CO	infante@ilo.org
10. Lauréat Rasolofoniainarison	VZF National Programme Coordinator, Madagascar [1]	rasolofoniainarison@ilo.org
11. Evans Lwanga	VZF Officer, Ethiopia CO	lwanga@ilo.org
12. Adil Yassin	Ethiopia CO	yassina@ilo.org
13. Kidist Chala	Ethiopia CO	kidist@ilo.org
14. Kristina Kurths	VZF Project Manager, Lao PDR	kurths@ilo.org
15. Rodrigo Mogrovejo	VZF Project Manager, Latin America	mogrovejo@ilo.org
VZF Steering Committee members		
16. Lydie Ricaud	Policy Officer, International Unit; Directorate General for Employment, Social Affairs and Inclusion (DG EMPL), European Commission	Lydie.ricaud@ec.europa.eu
17. Laura Ritter	Federal Ministry of Labour and Federal Ministry of Labour and Social Affairs, BMAS	Laura.Ritter@bmas.bund.de
18. Patricia Steiner	Head of Division, Federal Ministry of Labour and Social Affairs, BMAS	Patricia.steiner@bmas.bund.de
19. Beata Plonka	Migration and Employment Unit, Directorate General for International Cooperation and Development, European Commission	Beata.PLONKA@ec.europa.eu
VZF Advisory Committee members		
20. Matthias Thorns	Deputy Secretary General, International Organisation of Employers	thorns@ioe-emp.com
21. Raquel Gonzalez	Director, Geneva Office, International Trade Union Confederation	raquel.gonzalez@ituc-csi.org

Appendix 8 – List of Key Informants (continued)

Name	Title	Email address or phone number
Other ILO programmes		
22. Maria Beatriz Mello da Cunha	Sectoral Policies Department	cunha@ilo.org
23. Anne Marie la Rosa	Global Employment Injury Programme	larosa@ilo.org
Other informants		
24. Esther Germans	Consultant – collective action approach and private sector engagement strategy	esthergermans3@gmail.com
25. Italo Cardona	Andean Office Labour Inspection Specialist/ Especialista en Legislación Laboral y Administración del Trabajo	cardona@ilo.org
26. René Robert	Asia Labour Inspection Regional Specialist based in Bangkok	robertr@ilo.org
Participants in phone interviews conducted by the local consultants		
Lao PDR – Stakeholders in Champasak		
27. Mr. Sengchanh Khammountha	Vice President, Lao Coffee Association, Champasak	khammountha@yahoo.com; 020 5553 0326
28. Mr. Onsa Vongsomphan	Deputy Director, Department of Labour and Social Welfare	020 9988 8556
29. Mrs. Souliphone	Trainer, Agriculture Research Center	020 5921 7270
30. Mr. Sakune	Production Manager, Kim Ngen-Phongsavad Factory	020 5982 5935
31. Mr. Boun Euane	Director, Jhai Cooperative	020 9898 8077
32- 40. Members of Jhai Coffee Farmers Group (9 people including the Group Leader, Mr. John)	Farmers Group, Nongluang Village [2]	
41. Mr. John Vilaysack	Jhai Cooperative, Nongluang Group Leader	030 981 6062
Lao PDR – Stakeholders in Vientiane		
42. Ms. Bouahome Phommachanh	Deputy Director, National Social Security Office	cbuahome@yahoo.com; 020 5563 3329; 020 9996 43331
43. Mr. Nakhone Khammoungkhoun	General Manager, Midori Safety Shoe Factory [3]	nakhone191@yahoo.com; 020 7786 7428
44. Mr. Long Sengthavy	OSH Committee Member, Midori Safety Shoe Factory [3]	
45. Mr. Sengphavanh Phimmasone	OSH Committee Member, Midori Safety Shoe Factory [3]	
46. Mr. Bounthavy	Human Resources Manager, Be Cooperate Garment Factory	info@firstmodern.co.th; Tu@firstmodern.co.th; 020 5637 1443
47. Mr. Phonesane Vilaymeng	Director General, Social Protection Department, Lao Federation of Trade Unions (LFTU)	pvilaymeng@gmail.com; 020 2980 1572
Myanmar		
48. Ko Kun Maung Toke	ILO, National Officer (ginger sector)	
49. U Zarni Thwe	Chairperson, Agriculture and Farmers Federation of Myanmar Trade Union (AFFM-IUF)	
50. Dr. Pyae Phyoe Aye	M Snack Mandalay Company Limited (ginger processor)	

Appendix 8 – List of Key Informants (continued)

Name	Title	Email address or phone number
51. U Soe Myint Aung	Shwe Gin Sein Farmers Group [4]	
52. U Kyaw San	Shwe Gin Sein Farmers Group [4]	
53. U Thet Tun	Shwe Gin Sein Farmers Group [4]	
54. U Aung Zaw Tun	Shwe Gin Sein Farmers Group [4]	
55. U Zaw Myint Tun	Shwe Gin Sein Farmers Group [4]	
56. Dr. Htein Linn	ILO, National Officer (garment sector)	
57. U Win Naing	Ginger Trader, Aung Ban Township	
58. U Chan Htwe	Potato Farmer, Heho Township	
59. U Thet Hnin Aung	President, Myanmar Industries Craft and Services Trade Union Federation (MICS)	
60. Dr. Zaw Wing Aung	Chair, OSH and Education Committee, Confederation of Trade Unions of Myanmar (CTUM)	
61. Thet Su Zin Win	Managing Director, Maple Garment Factory	
62. Daw Thin Thin Lae	Assistant Director, Department of Agriculture, Shan State	
63. U Nyunt Win	Director General, Factories and General Labour Laws Inspection Department (FGLLID), Ministry of Labour, Immigration and Population (MoLIP)	
64. U Saw Htay Myint Oo	Deputy Director, FGLLID-MoLIP	
65. U Myint Kyaw	Department Head, Union of Myanmar Federation of Chambers of Commerce and Industry (UMFCCI)	
66. Dr. Khin Maung Oo	Chief Executive Central, UMFCCI	
67. U Maung Maung Aye	Director General, Social Security Board, Ministry of Labour	

Notes:

1. Rather than being interviewed, this informant supplied answers in writing.
2. These informants took part in a group interview.
3. These informants took part in a group interview at their factory.
4. These informants took part in a group interview at their farmers group facility.

Appendix 9 – Protocol for Key Informant Interviews

The following table lists questions that were used to facilitate the collection of relevant information from key informants participating in the interviews. For each interview, the evaluation team developed an individualized, personalized guide derived from the contents of this table. Some of the individual guides contained only a subset of the questions identified below. When conducting KIIs, the evaluators asked all relevant main questions and used sub-questions as prompt questions.

The protocols and guides were designed to enable the collection of relevant information from six categories of key informants participating in interviews carried out by the evaluation team. Questions varied based on the category of informants interviewed. The evaluation team put special care into adapting the language to recipients and situations, and into customizing questions to address elements that were specific to the country or component in which informants were personally involved.

Criteria, questions and sub-questions [1][2]	Categories of key informants					
	VZF Secretariat/ Consultants	VZF Steering Committee/ Advisory Committee	VZF CTAs and CO personnel	ILO LABADMIN/OSH staff	Country stakeholders	Other ILO programme personnel
<p>Hello, my name is [name of facilitator], and I am here today to discuss about the Mid-Term Evaluation of the Vision Zero Fund (VZF) – Collective Action for Safe and Healthy Supply Chains 2016-2023. Before going any further, we would like to thank you for the time you are giving us, so we can better understand how you perceive the VZF programme. We have been asked to evaluate work carried out so far by this programme, and as such it is important for us to interview key persons who can provide us with valuable insights. Please note that what you say will remain strictly confidential.</p> <p>[Ask if the person has questions before beginning]</p> <p>If you agree to be interviewed, you will be asked to share openly your opinion regarding your experience with the VZF programme. Do we have your consent?</p> <p>We have a lot of ground to cover and may not have enough time to do so today. However, please don't feel rushed to share your thoughts at the point. If, at the end of our discussion, there are still a number of outstanding questions, we can send you a list afterwards. This way, you will have a chance to review the questions at leisure, and supply us with written answers if you wish.</p>	●	●	●	●	●	●
Introduction						
Can you tell us about the nature of your involvement in the VZF programme (roles and responsibilities, etc.)?	●	●	●	●	●	●
1. Relevance and strategic fit of the interventions						
1.1 To what extent have the VZF interventions been designed and implemented in accordance with the needs and capacities of constituents (at global and national levels), while being mindful of VZF assessment findings and desired results?	●	●	●	●	●	
1.1a ● How were the constituents' needs and capacities assessed and taken into consideration in the design of VZF interventions?	●	●	●		●	
1.2 To what extent do the objectives and design of VZF interventions answer the needs of the final beneficiaries, i.e. workers in GSCs?	●	●	●	●	●	
1.2a ● What evidence is there confirming that the VZF interventions answer the needs of workers in GSCs? Any specific examples?	●	●	●	●	●	

Appendix 9 – Protocol for Key Informant Interviews (continued)

Criteria, questions and sub-questions [1][2]	Categories of key informants					
	VZF Secretariat/ Consultants	VZF Steering Committee/ Advisory Committee	VZF CTAs and CO personnel	ILO LABADMIN/OSH staff	Country stakeholders	Other ILO programme personnel
1.3 To what extent has the VZF been successful in accurately measuring, adjusting and updating, as relevant, the ToC informing its interventions?	•	•	•	•		
1.3a • How was the ToC used to guide the implementation of project interventions?	•	•	•	•		
1.4 How well is the RBM framework harmonized with regional and country-level interventions?	•		•			
1.4a • To what extent have knowledge gaps and data collection challenges been addressed to allow the adoption of a harmonized RBM framework?	•					
1.5 Does the ToC and RBM framework give adequate consideration to issues related to gender equality and disability inclusion?	•		•	•		
1.5a • Is the RBM framework gender-responsive?	•		•			
2. Coherence and validity of intervention design						
2.1 To what extent is the VZF aligned with and integrated into broader ILO work on occupational safety and health, such as the Safety + Health for All Flagship programme?	•	•	•	•		•
2.1a • Is there evidence of mutual leveraging and complementarity with broader ILO work on OSH? Any specific examples?	•	•	•	•		•
2.2 How well aligned are the VZF strategy and interventions with other related programmes of the ILO (e.g. programme of action on GSCs, GEIP)?	•			•		•
2.2a • Is there evidence of mutual leveraging and complementarity with the GEIP and other GSCs programmes carried out by the ILO? Any specific examples?	•			•		•
2.3 Does the VZF benefit from and/or contribute to other ILO and non-ILO development cooperation projects and strategic priorities that are being implemented at global, regional and country levels, including those being funded or led by the private sector? If so, in what ways?	•	•	•	•	•	•
2.4 How are VZF interventions aligned with national priorities and policies? With constituents' priorities?	•		•	•	•	
2.4a • Do countries have a national OSH framework in place (OSH policy, OSH system, OSH profile, OSH programmes)? If so, what are its key features?	•		•	•	•	
2.5 How has COVID-19 affected the VZF strategy and interventions?	•		•		•	
2.5a • How has COVID-19 affected the design of global operations?	•		•		•	
2.5b • How has COVID-19 affected the design of regional/national operations?	•		•		•	
3. Intervention progress and effectiveness						
3.1 To what extent has the VZF been effective in engaging/working with all relevant actors across the targeted GSCs, including the private sector?	•		•		•	
3.1a • To what extent have country interventions been successful in reaching (benefitting) end beneficiaries (vulnerable workers, female and male)?	•		•		•	
3.1b • To what extent were the projects successful in engaging and working with (or through) social partners?	•		•		•	
3.1c • In what ways did the project results reflect an effective use of social dialogue?	•		•		•	

Appendix 9 – Protocol for Key Informant Interviews (continued)

Criteria, questions and sub-questions [1][2]	Categories of key informants					
	VZF Secretariat/ Consultants	VZF Steering Committee/ Advisory Committee	VZF CTAs and CO personnel	ILO LABADMIN/OSH staff	Country stakeholders	Other ILO programme personnel
3.2 Which projects and/or project components were most successful in contributing towards the VZF three immediate outcomes?	•		•			
3.2a • What factors contributed to this success? Any specific examples?	•		•			
3.3 To which extent has each individual project contributed to the overall VZF outcomes?	•	•	•			
3.3a • Which key success factors, mechanisms and circumstances can be identified?	•	•	•			
3.3b • Which key inhibiting factors can be identified?	•	•	•			
3.4 What are the strengths and weaknesses of each VZF programme model?	•	•	•	•	•	
3.4a • How could each model be adapted in order to achieve improved results?	•	•	•	•	•	
3.4b • Are there common elements to achieve results that can be adopted in all models?	•	•	•	•	•	
3.4c • Are there elements that are unique to specific programme models?	•	•	•	•	•	
3.5 What are the strengths and weaknesses of the VZF approach towards GSCs in garment and agriculture?	•	•	•			
3.5a • How should the approach be adapted to each supply chain in order to achieve improved results?	•	•	•			
3.5b • Are there common elements to achieve results that can be adopted in all GSCs?	•	•	•			
3.5c • Are there elements that are unique to specific programme models?	•	•	•			
3.6 To which country-level conditions the VZF has made the most valuable contributions to address OSH challenges within the targeted GSCs?	•	•	•			
3.6a • Which key success factors, mechanisms and circumstances can be identified?	•	•	•			
3.6b • Which key inhibiting factors can be identified?	•	•	•			
3.6c • Where applicable, what (positive/negative) effect does working in more than one sector or GSC have on the end results?	•	•	•			
3.7 To what extent has the VZF been able to operationalize and apply the model of shared responsibility at global and country level?	•	•		•	•	
3.7a • What is stakeholders' level of understanding of the model of shared responsibility?	•	•		•	•	
3.7b • How has research aimed at filling data and knowledge gaps on OSH in GSCs strengthened the model of shared responsibility?	•	•		•		
3.8 What is the likelihood of countries achieving their expected results?	•		•	•		
3.8a • Are there country-specific facilitating and limiting factors that the projects should address in the remaining project periods?	•		•	•		
3.9 To what extent have global and country-level implementing partnerships developed with other organizations contributed to the achievement of the VZF outcomes?	•		•	•		

Appendix 9 – Protocol for Key Informant Interviews (continued)

Criteria, questions and sub-questions [1][2]	Categories of key informants					
	VZF Secretariat/ Consultants	VZF Steering Committee/ Advisory Committee	VZF CTAs and CO personnel	ILO LABADMIN/OSH staff	Country stakeholders	Other ILO programme personnel
3.10 Do project outputs and outcomes to date affect women and men differently? If so, why and in which ways?	●		●		●	
3.10a ● Were there any gendered impacts resulting from the outputs and outcomes?	●		●			
3.11 Has the VZF reached sufficient scale and depth in accordance with donor expectations?	●	●	●	●		
3.11a ● What adjustments need to be done?	●	●				
3.11b ● How were donor expectations measured?	●	●				
3.12 Has the VZF effectively adjusted implementation modalities in response to COVID-19?	●	●	●	●	●	
3.12a ● What corrective actions or supporting interventions did VZF take in response to COVID-19?	●	●	●			
3.12b ● What was the impact of COVID-19 on the delivery of VZF interventions?	●	●	●			
3.12c ● What measures have been taken to strengthen OSH protection measures to ensure that workers, employers and their families in the garment and agriculture supply chains in VZF target countries are protected from the direct and indirect health risks of COVID-19?	●	●	●		●	
3.13 How did the project results demonstrate the integration of cross-cutting policy drivers?	●		●	●	●	
3.13a ● In what ways did the project results reflect integration of international OSH standards?	●		●		●	
3.13b ● In what ways did the project results reflect effective use of social dialogue?	●		●		●	
3.13c ● In what ways did the project result reflect integration of gender equality and non-discrimination (type of monitoring structure, gender-based barriers and gender-related risks systematically addressed in targeted countries)?	●		●		●	
4. Efficiency						
4.1 To what extent are the financial and human resources (management arrangements) at global and country levels adequate to achieve the expected results?	●		●	●		
4.1a ● What resources (i.e. material, financial, human) were engaged for each project outcome?	●		●	●		
4.1b ● Could the management of resources have been handled differently? If so, how?	●		●	●		
4.1c ● Were any bottlenecks encountered due to the project workload, and if so, what were they?	●		●	●		
4.1d ● How efficiently were the intervention resources used to address gender equality during project implementation?	●		●	●		
4.2 To what extent has the VZF Global Steering Committee and the VZF Secretariat contributed to shaping the VZF's strategy and approach, identified priorities, and steered and facilitated programme implementation?	●	●	●		●	
4.2a ● How effectively are the VZF and Advisory Committee working?	●	●	●		●	
4.2b ● Are new systems or processes required? If so, what could they be?	●	●	●		●	

Appendix 9 – Protocol for Key Informant Interviews (continued)

Criteria, questions and sub-questions [1][2]	Categories of key informants					
	VZF Secretariat/ Consultants	VZF Steering Committee/ Advisory Committee	VZF CTAs and CO personnel	ILO LABADMIN/OSH staff	Country stakeholders	Other ILO programme personnel
4.3 How systematic has the project been in monitoring and documenting information to allow for the measurement of results, including with respect to gender, both at the global and country levels?	●	●	●	●		
4.3a ● Has a robust M&E system been set to collect useful data, both at the country and global levels?	●		●	●		
4.3b ● To what extent is the M&E system capturing the required project data?	●		●	●		
4.3c ● How simple, flexible, timely and accurate is the M&E system?	●		●	●		
4.3d ● How consistently is the M&E framework gathering data across different countries and programme models in GSCs?	●		●	●		
4.4 How effective has the project been at incorporating gender mainstreaming in its interventions?	●		●		●	
4.4a ● How effective were the strategies to ensure equal participation of women and men?	●		●			
4.4b ● What types of gender-sensitive monitoring structures were put in place to help assess the outcomes and impact of the project? How sufficient and appropriate were these structures?	●		●			
4.4c ● To what extent are gender-based barriers and gender-related risks systematically addressed in each of the targeted countries?	●		●		●	
4.4d ● What could have been done to foster the adoption of a more effective gender-responsive approach by project stakeholders?	●		●			
5. Impact orientation and sustainability of the interventions						
5.1 To what extent are the VZF projects making progress towards impact?	●	●	●	●	●	
5.1a ● What are the most significant elements to date that can influence impact?	●	●	●	●	●	
5.2 How likely is it that the results of the VZF projects will be sustainable and maintained (or even scaled up or replicated) by other partners, and/or within the same GSCs in other countries, and/or within the same country into other (similar) GSCs?	●	●	●		●	●
5.2a ● Does the VZF have a sustainable exit strategy?	●	●	●		●	●
5.2b ● How has national ownership of the project interventions been promoted?	●	●	●			●
5.3 What measures should be built into VZF projects for increased sustainability of results after project completion?	●	●	●	●	●	
5.3a ● What key factors and challenges would require immediate attention to improve the sustainability prospects of project outcomes?	●	●	●	●	●	
5.4 How will COVID-19 affect the sustainability and impact of the VZF interventions?	●	●	●		●	

Appendix 9 – Protocol for Key Informant Interviews (continued)

Criteria, questions and sub-questions [1][2]	Categories of key informants					
	VZF Secretariat/ Consultants	VZF Steering Committee/ Advisory Committee	VZF CTAs and CO personnel	ILO LABADMIN/OSH staff	Country stakeholders	Other ILO programme personnel
5.5 With respect to sustainability, what best practices and success factors have VZF partners identified?	●		●	●	●	
5.5a ● What examples are there of country-specific emerging good practices on sustainability?	●		●	●	●	
5.5b ● What examples are there of global-level emerging good practices on sustainability?	●		●	●	●	
5.5c ● What gender-specific strategies contribute towards sustainability in each targeted country?	●		●	●	●	
5.5d ● Do you have any recommendations for improving project interventions?	●		●	●	●	

Notes:

1. Sub-questions are prompt questions that may or may not be used during KIIs.
2. Gray shaded background is used in this table to identify sub-questions.

Appendix 10 – On-Line Survey Questionnaire

The following outlines the structure and content of the on-line survey that selected informants were asked to fill out, by means of an email invitation issued directly to them by the evaluation team. The actual layout of the survey differed slightly from what is shown below, due to formatting limitations associated with the use of the SurveyMonkey platform. For instance, section headings did not appear, and questions outside the core part of the survey (i.e. Sections 3 through to 7) were not numbered.

Section 1. Introduction

Dear Participant:

This survey is carried out as part of the mid-term evaluation of a programme known as the “Vision Zero Fund” (VZF), which is currently being implemented by the International Labour Organization (ILO) with financial support from various donors. The purpose of the survey is to inform this evaluation, which is currently being conducted by a team of international consultants commissioned by the ILO. The evaluation aims to investigate the relevance, effectiveness, efficiency and sustainability of VZF interventions, and to supply the ILO with findings, recommendations and critical lessons or emerging good practices identified during the implementation of programme interventions. Summary information on the VZF is supplied below.

The VZF in a Nutshell

The objective of the VZF is to work towards the vision of zero fatal and severe work-related injuries and diseases by improving occupational safety and health practices and conditions in sectors that link to global supply chains, and to strengthen institutional frameworks (such as labour inspectorates and employment injury insurance schemes) in countries linked to such chains. To this end, the VZF uses its resources to fund projects that promote sustainable and long-term occupational safety and health prevention in global supply chains. Individual projects are carried out at the global level, at the regional level in Latin America (Colombia, Mexico, Honduras), and at the national level in Ethiopia, Madagascar, Myanmar, and the Lao People’s Democratic Republic.

VZF project activities focus on improving coordination among academics, research and policy institutions; enhancing commitment to improve compliance with occupational safety and health standards in selected global supply chains; improving the capacity of practitioners and policy makers to collect and analyze data, promote and enforce occupational safety and health, and enhance access of workers to compensation mechanisms; improving the capacity of employers and workers to promote occupational safety and health at the workplace; improving mechanisms to promote occupational safety and health at the workplace; and empowering female and male workers to engage in the promotion of occupational safety and health.

The core of this survey has 15 questions, along with several optional sub-questions, and should take no more than 15 to 20 minutes to complete. It seeks to assess your perspective on the relevance and performance of the VZF and on the quality of key results. Most questions use rating scales, but feel free to give details or provide examples if you wish to do so. Your feedback will be critical to support future decision making by the ILO and donors, to clarify further programming possibilities, and to highlight learning achieved throughout the VZF project cycle. Any information that you provide will remain strictly confidential and will only be used by the team of international consultants to draw high-level findings and key recommendations. An email address will be given at the end, in case you wish to share some comments or raise some concerns about the survey.

Appendix 10 – On-Line Survey Questionnaire (continued)

[Q0a] Do you agree to take part in the survey?

Yes -> Go to Section 2

No -> Exit survey

Section 2. General Information

Before getting to the core of this survey, we wish to know a little more about you. Please answer the following two questions.

[Q0b] Which of the following categories best describes the capacity in which you are acting to answer the survey?

<input type="checkbox"/> Member of ILO personnel	->	Please specify in which regional or country office or if at Headquarters:
<input type="checkbox"/> Member of a government department or organization	->	Please specify in which country:
<input type="checkbox"/> Member of an employers' association	->	Please specify in which country:
<input type="checkbox"/> Member of a workers' group	->	Please specify in which country:
<input type="checkbox"/> Member of a non-governmental or civil society organization	->	Please specify in which country:
<input type="checkbox"/> Member of a private sector company	->	Please specify in which country:
<input type="checkbox"/> Member of a coffee sector organization ⁷⁶	->	Please specify in which country:
<input type="checkbox"/> Member of an international or multilateral institution	->	
<input type="checkbox"/> Other	->	Please describe:

[Q0c] How familiar would you say you are with the VZF, its outcomes and its activities?

Very familiar -> Go to Section 3 Not very familiar -> Go to Section 3

Moderately familiar -> Go to Section 3 Not familiar at all -> Exit survey

Don't know/I'd rather not say -> Exit survey

⁷⁶ In the context of the VZF, this category is specific to Latin-American countries and may not apply to other regions or countries in which the survey could be conducted.

Appendix 10 – On-Line Survey Questionnaire (continued)

Section 3. Relevance and Strategic Fit of VZF Interventions

Thank you. Now we can get started. The following four questions deal with the relevance and appropriateness of the VZF programme.

Q1. How clear and realistic are the VZF's objectives to you?

How clear?	How realistic?
<input type="checkbox"/> Very clear	<input type="checkbox"/> Very realistic
<input type="checkbox"/> Moderately clear	<input type="checkbox"/> Moderately realistic
<input type="checkbox"/> Not very clear	<input type="checkbox"/> Not very realistic
<input type="checkbox"/> Not clear at all	<input type="checkbox"/> Not realistic at all
<input type="checkbox"/> Don't know/I'd rather not say	<input type="checkbox"/> Don't know/I'd rather not say

[Q1a] (Optional) What makes you say that?

Q2. How close or loose a fit do you see between the type of support delivered by the VZF and the specific needs, demands and capacities of your country or organization?

<input type="checkbox"/> Very close fit	<input type="checkbox"/> Moderately loose fit
<input type="checkbox"/> Moderately close fit	<input type="checkbox"/> Very loose fit
	<input type="checkbox"/> Don't know/I'd rather not say

[Q2a] (Optional) What makes you say that?

Q3. How large or small a space would you say the VZF has provided for consultations with stakeholders in your country or sector regarding the design of its interventions?

<input type="checkbox"/> Very large space	<input type="checkbox"/> Small space
<input type="checkbox"/> Moderately large space	<input type="checkbox"/> No space at all
	<input type="checkbox"/> Don't know/I'd rather not say

[Q3a] (Optional) What makes you say that?

Appendix 10 – On-Line Survey Questionnaire (continued)

Q4. To what extent would you say the VZF has considered gender equality and inclusion issues in the design of its interventions?

- | | |
|--|--|
| <input type="checkbox"/> Very large extent | <input type="checkbox"/> Small extent |
| <input type="checkbox"/> Moderately large extent | <input type="checkbox"/> No extent at all |
| | <input type="checkbox"/> Don't know/I'd rather not say |

[Q4a] (Optional) What makes you say that?

Section 4. Coherence and Validity of Design of VZF Interventions

Moving along, the next two questions deal with the coherence and validity of design of VZF interventions.

Q5. To what extent would you say the VZF's interventions are aligned with the policies and priorities of your country or organization?

- | | |
|--|--|
| <input type="checkbox"/> Very large extent | <input type="checkbox"/> Small extent |
| <input type="checkbox"/> Moderately large extent | <input type="checkbox"/> No extent at all |
| | <input type="checkbox"/> Don't know/I'd rather not say |

[Q5a] (Optional) What makes you say that?

Q6. How large or small an effect would you say the COVID-19 pandemic has had on the VZF's interventions in your country or sector?

- | | |
|--|--|
| <input type="checkbox"/> Very large effect | <input type="checkbox"/> Small effect |
| <input type="checkbox"/> Moderately large effect | <input type="checkbox"/> No effect at all |
| | <input type="checkbox"/> Don't know/I'd rather not say |

[Q6a] (Optional) What makes you say that?

[Q6b] (Optional) In a few words, how would you describe the measures taken by the VZF to adapt to the COVID-19 pandemic, and what do you think of these measures?

Section 5. Progress and Effectiveness of VZF Interventions

Next are four questions dealing with the effectiveness of VZF interventions and with progress made in implementing the programme so far.

Appendix 10 – On-Line Survey Questionnaire (continued)

Q7. How involved would you say you or your organization are in the delivery of VZF interventions in your country or sector?

- Involved to a very large degree Involved to a small degree
 Involved to a moderately large degree Not involved at all
 Don't know/I'd rather not say

[Q7a] (Optional) What makes you say that?

Q8. How large or small a space would you say the VZF has provided for dialogue with stakeholders in your country or sector regarding the delivery of its interventions?

- Very large space Small space
 Moderately large space No space at all
 Don't know/I'd rather not say

[Q8a] (Optional) What makes you say that?

Q9. The VZF expects to achieve meaningful results through the following six types of initiatives associated with occupational safety and health (OSH). Based on your experience with the programme, please select and rank the three types of initiatives that you feel have achieved the best results so far.

Initiatives aimed at...	First-best results so far (select one)	Second-best results so far (select one)	Third-best results so far (select one)	Don't know/I'd rather not say
• Increasing knowledge, tools and methodologies on OSH	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Changing OSH policy frameworks, rules and regulations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Institutional strengthening of agencies and departments involved in OSH	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Improving coordination between local, national, regional and international stakeholders involved in OSH interventions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Enhancing user awareness of OSH at the international, national, regional and local (industry) level	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Changing the working conditions of beneficiaries in specific supply chains	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

[Q9a] (Optional) In a few words, can you provide examples of meaningful results achieved by the VZF in your country or sector through these types of initiatives?

Appendix 10 – On-Line Survey Questionnaire (continued)

Q10. Which of the following statements best describes how the VZF operates in your country?

- | | |
|--|---|
| <input type="checkbox"/> The VZF operates as a standalone national programme that focuses on more than one global supply chain | <input type="checkbox"/> The VZF operates as part of a single or multi-country programme that focuses on a single global supply chain |
| <input type="checkbox"/> The VZF operates as part of a larger national programme that focuses on more than one global supply chain | <input type="checkbox"/> Don't know/I'd rather not say |

[Q10a] (Optional) In a few words, based on the answer you just provided, what would you say are the key strengths of the approach used by VZF to operate in your country?

[Q10b] (Optional) In a few words, based on the answer you just provided, what would you say are the constraints and challenges associated with the approach used by VZF to operate in your country?

Section 6. Efficiency of VZF Interventions

The following two questions deal with the efficiency of VZF interventions.

Q11. How useful a contribution would you say the VZF Steering Committee and the VZF Secretariat (at the global level) or the local project advisory committee/structure and the VZF project team (at the country level) have made in shaping the programme's approach, strategy and implementation in your country or sector?

- | VZF Steering Committee (at the global level)
or the local project advisory committee/structure
(at the country level) | VZF Secretariat (at the global level)
or the VZF project team
(at the country level) |
|---|--|
| <input type="checkbox"/> Very useful contribution | <input type="checkbox"/> Very useful contribution |
| <input type="checkbox"/> Moderately useful contribution | <input type="checkbox"/> Moderately useful contribution |
| <input type="checkbox"/> Marginally useful contribution | <input type="checkbox"/> Marginally useful contribution |
| <input type="checkbox"/> No contribution at all | <input type="checkbox"/> No contribution at all |
| <input type="checkbox"/> Don't know/I'd rather not say | <input type="checkbox"/> Don't know/I'd rather not say |

[Q11a] (Optional) What makes you say that?

[Q11b] (Optional) In a few words, what suggestions would you make to allow the VZF Steering Committee and the VZF Secretariat (at the global level) or the local project advisory committee/structure and the VZF project team (at the country level) to make a more useful contribution in the future?

Appendix 10 – On-Line Survey Questionnaire (continued)

Q12. How successful would you say the VZF has been at incorporating gender mainstreaming in its interventions in your country or sector?

Very successful

Not very successful

Moderately successful

Not successful at all

Don't know/I'd rather not say

[Q12a] (Optional) What makes you say that?

[Q12b] (Optional) In a few words, what suggestions would you make to allow the VZF to be more successful at incorporating gender mainstreaming in its interventions?

Section 7. Impact Orientation and Sustainability of VZF Interventions

The last three questions focus on the impact and sustainability of VZF interventions.

Q13. Based on your experience with the programme, please list and describe the key area(s) in which you feel the VZF has created or will probably create meaningful change in your country or sector.

[Q13a] (Optional) In a few words, what suggestions would you make to allow the VZF's interventions to have a larger impact in the future?

Q14. How likely or unlikely would you say it is that results achieved by the VZF in your country or sector will be maintained once the programme has ended?

Very likely

Somewhat unlikely

Somewhat likely

Very unlikely

Don't know/I'd rather not say

[Q14a] (Optional) What makes you say that?

[Q14b] (Optional) In a few words, what measures do you feel the VZF could take to ensure the results of its interventions are maintained (or even scaled up or replicated) in the future?

Appendix 10 – On-Line Survey Questionnaire (continued)

Q15. How large or small an effect would you say the COVID-19 pandemic will have on the impact and sustainability of the VZF's interventions in your country or sector?

Impact of the VZF's interventions	Sustainability of the VZF's interventions
<input type="checkbox"/> Very large effect	<input type="checkbox"/> Very large effect
<input type="checkbox"/> Moderately large effect	<input type="checkbox"/> Moderately large effect
<input type="checkbox"/> Small effect	<input type="checkbox"/> Small effect
<input type="checkbox"/> No effect at all	<input type="checkbox"/> No effect at all
<input type="checkbox"/> Don't know/I'd rather not say	<input type="checkbox"/> Don't know/I'd rather not say

[Q15a] (Optional) What makes you say that?

[Q15b] (Optional) In a few words, what suggestions would you make to allow the VZF to mitigate the effect of the COVID-19 pandemic on the programme's impact and sustainability?

Section 8. Comments

[Q0d] Before we conclude, do you have anything else to say about the project or this survey?

Section 9. Closing Words

Thank you very much for taking the time to answer. If you have any questions about this survey or about the evaluation, please email Ms. Maryvonne Arnould, International Consultant, at <maryvonne.arnould@advise.ca>.

Appendix 11 – Summary Analysis of Survey Results

Below are the results of the on-line survey conducted with a non-random sample of target respondents from Latin America, in support of the MTE. These respondents had been identified beforehand by the ILO evaluation team and were issued an invitation to fill out an English version of the questionnaire (shown in Appendix 10 of this report). The MTE evaluation team compiled all survey results to produce the tables below, and make relevant observations derived from the analysis. Answers in *italics* were originally provided in Spanish by the respondents and translated into English by the MTE evaluation team. Because survey uptake was very low, readers are cautioned against coming to broad conclusions on the sole basis of results discussed in this appendix.

Survey Uptake and Profile of Respondents

	n	%
• Number of email invitations successfully issued to targeted recipients [1]	45	100.0
• Number of respondents who accepted the invitation to fill out the survey	14	31.1
• Number of respondents who submitted a valid survey questionnaire [2]	12	26.7
• Number of respondents who filled out the survey questionnaire in full [3]	8	17.8

Notes:

1. A total of 46 email invitations were sent, but one was returned with an “undeliverable email” notice.
2. One respondent accepted the invitation and quit immediately, whereas another answered Q0b and then quit.
3. Four respondents dropped out at some point in the survey, i.e. after answering Q1, Q4, Q7 and Q12 respectively.

[Q0b] Which of the following categories best describes the capacity in which you are acting to answer the survey?

	n	%	Description and/or relevant CO or country
Member of ILO personnel	5	41.7	<ul style="list-style-type: none"> • “Mexico” • “México y Cuba” • “Sede” • “Oficina de la OIT para los Países Andinos – Oficina de Proyectos de la OIT de Colombia” • “America Central, Haiti, Republica Dominicana y Panama”
Member of an employers’ association	1	8.3	<ul style="list-style-type: none"> • Honduras (x3)
Member of a private sector company	3	25.0	<ul style="list-style-type: none"> • México (x2)
Member of a coffee sector organization [1]	2	16.7	
Other	1	8.3	<ul style="list-style-type: none"> • “Miembro de la comunidad académica del país”
Total	12	100.0	

Notes:

1. Includes one respondent whom the evaluation team decided to include in this category even though he or she had answered “Other,” as this person described himself or herself as “Miembro de la Federación Nacional de Cafeteros.”

MTE evaluation team’s observations:

- For comparison purposes, respondents can be divided into two groups, i.e. members of ILO personnel (42%) and other stakeholders (58%).

Appendix 11 – Summary Analysis of Survey Results (continued)

[Q0c] How familiar would you say you are with the VZF, its outcomes and its activities?

	ILO personnel		Other stakeholders		All respondents	
	n	%	n	%	n	%
Very familiar	3	60.0	0	0.0	3	25.0
Moderately familiar	2	40.0	4	57.1	6	50.0
Not very familiar	0	0.0	3	42.9	3	25.0
Not familiar at all	0	0.0	0	0.0	0	0.0
Don't know/I'd rather not say	0	0.0	0	0.0	0	0.0
Total	5	100.0	7	100.0	12	100.0

MTE evaluation team's observations:

- On the whole, ILO personnel are more familiar than other stakeholders with the VZF, its outcomes and its activities.
- Respondents who claim to be not very familiar include two members of a private sector company and one member of a country's academic community.

Relevance and Strategic Fit of VZF Interventions

Q1. How clear and realistic are the VZF's objectives to you?

	ILO personnel		Other stakeholders		All respondents	
	n	%	n	%	n	%
How clear?						
Very clear	4	80.0	4	57.1	8	66.7
Moderately clear	1	20.0	3	42.9	4	33.3
Not very clear	0	0.0	0	0.0	0	0.0
Not clear at all	0	0.0	0	0.0	0	0.0
Don't know/I'd rather not say	0	0.0	0	0.0	0	0.0
Total	5	100.0	7	100.0	12	100.0
How realistic?						
Very realistic	1	20.0	1	14.3	2	16.7
Moderately realistic	2	40.0	5	71.4	7	58.3
Not very realistic	2	40.0	1	14.3	3	25.0
Not realistic at all	0	0.0	0	0.0	0	0.0
Don't know/I'd rather not say	0	0.0	0	0.0	0	0.0
Total	5	100.0	7	100.0	12	100.0

(Optional) What makes you say that?

- *Difficulty working on OSH in Latin American and the Caribbean.*
- *In a country that doesn't have statistics and starts from scratch, it is difficult to make a big change, or at least measuring it.*
- *Addressing OSH from GSCs allows to generate collective actions to prevent work-related accidents and illnesses.*
- *In terms of OSH, there are many shortcomings in rural communities of small producers.*
- *It is difficult to prevent 100% of deaths from the entire process in the supply chain, some parts are not controlled by the employer.*
- *Regarding clarity, I don't know exactly the activities to achieve the goals and final results. Regarding realism, it involves many institutions, and the achievement of objectives depends on the understanding and empowerment of the subject by these institutions.*
- *They are specific to projects in the agricultural sector.*

MTE evaluation team's observations:

- On the whole, ILO personnel seem more inclined than other stakeholders to say that the VZF's objectives are clear to them, but less inclined to say that they are realistic.
- On the whole, respondents have a better perception of the VZF objectives' clarity than of their degree of realism.
- Respondents who claim that the VZF objectives are not very realistic include one ILO "sede" employee, one ILO employee at the "America Central, Haiti, Republica Dominicana y Panama" CO, and one member of a private sector company.

Appendix 11 – Summary Analysis of Survey Results (continued)

Q2. How close or loose a fit do you see between the type of support delivered by the VZF and the specific needs, demands and capacities of your country or organization?

	ILO personnel		Other stakeholders		All respondents	
	n	%	n	%	n	%
Very close fit	3	60.0	2	33.3	5	45.5
Moderately close fit	2	40.0	2	33.3	4	36.4
Moderately loose fit	0	0.0	0	0.0	0	0.0
Very loose fit	0	0.0	1	16.7	1	9.1
Don't know/I'd rather not say	0	0.0	1	16.7	1	9.1
Total	5	100.0	6	100.0	11	100.0

(Optional) What makes you say that?

- *The coffee supply chain is relevant; it influences the agricultural sector, where there are many gaps in OSH.*
- *They are developed and adapted according to the needs of the partners.*
- *It covers only GSCs and there are many needs in terms of OSH at the country level.*
- *Primary needs are addressed with an adequate focus on OSH issues.*
- *The support provided by the VZF is allowing the generation of information, data and tools necessary for the country.*
- *They have been adjusted to the national context.*
- *Because bases are being provided to promote safety at work.*
- *Lack of political will to implement the strategy.*
- *The issue of OSH, but on the list of priorities there are others more important and necessary for the coffee sector in Honduras.*

MTE evaluation team's observations:

- On the whole, even though respondent perceptions are generally positive, ILO personnel are more inclined than other stakeholders to perceive the existence of a close fit between the type of support delivered by the VZF and the specific needs, demands and capacities of their country or organization.
- Respondents who believe the fit is very loose or who don't know what to answer or would rather not say include one member of a coffee organization and one member of a country's academic community.

Q3. How large or small a space would you say the VZF has provided for consultations with stakeholders in your country or sector regarding the design of its interventions?

	ILO personnel		Other stakeholders		All respondents	
	n	%	n	%	n	%
Very large space	3	60.0	1	16.7	4	36.4
Moderately large space	0	0.0	1	16.7	1	9.1
Small space	1	20.0	3	50.0	4	36.4
No space at all	0	0.0	0	0.0	0	0.0
Don't know/I'd rather not say	1	20.0	1	16.7	2	18.2
Total	5	100.0	6	100.0	11	100.0

(Optional) What makes you say that?

- *Important consultation process, strengthening of the National Tripartite Council.*
- *The first tripartite dialogue process was established in Mexico and Honduras for coffee, plus several dialogue processes in Colombia.*
- *In the agricultural sector, particularly in the coffee sector, important spaces for interaction have been opened between the members of the supply chain, to address issues related to OSH.*
- *Little action has been taken in Honduras.*
- *I have only collaborated on a specific project, I do not know about the relationship with the other actors.*
- *It has been my experience; I do not know if it has been replicated in other scenarios.*
- *In my experience, I would have expected a greater space for participation and contribution, although I have heard that the spaces with other institutions have been greater.*

MTE evaluation team's observations:

- On the whole, respondent perceptions are mixed.
- ILO personnel are far more inclined than other stakeholders to report the existence of a large space provided by the VZF for consultations with country or sector stakeholders regarding the design of its interventions.
- Respondents who believe the space for consultations is small include one member of a private sector company, one member of a coffee organization and one member of a country's academic community.
- Respondents who don't know what to answer or would rather not say include one ILO "sede" employee and one member of a private sector company.

Appendix 11 – Summary Analysis of Survey Results (continued)

Q4. To what extent would you say the VZF has considered gender equality and inclusion issues in the design of its interventions?

	ILO personnel		Other stakeholders		All respondents	
	n	%	n	%	n	%
Very large extent	2	40.0	4	66.7	6	54.5
Moderately large extent	1	20.0	2	33.3	3	27.3
Small extent	1	20.0	0	0.0	1	9.1
No extent at all	0	0.0	0	0.0	0	0.0
Don't know/I'd rather not say	1	20.0	0	0.0	1	9.1
Total	5	100.0	6	100.0	11	100.0

(Optional) What makes you say that?

- *I don't know the specific activities, I don't know how to evaluate.*
- *Specific gender interventions were established in the dialogue processes and they are an essential part of the studies.*
- *The actions developed in the country have tried to include both women and men.*
- *In the case of our project, access to the course is the same for everyone, without preferences.*

MTE evaluation team's observations:

- On the whole, even though respondent perceptions are generally positive, ILO personnel are less inclined than other stakeholders to say the VZF has considered gender equality and inclusion issues in the design of its interventions.
- Respondents who believe the issues have been considered to a small extent or who don't know what to answer or would rather not say include one ILO "sede" employee and one ILO employee at the "Mexico" CO.

Coherence and Validity of Design of VZF Interventions

Q5. To what extent would you say the VZF's interventions are aligned with the policies and priorities of your country or organization?

	ILO personnel		Other stakeholders		All respondents	
	n	%	n	%	n	%
Very large extent	3	75.0	4	66.7	7	70.0
Moderately large extent	1	25.0	2	33.3	3	30.0
Small extent	0	0.0	0	0.0	0	0.0
No extent at all	0	0.0	0	0.0	0	0.0
Don't know/I'd rather not say	0	0.0	0	0.0	0	0.0
Total	4	100.0	6	100.0	10	100.0

(Optional) What makes you say that?

- *Strengthen ongoing actions and fill gaps.*
- *These are taken by the national authorities themselves in the three countries.*
- *It is focused on GSCs only.*
- *The prevention of occupational risk is everyone's responsibility.*
- *Since my organization is an issuer of coffee public policy it is very aligned, but in terms of the level of priority, there are possibly a couple of issues that have higher priority.*

MTE evaluation team's observations:

- On the whole, respondent perceptions are positive, and little difference is seen between the views voiced by ILO personnel and other stakeholders.

Appendix 11 – Summary Analysis of Survey Results (continued)

Q6. How large or small an effect would you say the COVID-19 pandemic has had on the VZF’s interventions in your country or sector?

	ILO personnel		Other stakeholders		All respondents	
	n	%	n	%	n	%
Very large effect	2	50.0	3	50.0	5	50.0
Moderately large effect	2	50.0	3	50.0	5	50.0
Small effect	0	0.0	0	0.0	0	0.0
No effect at all	0	0.0	0	0.0	0	0.0
Don’t know/I’d rather not say	0	0.0	0	0.0	0	0.0
Total	4	100.0	6	100.0	10	100.0

(Optional) What makes you say that?

- *Obviously, there was an impact, but we have the ability to adapt.*
- *Delayed some face-to-face training that we had in our work schedules.*
- *No interventions could be made in the field.*
- *The measures adopted in the country by the national government generate mobility and access restrictions for the beneficiary population.*
- *Especially because companies are now required to carry out their biosafety protocols.*
- *The demands have been turned to the attention of COVID-19 and, above all, employers have ignored the felt needs of workers, in relation to their working conditions.*
- *The pandemic has not allowed face-to-face activities to be carried out and has limited the feedback process, although the virtual medium was used very well to share the results of the study carried out on OSH in the coffee chain.*

(Optional) In a few words, how would you describe the measures taken by the VZF to adapt to the COVID-19 pandemic, and what do you think of these measures?

- *Elaboration of a prevention guide, which had a huge impact on the entire agricultural sector.*
- *Very good, the right solution to what we needed was given, which was to do on-line training.*
- *Very good through on-line training and on-line dialogue processes.*
- *I do not precisely know the measures taken by VZF regarding the COVID-19 pandemic.*
- *It has taken advantage of the different existing technological means to ensure the continuity of activities, in addition to generating tools that support the prevention and mitigation of the effects of COVID-19.*
- *In the specific case of the project that we developed, it was done through a virtual platform since people cannot be mobilized to attend face-to-face courses.*

MTE evaluation team’s observations:

- On the whole, respondent perceptions are positive, and no difference is seen between the views voiced by ILO personnel and other stakeholders.

Appendix 11 – Summary Analysis of Survey Results (continued)

Progress and Effectiveness of VZF Interventions

Q7. How involved would you say you or your organization are in the delivery of VZF interventions in your country or sector?

	ILO personnel		Other stakeholders		All respondents	
	n	%	n	%	n	%
Involved to a very large degree	3	75.0	1	16.7	4	40.0
Involved to a moderately large degree	1	25.0	2	33.3	3	30.0
Involved to a small degree	0	0.0	2	33.3	2	20.0
Not involved at all	0	0.0	1	16.7	1	10.0
Don't know/I'd rather not say	0	0.0	0	0.0	0	0.0
Total	4	100.0	6	100.0	10	100.0

(Optional) What makes you say that?

- *Project executors.*
- *I am the coordinator.*
- *We collaborate directly in the implementation of innovative strategies to improve OSH in the agricultural sector, particularly in coffee.*
- *Training is only one component of all VZF operations.*
- *The activities we carry out as an academy based on some prioritized groups.*

MTE evaluation team's observations:

- On the whole, even though respondent perceptions are generally positive, ILO personnel are far more inclined than other stakeholders to report they or their organization are involved in the delivery of VZF interventions in their country or sector.
- Respondents who claim being involved to a small degree or not being involved at all include two members of a private sector company and one member of a country's academic community.

Q8. How large or small a space would you say the VZF has provided for dialogue with stakeholders in your country or sector regarding the delivery of its interventions?

	ILO personnel		Other stakeholders		All respondents	
	n	%	n	%	n	%
Very large space	3	75.0	1	20.0	4	44.4
Moderately large space	1	25.0	2	40.0	3	33.3
Small space	0	0.0	0	0.0	0	0.0
No space at all	0	0.0	0	0.0	0	0.0
Don't know/I'd rather not say	0	0.0	2	40.0	2	22.2
Total	4	100.0	5	100.0	9	100.0

(Optional) What makes you say that?

- *Important consultation process, strengthening of the National Tripartite Council.*
- *The first tripartite dialogue process was established in Mexico and Honduras for coffee, plus several dialogue processes in Colombia.*
- *In the agricultural sector, particularly in the coffee sector, important spaces for interaction have been opened between the members of the supply chain, to address issues related to OSH.*
- *Little action has been taken in Honduras.*
- *I have only collaborated on a specific project, I do not know about the relationship with the other actors.*
- *It has been my experience; I do not know if it has been replicated in other scenarios.*
- *In my experience, I would have expected a greater space for participation and contribution, although I have heard that the spaces with other institutions have been greater.*

MTE evaluation team's observations:

- On the whole, even though respondent perceptions are generally positive, ILO personnel are far more inclined than other stakeholders to report the existence of a large space provided by the VZF for country or sector dialogue with stakeholders regarding the delivery of its interventions.
- Respondents who don't know what to answer or would rather not say include one member of a private sector company and one member of a country's academic community.

Appendix 11 – Summary Analysis of Survey Results (continued)

- Q9. The VZF expects to achieve meaningful results through the following six types of initiatives associated with occupational safety and health (OSH). Based on your experience with the programme, please select and rank the three types of initiatives that you feel have achieved the best results so far.

Initiatives aimed at...	ILO personnel		Other stakeholders		All respondents	
	n	%	n	%	n	%
First-best results so far						
Increasing knowledge, tools and methodologies on OSH	3	75.0	3	60.0	6	66.7
Changing OSH policy frameworks, rules and regulations	0	0.0	0	0.0	0	0.0
Institutional strengthening of agencies and departments involved in OSH	0	0.0	0	0.0	0	0.0
Improving coordination between local, national, regional and international stakeholders involved in OSH interventions	0	0.0	1	20.0	1	11.1
Enhancing user awareness of OSH at the international, national, regional and local (industry) level	0	0.0	1	20.0	1	11.1
Changing the working conditions of beneficiaries in specific supply chains	1	25.0	0	0.0	1	11.1
Total	4	100.0	5	100.0	9	100.0
Second-best results so far						
Increasing knowledge, tools and methodologies on OSH	0	0.0	0	0.0	0	0.0
Changing OSH policy frameworks, rules and regulations	1	25.0	0	0.0	1	11.1
Institutional strengthening of agencies and departments involved in OSH	1	25.0	2	40.0	3	33.3
Improving coordination between local, national, regional and international stakeholders involved in OSH interventions	2	50.0	2	40.0	4	44.4
Enhancing user awareness of OSH at the international, national, regional and local (industry) level	0	0.0	0	0.0	0	0.0
Changing the working conditions of beneficiaries in specific supply chains	0	0.0	1	20.0	1	11.1
Total	4	100.0	5	100.0	9	100.0
Third-best results so far						
Increasing knowledge, tools and methodologies on OSH	1	25.0	1	25.0	2	25.0
Changing OSH policy frameworks, rules and regulations	0	0.0	2	50.0	2	25.0
Institutional strengthening of agencies and departments involved in OSH	1	25.0	0	0.0	1	12.5
Improving coordination between local, national, regional and international stakeholders involved in OSH interventions	0	0.0	0	0.0	0	0.0
Enhancing user awareness of OSH at the international, national, regional and local (industry) level	1	25.0	1	25.0	2	25.0
Changing the working conditions of beneficiaries in specific supply chains	1	25.0	0	0.0	1	12.5
Total	4	100.0	4	100.0	8	100.0

(Optional) In a few words, can you provide examples of meaningful results achieved by the VZF in your country or sector through these types of initiatives?

- *Strengthening the articulation of actors, dissemination of knowledge in the three main coffee producing states, development of new products and OSH tools.*
- *Adoption of the first-ever OSH policies for the sector.*
- *1. Knowledge of OSH methodology and supply chains; 2. Local coordination mechanisms for OSH interventions; 3. Incorporation of risk management measures in the workplace.*
- *Through joint work between different entities, information has been created that allows decision-making, the creation of tools and instruments and the development of strategies to promote better safety and health at work.*
- *I know little about the other initiatives; I manage the initiative aimed at increasing knowledge through training.*
- *An example is that the intervention has brought to the table the issue of OSH in the country's coffee chain, something that is known to be important and necessary but had not been identified as a priority.*

MTE evaluation team's observations:

- On the whole, respondents seem to believe that the best results so far have been the product of initiatives aimed at increasing knowledge, tools and methodologies on OSH—a view equally shared by ILO personnel and other stakeholders.

Appendix 11 – Summary Analysis of Survey Results (continued)

Q10. Which of the following statements best describes how the VZF operates in your country?

	ILO personnel		Other stakeholders		All respondents	
	n	%	n	%	n	%
The VZF operates as a standalone national programme that focuses on more than one global supply chain	1	25.0	0	0.0	1	11.1
The VZF operates as part of a larger national programme that focuses on more than one global supply chain	1	25.0	1	20.0	2	22.2
The VZF operates as part of a single or multi-country programme that focuses on a single global supply chain	2	50.0	1	20.0	3	33.3
Don't know/I'd rather not say	0	0.0	3	60.0	3	33.3
Total	4	100.0	5	100.0	9	100.0

(Optional) In a few words, based on the answer you just provided, what would you say are the key strengths of the approach used by VZF to operate in your country?

- *Supplying lessons learned to other supply chains.*
- *Focusing on the GSC of different countries enables knowledge to be strengthened and the development of activities to have a greater impact.*
- *Given that I do not know how it works in the country, I think it is appropriate to socialize more widely with the different actors that can energize the strategy.*

(Optional) In a few words, based on the answer you just provided, what would you say are the constraints and challenges associated with the approach used by VZF to operate in your country?

- *Lack of statistics to measure impact.*

MTE evaluation team's observations:

- Answers gathered for this question suggest that at least one third of respondents did not grasp the question or possibly misunderstand the nature of the programme, as the VZF is not supposed to apply their selected mode of operation in Latin America. Furthermore, another third of respondents didn't know or would rather not say, including two members of a private sector company and one member of a country's academic community.

Appendix 11 – Summary Analysis of Survey Results (continued)

Efficiency of VZF Interventions

Q11. How useful a contribution would you say the VZF Steering Committee and the VZF Secretariat (at the global level) or the local project advisory committee/structure and the VZF project team (at the country level) have made in shaping the programme’s approach, strategy and implementation in your country or sector?

	ILO personnel		Other stakeholders		All respondents	
	n	%	n	%	n	%
VZF Steering Committee (at the global level) or the local project advisory committee/structure (at the country level)						
Very useful contribution	3	75.0	2	40.0	5	55.6
Moderately useful contribution	0	0.0	1	20.0	1	11.1
Marginally useful contribution	1	25.0	1	20.0	2	22.2
No contribution at all	0	0.0	0	0.0	0	0.0
Don’t know/I’d rather not say	0	0.0	1	20.0	1	11.1
Total	4	100.0	5	100.0	9	100.0
VZF Secretariat (at the global level) or the VZF project team (at the country level)						
Very useful contribution	3	75.0	3	60.0	6	66.7
Moderately useful contribution	0	0.0	1	20.0	1	11.1
Marginally useful contribution	1	25.0	0	0.0	1	11.1
No contribution at all	0	0.0	0	0.0	0	0.0
Don’t know/I’d rather not say	0	0.0	1	20.0	1	11.1
Total	4	100.0	5	100.0	9	100.0

(Optional) What makes you say that?

- *Thanks to the project, there is a “before” and an “after” in terms of OSH issues in the country and the sector.*
- *Decisions on activities and strategies are mainly made at the national level.*

(Optional) In a few words, what suggestions would you make to allow the VZF Steering Committee and the VZF Secretariat (at the global level) or the local project advisory committee/structure and the VZF project team (at the country level) to make a more useful contribution in the future?

- *More communications with partners, virtually or in person.*
- *Act on the members of the supply chain to define participation and specific goals for each link, so that a comprehensive action plan can be structured.*

MTE evaluation team’s observations:

- On the whole, respondents have a generally positive perception of the contributions made by the VZF Steering Committee and the VZF Secretariat (at the global level) or the local project advisory committee/structure and the VZF project team (at the country level) to shape the programme’s approach, strategy and implementation in their country or sector.
- Respondents who regard the contribution made by the VZF Steering Committee (at the global level) or the local project advisory committee/structure (at the country level) as being marginally useful, or who don’t know what to answer or would rather not say, include one ILO “sede” employee, one member of a coffee organization, and one member of a private sector company.
- Respondents who regard the contribution made by the VZF Secretariat (at the global level) or the VZF project team (at the country level) as being marginally useful, or who don’t know what to answer or would rather not say, include one ILO “sede” employee and one member of a private sector company.

Appendix 11 – Summary Analysis of Survey Results (continued)

Q12. How successful would you say the VZF has been at incorporating gender mainstreaming in its interventions in your country or sector?

	ILO personnel		Other stakeholders		All respondents	
	n	%	n	%	n	%
Very successful	2	50.0	1	20.0	3	33.3
Moderately successful	1	25.0	4	80.0	5	55.6
Not very successful	1	25.0	0	0.0	1	11.1
Not successful at all	0	0.0	0	0.0	0	0.0
Don't know/I'd rather not say	0	0.0	0	0.0	0	0.0
Total	4	100.0	5	100.0	9	100.0

(Optional) What makes you say that?

- *The generation of interventions to empower women in OSH aspects.*
- *The actions developed in the country have tried to include both women and men.*

(Optional) In a few words, what suggestions would you make to allow the VZF to be more successful at incorporating gender mainstreaming in its interventions?

- *Improve methodologies at the global level.*

MTE evaluation team's observations:

- On the whole, even though respondent perceptions are generally positive, ILO personnel voice more mixed views than other stakeholders regarding the degree of success with which the VZF has been incorporating gender mainstreaming in its country or sector interventions.
- The single respondent who believes the VZF has not been very successful at incorporating gender mainstreaming in its interventions is an ILO "sede" employee.

Impact Orientation and Sustainability of VZF Interventions

Q13. Based on your experience with the programme, please list and describe the key area(s) in which you feel the VZF has created or will probably create meaningful change in your country or sector.

- *Creation of an OSH culture in the coffee sector.*
- *Occupational safety and health.*
- *It has generated awareness about OSH, which is now regarded as a priority area for work by actors in the countries.*
- *1. Occupational safety; 2. Human rights; 3. Gender equity; 4. Social welfare; 5. Corporate social responsibility.*
- *Creation of capacities and information, design of tools, and contribution to the regulatory framework.*
- *Knowledge area.*
- *I believe that it can contribute in an important way to the coffee and sugar cane production chains, given its proximity to these sectors.*
- *Contribution to the design of a public policy on OSH in the Honduran coffee supply chain.*

(Optional) In a few words, what suggestions would you make to allow the VZF's interventions to have a larger impact in the future?

- *Have a larger team in the countries.*
- *Involve the government, private and social sectors with greater interaction, under common objectives.*
- *Achieve governmental and academic agreements to give dynamism and continuity to the processes.*
- *The design of the intervention or programme should be carried out in coordination with the sector institutions.*

MTE evaluation team's observations:

- Respondents voice a range of opinions about the key areas in which the VZF has created or will probably create meaningful change in their country or sector, and about suggestions that could be made to allow the programme's interventions to have a larger impact in the future.

Appendix 11 – Summary Analysis of Survey Results (continued)

Q14. How likely or unlikely would you say it is that results achieved by the VZF in your country or sector will be maintained once the programme has ended?

	ILO personnel		Other stakeholders		All respondents	
	n	%	n	%	n	%
Very likely	3	100.0	0	0.0	3	37.5
Somewhat likely	0	0.0	3	60.0	3	37.5
Somewhat unlikely	0	0.0	0	0.0	0	0.0
Very unlikely	0	0.0	1	20.0	1	12.5
Don't know/I'd rather not say	0	0.0	1	20.0	1	12.5
Total	3	100.0	5	100.0	8	100.0

(Optional) What makes you say that?

- *Results associated with world trade requirements.*
- *There are already interventions adopted by public and private actors in the chain.*
- *If the programmes developed reflect tangible benefits for the participants, then the practices will be adopted and can continue to be applied.*
- *Actions have been carried out jointly with the main players in the sector.*
- *I do not know about the other projects, but ours will finish on time.*
- *Workers' organizations can support the maintenance of good practices; now in Colombia we are preparing a technical regulation for the agricultural sector, which can strengthen these types of initiatives.*
- *Because OSH in the coffee chain is a new issue whose importance the stakeholders must understand, and because of the way it affects them and the impact it will have on the business in the short, medium and long term.*

(Optional) In a few words, what measures do you feel the VZF could take to ensure the results of its interventions are maintained (or even scaled up or replicated) in the future?

- *Important to link with social actors—workers and employers.*
- *Generate spaces to share and disseminate everything developed by the project.*
- *Share reports and successful cases about the programmes carried out and their benefits.*
- *Education and training on the subject, and sharing experiences and lessons learned with other sectors and countries to develop institutional capacities, and ensure support from senior management of the institutions involved.*

MTE evaluation team's observations:

- On the whole, even though respondent perceptions are generally positive, ILO personnel are far more inclined than other stakeholders to consider it likely that results achieved by the VZF in their country or sector will be maintained once the programme has ended.
- Respondents who consider it very unlikely that results will be maintained or who don't know what to answer or would rather not say include one member of a coffee organization and one member of a private sector company.

Appendix 11 – Summary Analysis of Survey Results (continued)

Q15. How large or small an effect would you say the COVID-19 pandemic will have on the impact and sustainability of the VZF's interventions in your country or sector?

	ILO personnel		Other stakeholders		All respondents	
	n	%	n	%	n	%
Impact of the VZF's interventions						
Very large effect	1	33.3	2	40.0	3	37.5
Moderately large effect	1	33.3	3	60.0	4	50.0
Small effect	1	33.3	0	0.0	1	12.5
No effect at all	0	0.0	0	0.0	0	0.0
Don't know/I'd rather not say	0	0.0	0	0.0	0	0.0
Total	3	100.0	5	100.0	8	100.0
Sustainability of the VZF's interventions						
Very large effect	1	33.3	3	60.0	4	50.0
Moderately large effect	0	0.0	2	40.0	2	25.0
Small effect	2	66.7	0	0.0	2	25.0
No effect at all	0	0.0	0	0.0	0	0.0
Don't know/I'd rather not say	0	0.0	0	0.0	0	0.0
Total	3	100.0	5	100.0	8	100.0

(Optional) What makes you say that?

- Because COVID-19 deals with an OSH risk, it actually increases opportunities and strengthens the impact of the project.
- Because COVID-19 has made all stakeholders more aware, the project is now in everyone's interest.
- Safety measures at work will be a priority issue.

(Optional) In a few words, what suggestions would you make to allow the VZF to mitigate the effect of the COVID-19 pandemic on the programme's impact and sustainability?

- It is important to have programmatic and budgetary flexibility to adapt to the urgent challenges in the case of disasters and emergencies.
- Extend the project for at least six months to complete activities as planned.
- Diversify interaction strategies between the actors to facilitate functional and effective means of operation, despite the limitations associated with the pandemic.

MTE evaluation team's observations:

- On the whole, respondents anticipate that the COVID-19 will have significant effects on both the impact and, to a somewhat larger extent, the sustainability of the VZF's interventions. ILO personnel appear to be slightly less pessimistic than other stakeholders regarding the gravity of these effects.

Final Comments

[Q0d] Before we conclude, do you have anything else to say about the project or this survey?

- The project is very timely.
- It is a project with a lot of impact, not only in the countries involved but in the whole Latin-American region.
- The project is of great relevance to the current OSH conditions in Mexico, particularly in the agricultural sector. Greater intervention is required to generate knowledge, technical competence, information and implementation of good practices.
- Proper follow-up and a clear and communicated exit strategy are key to ensuring greater impact.

Appendix 12 – Analysis of VZF Programme Models

Charac- teristics	Model 1	Model 2	Model 3
	One country, several GSCs	One GSC, several countries	“ONE ILO” – VZF as a component of a larger ILO programme, establishing a “integrated” approach to work in a GSC at country level
Countries	Lao PDR, Myanmar and Madagascar	Mexico, Honduras and Colombia	Ethiopia
Strengths	<ul style="list-style-type: none"> • A good model for projects that support the strengthening of institutional systems within a country; good practices from one sector can be adapted and applied to another sector. This is especially valuable in countries where the institutional systems are relatively weak. • In countries without other OSH projects, the VZF becomes the primary referent for OSH, which has helped position the programme in that country, and subsequently been a source for other ILO programmes to access expertise in OSH. • Ability to develop relationships with government and therefore facilitate cooperation. • Ability to undertake a thorough needs assessment through consultation with stakeholders. • Ability to provide technical assistance, expertise on OSH regulations and international standards and practices. 	<ul style="list-style-type: none"> • The economic significance of coffee for each country, as well as the existence of strong, large institutions that implement the production and marketing policies of the entire coffee chain in Colombia and Honduras (namely, the FNC and IHCAFE). • Opportunities for sharing of tools and experiences increase, thereby leading to improved programming and cost savings. • Greater ease at engaging the private sector (an exclusive focus on the private sector’s commodity across countries is attractive to enterprises). • Increased opportunities for learning; for example, lessons learned in the assessment of OSH drivers and constraints in Mexico facilitated drafting of the same report for Honduras (the Mexico report went through several technical and format revisions, while the Honduras report was a very strong document from the outset). • Several documents produced by Latin America could be globalized to benefit other countries and sectors. 	<ul style="list-style-type: none"> • Facilitates opportunities for collaboration among programmes and opens up opportunities for good inter-departmental collaboration at HQ level (for the first time LABADMIN/OSH provided technical support to improving some key methodologies used by SCORE and Better Work in relation to OSH; this had apparently been attempted for several years to no avail). Facilitation on the part of the VZF was key to making this happen. • In the case of Ethiopia, the VZF is a “young” programme, compared to SCORE and Better Work. Working with them has strengthened the position of the VZF both internally and externally, with the VZF now being recognized as one of the most prominent ILO programmes working in GSCs (e.g. reflected in official governing body documents). • Allows for better interventions; for example, the VZF benefits from research conducted by other programmes, or working jointly or in synergy with other initiatives (research conducted jointly with Better Work fed VZF studies, which allowed the latter to be more robust and solid). • A comprehensive approach is beneficial to all, as the outcomes of a specific project in OSH are strengthened (and made more sustainable) by outcomes in other, often linked, decent work areas.
Weaknesses	<ul style="list-style-type: none"> • Significant level of effort is required on the part of project team members to ensure that they are not spread too thinly and that a balance is struck between sectors. • Private sector engagement takes time, especially with more than one sector, since many of the stakeholders are different, and therefore the CTA requires sufficient time for adequate engagement and follow-up with private sector actors. • Collaboration with other programmes still takes place (in Myanmar, the VZF collaborates with Better Work and SCORE; in the Lao PDR, it collaborates with Better Work), but this calls for an additional effort on the part of the CTA. 	<ul style="list-style-type: none"> • Requires a large team (larger than the one currently in place according to KIIs) and strong coordination between different ILO offices, under different directors with different priorities. • Scope of the project becomes limited and focused on that specific commodity, which might hinder opportunities for working outside that GSC (the project is seen as “the coffee project” and not so much as “the OSH project”), which can limit opportunities to work at the institutional level, or even in the case of Mexico, in labour inspection and EII. 	<ul style="list-style-type: none"> • In the case of Ethiopia, being a “younger” initiative compared to long-established programmes like Better Work and SCORE, the VZF was still testing its model. At times, it proved difficult to implement the latter the way VZF staff wanted to without getting pulled into Better Work- or SCORE-specific work.

Appendix 12 – Analysis of VZF Programme Models (continued)

Charac- teristics	Model 1	Model 2	Model 3
	One country, several GSCs	One GSC, several countries	“ONE ILO” – VZF as a component of a larger ILO programme, establishing a “integrated” approach to work in a GSC at country level
Success factors	<ul style="list-style-type: none"> • Preparations made in the inception phase. • Tripartite commitment towards OSH. • OSH issues are relatively uncontroversial. • Early recruitment of key staff and high staff retention, as well as having one national officer located in South Shan State for the ginger supply chain. • Enhanced coordination among tripartite constituents (project embedded within the OSH Project Portfolio and in its tripartite Project Consultative Committee (PCC)). The platform for higher-level tripartite dialogue offered by the National Tripartite Dialogue Forum serves as an independent tripartite consultative body on labour-related topics at the national level. It is chaired by the Union Minister of MoLIP with 9 representatives each from MoLIP, workers’ organizations and employers’ organizations. 	<ul style="list-style-type: none"> • The constraint (see below) of the amount of work for a large geographical area did contribute to a success factor, namely stronger coordination efforts with the ILO Regional Office in Latin America. 	<ul style="list-style-type: none"> • Availability of funding that enabled an integrated approach, and commitment from ILO management at all levels. However, according to sources examined in the desk review, closer examination is warranted to measure the model’s effectiveness and impact, relative to traditional project-based approaches, as well as its replicability in other contexts.
Constraints/ inhibiting factors	<ul style="list-style-type: none"> • Delays in start-up following inception. • General lack of qualified trainers in Myanmar. • Price volatility of agricultural products. • In Myanmar, the VZF is closely working with MoLIP as the OSH country data are either not reliable (meaning they need to be reviewed) or not up to date. 	<ul style="list-style-type: none"> • There is a considerable amount of work for a reduced team. The large geographical scope of this project required the VZF to engage in stronger internal coordination efforts, involving three different ILO offices and, externally, with three different local (national) tripartite constituents. This resulted in a slightly longer inception phase. • The design of this project was strongly informed by the findings of the Colombian study on drivers and constraints for OSH improvements in the coffee supply chain, which was conducted in 2017. The hypothesis was that conditions prevailing in Colombia would largely be mirrored in the other countries, especially at producer level. However, in light of the results of the assessment of drivers and constraints in Mexico, and based on initial consultations with stakeholders in both Mexico and Honduras, it became clear that these initial outputs and activities would need to be adapted to the different contexts and specific needs of the Mexican and Honduran constituents. 	<ul style="list-style-type: none"> • The preference of some donors for projects that have a narrower focus was raised as a possible barrier to a more widespread application of this “integrated” approach. Such donors might signal an interest to address a specific dimension of, say, a child labour issue in a particular country, and be unwilling to also work on enabling factors that might require a broader range of responses. The project can then become the sole responsibility of a specific ILO unit, resulting the loss of opportunity for a broader organizational response. This raises a dilemma for the ILO— in a competitive funding climate, it is hard to maintain a stubborn stance against “being donor-driven,” especially when there is a unit in the ILO that specializes in the solution that the donor wants.

Appendix 12 – Analysis of VZF Programme Models (continued)

Charac- teristics	Model 1	Model 2	Model 3
	One country, several GSCs	One GSC, several countries	“ONE ILO” – VZF as a component of a larger ILO programme, establishing a “integrated” approach to work in a GSC at country level
Human resources	<ul style="list-style-type: none"> The project is managed by a STO who directly supervises a team of four project staff. These include two national officers in charge of supporting the STO in day-to-day implementation of all related technical and logistical aspects in each supply chain (ginger, and garments and textiles); one administrative and finance assistant in charge of providing operational support to the STO and national officers; and one driver. All project staff are based at the ILO Yangon office, except for one national officer in charge of implementing activities in the ginger supply chain, who is based in Taunggyi, Shan State. 	<ul style="list-style-type: none"> VZF interventions are managed by a project manager based in the ILO CO in Mexico. A national programme coordinator is posted in Colombia, but receives no administrative support from the VZF (some funds are allocated by the Colombian Ministry of Labour to cover costs). There is no staff for Honduras; VZF activities in this country are handled by the project manager in Mexico. Local resource mobilization strategies were deployed to adequately roll out the project. In Colombia, these efforts have been successful, with the Ministry of Labour providing resources that strengthen the project’s activities under Outcome 3. Using these funds, the ILO Office in Colombia has recruited an administrative assistant who will also provide support to the VZF national officer in Colombia. The assistant is not a part of the VZF project staff, but counts as an ILO contribution to the project. 	<ul style="list-style-type: none"> Managed by a CTA responsible for supervising all administrative, operational and technical aspects, and for implementing various programme interventions. The CTA also prepares technical and progress reports, in addition to coordinating with CTAs associated with other relevant programmes or projects in Ethiopia. The CTA reports to the Director of the ILO Office in Addis Ababa. The CTA is supported by technical officers responsible for overseeing and managing the implementation of programme components. Technical officers, national programme coordinators, enterprise/factory advisors and administrative assistants will also be recruited to help achieve project goals. According to the desk review, project staff are based in Addis Ababa and in Hawassa and Mekelle.
Budget	<ul style="list-style-type: none"> Myanmar: US\$ 1.7 million Lao PDR: Initial VZF funding through contributions by the EU (US\$ 800,000), which allowed the project to budget for a 24-month period. In August 2019, the project received an additional US\$ 400,000 from the EU, increasing its total budget to US\$ 1,200,000. The additional funding made it possible to extend the project until December 2020. 	<ul style="list-style-type: none"> US\$ 1.9 million (budget US\$ 1.8 million and ILO co-financing of EUR 155,412 = EUR 1,955,412) 	<ul style="list-style-type: none"> US\$ 5.1 million

Appendix 13 – Lessons Learned and Best Practices

ILO Lesson Learned Template

Project Title: Vision Zero Fund – Collective Action for Safe and Healthy Supply Chains

Project TC/SYMBOL: GLO/16/50/MUL, GLO/17/53/EUR, MMR/16/51/MUL, LAO/17/50/EUR, ETH/17/01/MUL, RLA/18/08/EUR, GLO/19/07/EUR, GLO/18/58/FRA, MDG/17/50/FRA

Name of Evaluators: Maryvonne Arnould and Paul McAdams

Date: October 2020

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

LL Element	Text
Brief description of lesson learned (link to specific action or task)	The COVID-19 pandemic has raised awareness about the importance of OSH in the workplace. The versatility with which the VZF addressed the pandemic demonstrates a level of adaptation to national needs and an ability to globally coordinate actions to ensure greater protection of workers.
Context and any related preconditions	The COVID-19 pandemic caused a global disruption of the economy in all sectors, and GSCs are not exempt from its effects. The pandemic resulted in factories shutting down, in VZF project staff not being able to engage with constituents, in difficulties establishing virtual connections with country stakeholders (in some cases), and in travel restrictions that halted interventions in the field.
Targeted users/beneficiaries	All stakeholders have been affected by the pandemic, but the reallocation of funds and measures to increase safety at work directly affects the female and male workers in enterprises where there are VZF interventions, as well as their families.
Challenges/negative lessons – Causal factors	The pandemic caused delays in the implementation of interventions, which are now slowly being rescheduled. Furthermore, the monitoring of interventions, and therefore measuring progress towards the results as described in the VZF RBM framework, are delayed as well.

Appendix 13 – Lessons Learned and Best Practices (continued)

<p>Success/positive Issues – Causal factors</p>	<p>Despite the pandemic, the VZF Secretariat was well placed to pivot and adjust to the situation for several reasons: 1) COVID-19 was an economic disaster but also a health issue and an opportunity to respond quickly to an emergency situation; and 2) at the global and country levels, with its ongoing projects, the VZF was regarded as a trusted partner to manage activities related to COVID-19, all of which put the programme in a good position to address to urgent needs in the field and demonstrate how flexible it could be to respond to unexpected emergencies.</p> <p>At the global level funding was swiftly reallocated to address country requests and needs, in line with the COVID-19 situation.</p>
<p>ILO Administrative Issues (staff, resources, design, implementation)</p>	<p>Since the effects of the pandemic will likely affect the global economy for the foreseeable future, any future VZF planning must include measures to swiftly react to situations such as this.</p>

ILO Lesson Learned Template

Project Title: Vision Zero Fund – Collective Action for Safe and Healthy Supply Chains

Project TC/SYMBOL: GLO/16/50/MUL, GLO/17/53/EUR, MMR/16/51/MUL, LAO/17/50/EUR, ETH/17/01/MUL, RLA/18/08/EUR, GLO/19/07/EUR, GLO/18/58/FRA, MDG/17/50/FRA

Name of Evaluators: Maryvonne Arnould and Paul McAdams

Date: October 2020

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

LL Element	Text
<p>Brief description of lesson learned (link to specific action or task)</p>	<p>The amount of knowledge, tools, guidelines, research, good practices and lessons learned from the VZF’s global and country interventions is significant, which makes a positive contribution to the global debate on OSH. Both the effective consolidation and management of this information and VZF’s increased ability to effectively communicate findings can be strengthened considerably through better knowledge management and through the deployment of a communications strategy.</p>
<p>Context and any related preconditions</p>	<p>At global and national levels, the VZF is one of many actors operating in a large playing field addressing issues of decent work. With OSH gaining attention as an issue of international debate in GSCs, the VZF has an opportunity to position itself as a key actor in moving the debate forward.</p>

Appendix 13 – Lessons Learned and Best Practices (continued)

Targeted users/beneficiaries	While all stakeholders benefit from improved knowledge management and a clear communications strategy, the international brands/private sector actors in GSCs stand to benefit from recognizing the potential advantages of improving OSH in GSCs. Other stakeholders, such as governments and social partners, also benefit from access to information that helps strengthen their understanding of OSH and their ability to use tools, research and guidelines created with the VZF’s resources.
Challenges/negative lessons – Causal factors	Since a communication strategy was not in place from the beginning, it is challenging to properly “brand” the VZF, as its projects and types of interventions in different GSCs in various countries continue expanding.
Success/positive Issues – Causal factors	VZF country-level interventions are replete with success stories that should be shared with a wider audience. Positive results at enterprise and country levels have been described and speak to the project’s impact and sustainability.
ILO Administrative Issues (staff, resources, design, implementation)	<p>The VZF would benefit from a central repository of information online. While the programme does have a dedicated website, much information about it is accessible through a number of other websites. Easier access to research, tools, guidelines, lessons learned and good practices would be beneficial to the VZF.</p> <p>Administrative implications include staff to design and develop a website, develop a communication strategy, and gather, package and share information.</p>

Appendix 13 – Lessons Learned and Best Practices (continued)

ILO Emerging Good Practice Template

Project Title: Vision Zero Fund – Collective Action for Safe and Healthy Supply Chains

Project TC/SYMBOL: GLO/16/50/MUL, GLO/17/53/EUR, MMR/16/51/MUL, LAO/17/50/EUR, ETH/17/01/MUL, RLA/18/08/EUR, GLO/19/07/EUR, GLO/18/58/FRA, MDG/17/50/FRA

Name of Evaluator: Maryvonne Arnould and Paul McAdams

Date: October 2020

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

GP Element Text

<p>Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)</p>	<p>Research in Latin America on the link between improvements in OSH and productivity seeks to strengthen the business case for OSH interventions. The research will analyze and quantify the extent of increases in productivity in the coffee GSC brought about by improvements in OSH.</p> <p>The research links directly to VZF’s Strategic Outcome 1: Strengthened global, regional and national enabling environments for the promotion of safe and healthy working conditions in targeted GSCs. The research also supports the VZF’s collective action strategy.</p>
<p>Relevant conditions and context: limitations or advice in terms of applicability and replicability</p>	<p>The research provides a detailed methodology and uses software (Vivid) to collect and analyze data. With adequate resource allocation to research, the methodology for the study can be adapted and replicated to other country contexts and other GSCs.</p>
<p>Establish a clear cause-effect relationship</p>	<p>The research establishes a direct link between improvements in OSH and an increase in productivity.</p>
<p>Indicate measurable impact and targeted beneficiaries</p>	<p>The impact of this best practice is in its ability to strengthen the business case for OSH, thereby serving as an added aspect to convince private sector stakeholders of the benefits of addressing OSH in the GSCs in which they operate.</p>
<p>Potential for replication and by whom</p>	<p>With sufficient resources and the need to conduct such research, it can be replicated to support private sector involvement in other countries/GSCs.</p>

Appendix 13 – Lessons Learned and Best Practices (continued)

Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO’s Strategic Programme Framework)	Data gathered from the research can feed into other work from the ILO’s <i>Safety + Health for All</i> Flagship Programme and contribute to global statistics on OSH.
Other documents or relevant comments	Mogrovejo, R., P. Flores, A. Torres, and J. Barradas. <i>Seguridad y Salud en el Trabajo y su Impacto en la Productividad: Modelo de Medición de Intervenciones en Centros de Trabajo Agrícola</i> . First draft. International Labour Organization. August 2020. (Safety and health at work and its impact on productivity. Model for measuring interventions in agricultural work centers.)

ILO Emerging Good Practice Template

Project Title: Vision Zero Fund – Collective Action for Safe and Healthy Supply Chains

Project TC/SYMBOL: GLO/16/50/MUL, GLO/17/53/EUR, MMR/16/51/MUL, LAO/17/50/EUR, ETH/17/01/MUL, RLA/18/08/EUR, GLO/19/07/EUR, GLO/18/58/FRA, MDG/17/50/FRA

Name of Evaluator: Maryvonne Arnould and Paul McAdams

Date: October 2020

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

GP Element Text

Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	The ILO commissioned an Outcomes and Practices Assessment (OPA) to inform the design and implementation of Phase II of Myanmar’s VZF project, through providing the project team with information and evidence that will allow for a better understanding of the factors, successes and shortcomings in the adoption of good OSH practices during Phase I.
Relevant conditions and context: limitations or advice in terms of applicability and replicability	The OPA covers the entirety of Phase I of the project, from May 2017 until April 2020, including activities in both the ginger and garment GSCs (i.e. assessments, design of interventions, implementation of interventions, monitoring, and adoption of materials, tools and practices).
Establish a clear cause-effect relationship	Results of the OPA will directly contribute to the design and implementation of Phase II, and as such be of significant benefit to all stakeholders.

Appendix 13 – Lessons Learned and Best Practices (continued)

Indicate measurable impact and targeted beneficiaries	The study examined key internal and external factors that influence or inhibit the adoption of good OSH practices. Recommendations put forward include the relevance of strengthening OSH in GSCs to improve productivity; strengthening the capacity of service providers to disseminate OSH and behavioural change through local leadership and support mechanisms; institutionalizing organizational structures to build a comprehensive OSH system across supply chains; and recognizing the important role of female leadership in driving OSH adoption. Recommendations were also put forward on a data collection strategy.
Potential for replication and by whom	With sufficient resources and the need to conduct such research, it can be replicated in other countries/GSCs.
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO’s Strategic Programme Framework)	Data gathered from the research can feed into other work from the ILO’s <i>Safety + Health for All</i> Flagship Programme and contribute to global statistics on OSH, in particular in the ginger and garment GSCs.
Other documents or relevant comments	Vision Zero Fund. <i>Outcomes and Practices Assessment</i> . International Labour Organization. April 2020.

ILO Emerging Good Practice Template

Project Title: Vision Zero Fund – Collective Action for Safe and Healthy Supply Chains

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Name of Evaluator: Maryvonne Arnould and Paul McAdams

Date: October 2020

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

GP Element Text

Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	Harmonization to align national RBM frameworks with the VZF RBM framework was achieved through a participatory process, which resulted in a coherent and consistent approach to data collection.
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Appendix 13 – Lessons Learned and Best Practices (continued)

Relevant conditions and context: limitations or advice in terms of applicability and replicability	The participatory process engaged the VZF Secretariat with ILO COs to ensure alignment of national RBM frameworks. Given that some countries were nearing completion of their first phase, the mapping exercise of the RBM frameworks was done to ensure that second phases were in line with the VZF framework at ILO country level.
Establish a clear cause-effect relationship	Alignment between RBM frameworks will facilitate a consistent approach to M&E, and thereby streamline ILO’s ability to synthesize OSH data and use evidence-based information to support OSH strategies in GSCs.
Indicate measurable impact and targeted beneficiaries	Alignment of the RBM frameworks will benefit all levels of stakeholders, providing them with clear insight on measurable changes that take place as a result of VZF interventions.
Potential for replication and by whom	The collaborative process between ILO COs and the VZF Secretariat could be replicated in other ILO projects with similar structures.
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO’s Strategic Programme Framework)	The VZF RBM framework is aligned with the ILO’s <i>Safety + Health for All</i> Flagship Programme.
Other documents or relevant comments	VZF RBM framework and country ILO RBM frameworks.

Appendix 13 – Lessons Learned and Best Practices (continued)

ILO Emerging Good Practice Template

Project Title: Vision Zero Fund – Collective Action for Safe and Healthy Supply Chains

Project TC/SYMBOL: GLO/16/50/MUL, GLO/17/53/EUR, MMR/16/51/MUL, LAO/17/50/EUR, ETH/17/01/MUL, RLA/18/08/EUR, GLO/19/07/EUR, GLO/18/58/FRA, MDG/17/50/FRA

Name of Evaluator: Maryvonne Arnould and Paul McAdams

Date: October 2020

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

GP Element Text

Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	The use of Implementation Agreements (IAs) strengthens partner commitment and ownership, thereby contributing to increased sustainability, impact, and a greater degree of collective action.
Relevant conditions and context: limitations or advice in terms of applicability and replicability	IAs help to enhance partner commitment and ownership. Developing IAs can be time-consuming; however, notwithstanding potential implementation challenges, experience in the Lao PDR demonstrates that it represents an investment to promote ownership and commitment among project partners, as well as accountability for interventions. IAs require time to develop and a willingness of partners to adhere to the agreement.
Establish a clear cause-effect relationship	IAs can be the first step towards integrating interventions into the existing institutional and service delivery structures of a partner organization, thus enhancing sustainability of activities and results.
Indicate measurable impact and targeted beneficiaries	The impact of such agreements could be further enhanced by including specific commitments on coordination and synergies with other actors.
Potential for replication and by whom	This is a good practice that can be replicated in other VZF countries, regardless of the GSC.
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	

Appendix 13 – Lessons Learned and Best Practices (continued)

<p>Other documents or relevant comments</p>	<p>The Lao PDR has provided examples of IAs with the Ministry of Health (Department of Hygiene and Health Promotion); the Lao National Chamber of Commerce and Industry (LNCCI), the Ministry of Labour and Social Welfare (MoLSW), the Lao Federation of Trade Unions (LFTU), and the Department of Labour and Social Welfare of Champasak Province.</p> <p>Concept note for the IA with the Lao Coffee Association (LCA)</p>
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ILO Emerging Good Practice Template

Project Title: Vision Zero Fund – Collective Action for Safe and Healthy Supply Chains

Project TC/SYMBOL: GLO/16/50/MUL, GLO/17/53/EUR, MMR/16/51/MUL, LAO/17/50/EUR, ETH/17/01/MUL, RLA/18/08/EUR, GLO/19/07/EUR, GLO/18/58/FRA, MDG/17/50/FRA

Name of Evaluator: Maryvonne Arnould and Paul McAdams

Date: October 2020

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

GP Element Text

<p>Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)</p>	<p>A comprehensive training model approach on OSH was used in the Lao PDR, which includes a blend of technical (“classroom”) learning; field visits and collective/practical reflection; the development of a follow-up plan; support to apply learning in practice; and follow-up monitoring through labour inspection systems (in garment factories) and local training partners (among OSH-trained farmers).</p>
<p>Relevant conditions and context: limitations or advice in terms of applicability and replicability</p>	<p>This training approach requires adequate time to plan, in a participatory manner, to ensure the engagement of all stakeholders, in particular the training partners.</p> <p>The training matched the stakeholders’ learning needs, as approaches and material were tailored to local learning preferences.</p>
<p>Establish a clear cause-effect relationship</p>	<p>Monitoring reports following the training indicate that participants applied OSH knowledge and practices acquired to date.</p>

Appendix 13 – Lessons Learned and Best Practices (continued)

<p>Indicate measurable impact and targeted beneficiaries</p>	<p>The project model of combining technical learning with hands-on application and follow-up planning and monitoring was well regarded by beneficiaries. Training participants interviewed by evaluation further welcomed the use of visual images and simple messages in training materials, which in turn reflects feedback from stakeholders, showing project learning and adaptability.</p>
<p>Potential for replication and by whom</p>	<p>Replication by training partners takes time, but is an effective strategy to ensure sustainability. Ongoing coaching, mentoring and the enabling of mutual support and learning networks all have a role to play in ensuring that training implemented by/through partner agencies leads to effective and sustained outcomes.</p> <p>With sufficient resources and the need to conduct such research, this process can be replicated in other countries/GSCs.</p>
<p>Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO’s Strategic Programme Framework)</p>	<p>In the ILO Programme & Budget 2020-2021, the project directly contributes to Outcome 7: Adequate and effective protection at work for all. In particular, the project will work towards achieving Output 7.2: Increased capacity of Member States to ensure safe and healthy working conditions.</p>
<p>Other documents or relevant comments</p>	<p>Progress report on OSH training delivered to coffee farmers in two model villages of the Padong District (2019).</p> <p>Vision Zero Fund Lao PDR. Occupational Safety and Health in Agriculture. Training session material for coffee farmers (Sessions 2 to 13, in PDF and PowerPoint presentation deck format). International Labour Organization. [Not dated]. Modules deal with OSH, good agricultural practices, ergonomics, storage and handling of materials, biological hazards, physical environment, biological hazards, environmental protection, and welfare facilities).</p> <p>Eleven training posters.</p>

Appendix 13 – Lessons Learned and Best Practices (continued)

ILO Emerging Good Practice Template

Project Title: Vision Zero Fund – Collective Action for Safe and Healthy Supply Chains

Project TC/SYMBOL: GLO/16/50/MUL, GLO/17/53/EUR, MMR/16/51/MUL, LAO/17/50/EUR, ETH/17/01/MUL, RLA/18/08/EUR, GLO/19/07/EUR, GLO/18/58/FRA, MDG/17/50/FRA

Name of Evaluator: Maryvonne Arnould and Paul McAdams

Date: October 2020

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

GP Element Text

Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	In Madagascar, an “OSH First Task Force” consisting of 12 labour inspectors and directors was created in 2018, as a means of strengthening the capacities of labour inspectors to undertake labour inspections, especially with respect to OSH.
Relevant conditions and context: limitations or advice in terms of applicability and replicability	<p>To begin, the Task Force received training consisting in access to online resources, training, and tools on OSH, as well as a field visit.</p> <p>Task Force trainers then transferred their learning by providing training to the remaining members of the labour inspectorate. A training curriculum was used and adopted by the national school of administration.</p> <p>The Task Force received additional training on OSH in the construction sector.</p>
Establish a clear cause-effect relationship	Training members of the Task Force had clear benefits, as the entire labour inspection team was subsequently trained by them.
Indicate measurable impact and targeted beneficiaries	<p>The benefit of such training lies with the strengthened capacities of labour inspectors, and consequently the improved quality of labour inspections carried out that address OSH issues in enterprises that are visited.</p> <p>An important contribution resulting from this initiative has been the development and adoption of an OSH five-year plan of action to facilitate coordinated and joint action by stakeholders in the OSH system. Additionally, results from the training contributed towards the mobilization of a complete capacity-building programme for labour inspection, enabling over 12,000 people to gain access to social security.</p>
Potential for replication and by whom	With sufficient resources and the need to conduct such research, this process can be replicated in other countries/GSCs.

Appendix 13 – Lessons Learned and Best Practices (continued)

Upward links to higher ILO Goals (DWCPs Country Programme Outcomes or ILO’s Strategic Programme Framework)	
Other documents or relevant comments	