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Safety + Health for All Workers in South Asia

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ABBREVIATIONS

ABITA	Assam Branch Indian Tea Association
ACMS	Assam Chah Mazdoor Sangha
AI	Implementing Agencies
AIOE	All India Organization of Employers Federation of India (EFI)
ANTUF	All Nepal Federation of Trade Unions
CCPA	Coordination Committee of Planters' Association
CII	Confederation of Indian Industry
CISTA	Confederation of Indian Small Tea Growers Organizations
CTCF	Central Tea Cooperative Federation
CWC	Ceylon Workers Congress
DGFASLI	Directorate General of Factory Advice Service & Labour Institutes
DWT	Decent Work Team
EFC	The Employers' Federation of Ceylon
EFI	Employers Federation of India (EFI)
FHAN	Federation of Handicraft Association of Nepal
FNCCI	Federation of Nepalese Chambers of Commerce and Industries
FPRW	Fundamental Principles and Rights at Work
GEFONT	General Federation of Nepalese Trade Union
ITA	Indian Tea Association
LJEWU	Lanka Jathika Estate Workers Union
MOLE	Ministry of Labour and Employment
MOLESS	Ministry of Labour, Employment and Social Security
NIOSH	National Institute of Occupational Safety and Health
NIPM	National Institute of Plantation Management
NTUC	Nepal Trade Union Congress
OSH	Occupational Safety and Health

OSHE	Occupational Safety and Health and Working Environment
OSHPN	Occupational Safety and Health Professional Organization
PHDT	Plantation Human Development Trust
TPR	Technical Progress Report
WIND /WISE	WIND (Work Improvement in Neighbourhood Development) and WISE (Work Improvement in Small Enterprises)

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EXECUTIVE SUMMARY

BACKGROUND & CONTEXT	
Summary of the project purpose, logic and structure	<p>The long-term objective/goal of the project is “a conducive policy environment at national, provincial and municipal level together with an effective social dialogue platform at the field level, where management and workers can collaboratively promote a safe and healthy working environment”. The three immediate objectives are:</p> <p>1. <u>Generating and sharing knowledge</u> on constraints and opportunities to improve the safety and health of workers and prevention discrimination in the plantation sector; 2. <u>Strengthening national and local institutions</u> to better promote and protect the safety and health of plantation workers in India, Nepal and Sri Lanka; and 3. <u>Developing or strengthening workplace and industry level practices</u> and initiatives to promote the safety and health of workers. There are a total of 6 key outputs to contribute to achieving the immediate objectives (2 for each of the objectives).</p>
Present situation of the project	The Project was closed on 31 December 2024.
Purpose, scope and clients of the evaluation	<p>The evaluation’s purpose is to provide an objective assessment of the Project’s progress on the achievement towards the project’s development objectives and performance based on the Project’s results framework. The chronological scope is to assess and evaluate the Project’s entire period from December 2020 – to December 2024. The geographical scope is India, Sri Lanka and Nepal.</p> <p>The clients are the principal tripartite stakeholders, namely the Governments, Employers’ and Workers’ organisations and ultimate beneficiaries in the three countries; ILO staff; and the development partner/donor agency.</p>
Methodology of evaluation	<p>The methods used to gather data include documentation review; briefing sessions; Key Informant Interviews (KII); Focus Groups Discussions (FGDs); Field observations and Questionnaire Survey.</p> <p>The Project Manager and Interim Coordinator, and project NPCs briefed the evaluation team through virtual (online) sessions. The KIIs and the FGDs were undertaken face-to-face in the three countries. Field observations was an important element, in particular when visiting tea plantation estates, tea and cardamom factories, health clinics. The questionnaire survey was sent to project staff. To ensure credibility and validity of the results, methodological triangulation of the data/information from the various above-mentioned methods was applied, i.e. information received was cross-checked from more than one source – as an integral part of the whole data collection and processing/analysis phase.</p>
MAIN FINDINGS & CONCLUSIONS	Relevance and coherence

a) The Project has been **relevant**. Consistency was found with ILO “Flagship Programme Safety + Health for All” and its 4 pillars; the occupational safety and health needs in the three countries and target areas, sectors and enterprises; as well as the priorities of ILO tripartite constituents and plantation workers and small growers/workers - the latter being informal economy workers, and not earlier been “targeted” in OSH awareness raising events or training.

b) The Project also has **coherence** through its contributions to the implementation of two ILO OSH Fundamental Conventions 155 and 187; its Global Strategy on OSH; and the ILO Programme & Budget (2020-21 which was the programme at the time the Project was set up). There is also coherence vis-à-vis the SDG No.8 (economic growth and especially decent work for all), SDG No. 5 (gender quality) and SDG No. 10 (reduced inequalities). Furthermore, the Project is in line with the DWCP in the respective three countries. There is no evidence of synergy with *other* UN agencies, or with NGOs.

Effectiveness

The Project is assessed to have been **effective, overall** – as the evaluation has shown that it has been able to produce the vast majority of the Outputs, and contribute to all three Outcomes. The Project had a slow start and faced a number of challenges. However, in a short time span between mid 2023 and December 2024 a number of developments and events took place. It has addressed lack of awareness, knowledge and practices on OSH in the plantation sector. Capacity building, often through participatory approaches, of all involved stakeholders, has been the main vehicle to motivate changes. The message has been conveyed that workers (women and men) have a *fundamental right* to safe and healthy working conditions – hence improvements must be made to avoid accidents, injuries and diseases.

National policies and programs: The Project has raised awareness among stakeholders about the two OSH conventions C155 and C187 in all three countries the fact that ILO in 2022 declared OSH as a core convention and one of the Fundamental Principles of Rights. Much effort has been placed on developing national and state OSH profiles, policies and programmes together with the tripartite partners. *Examples* of good results are: India: 1) OSH programmes were developed at state levels (Assam and West Bengal) - integrating policy directives with practical implementation; 2) Nepal: A draft OSH programme was submitted to the MoLESS and a national OSH tripartite committee has been formed - and FNCCI and trade unions have also set up OSH “promotion” committees; 3) Sri Lanka: A final OSH policy and programme was submitted to the government and a National OSH profile was developed.

Capacity development: Capacity building was a major component of the Project. It included raising awareness and imparting knowledge about OSH, through Training of Trainers/cascading training, among high-level government officials; labour inspectors; administrators, and unions and cooperatives, at national, provincial/district - as well as managers and workers at estate/enterprise levels. All in all, 25643 (F:15445 and M:10198) persons have benefited from outreach and

participated in training events on OSH, including on-the job at enterprise/plantation/field level.

Studies undertaken: Studies were commissioned to increase knowledge and *guide* the project implementation. Legal Gap Assessments on law and practices were undertaken in all countries. In Nepal, the Project undertook a ‘diagnostic study in tea and cardamom sectors’, with the Department of Labour and Occupational Safety. In Sri Lanka the National Institute of Occupational Safety and Health undertook a ‘diagnostic study on the tea, coconut, and plantation sectors’. The Project supported the Employment Federation Ceylon in undertaking a study on ‘ergonomics, time, and motion’ in the tea plantation sector to identify and explore the various health risks within 10 critical jobs. In India the planned diagnostic study in the plantation sector had to be dropped from the work plan as a result of discussions held with the Government in 2022. The activity was replaced with consultations on OSH with stakeholders in different sectors.

Efficiency

It has been assessed that the level of efficiency in relation to the use of resources was **satisfactory** and the results generally justified the costs. Regarding financial resources, it is worth mentioning that the budget delivery was not optimal as resources could not be fully spent in the end and that no funds could be spent on joint meetings with the three countries, to share knowledge, good practices and experience. The utilization of human resources has been problematic in all three countries i.e. there was an unusual high staff turnover disrupting continuity of project implementation causing some loss of continuity and appreciation of the original intent of the Project.

It has also been assessed that ILO field and Headquarters, Specialists and the Flagship Programme management team in Geneva have supported the Project’s implementation - which has been crucial, in mitigating the adverse effects of the high staff turnover issues and, in particular, in helping to find solutions and achieving results. The Project has benefited from an overall coordination in the implementation among the respective ILO country offices in Delhi, Kathmandu and Colombo and the Decent Work Teams; the ILO Headquarters and the ILO regional office in Bangkok.

Impact

The project has been able to generate **good impact** despite the delays and short time that was devoted to actual implementation at the workplace level in plantations. The fact that most safety measures at enterprise/factory level were not costly, and constitute relatively easy fixes, enabled the Project to get the managers’ consent to “enter” into the privately owned and closed tea gardens/estate plantations and generate impact on OSH - for which it should be given credit. It has also worked with Small Tea Growers/farmers who are ‘unprotected’ in terms of their enterprises not being part of the formal economy. According to the ILO this is the first time that it has been able to work on capacity-building and institutional processes specifically on workplace safety in the tea plantations - and contribute to working women and men being represented in **OSH committees**, enabling their voices to be heard.

The improvements made at **enterprise/factory** are many and cannot be listed here (see chapter 3.6.) but they range from using protective gear when working in the fields and inside factories; making improvements of tea leaves collecting baskets; cleanliness of toilets; installing fire extinguishers; fire exits and drills; using stools to climb on to reach machines placed at higher level; ensuring daylight in factories or adequate lighting and maintenance; and safeguards around machines. The evaluation found that in many cases both female and male members of the OSH committees in the work places expressed appreciation for the changes made, and have often suggested the improvements and/or taken part in materialising them with the managements. The evaluations' assessment is however that it is too early to know if the OSH committees will continue to function as intended in the long term - and if knowledge and attitudes will be *internalised* among managers and workers and have a significant impact on the workers' health and safety.

Members of **Small grower societies** have also reported on changes made after participating in training such as learning about safe practices with respect to handling certain chemicals, and keeping them separate – and extending the OSH activities to encompass even their local neighbourhoods and public places.

The Project's title includes both safety and health. The evaluation found that **health issues were to a much less extent addressed**, compared to safety.

Sustainability

The aim of the Project has been to address immediate OSH concerns in workplaces through the establishment of systems, structures and practices for safety and health and for them to be *sustained*. The following are **some interesting examples of potential sustainability**:

In India, DGFASLI (Assam, the State Labour Department), India, has initiated a year-long sectoral programme on OSH that may also benefit workers in the tea plantations; and the State Labour Department has issued a circular on strengthening OSH data collection, accident reporting and follow up: The Municipality in Suryodaya, Ilam district in Nepal is implementing an OSH model that has the potential to be replicated and become sustainable also in other municipalities and will be followed-up under ILO Nepal's regular budget. The NIPM in Sri Lanka has included OSH into its programme, in nine training programmes, and *specifically targeted estate managers*, across tea, rubber, and coconut plantations. The PHDT is now addressing OSH in its health services and is seeking its Board's support to *also work with small growers*. The trade union CWC is planning to continue OSH training and cover 1,417 divisions. The EFC has enriched its training course on OSH for employers with a better understanding after the interaction with the estate workers involvement in OSH Committees.

To what extent knowledge and new attitudes about health and safety will be “internalised” among stakeholders, and especially at workplaces, remains a question that should be followed-up.

Challenges

All projects face some problems and challenges. In the case of the Safety + Health for All in South Asia, it was found that the Project had more than its fair share. The *main* challenges were late approval of the India component; Covid pandemic; very high turnover of staff in the Project (and within governments); severe economic crisis in Sri Lanka; elections in Nepal hindering the engagement of constituents; and the donor's funding arrangement for the Project that hindered continuity of the implementation as the 3-year budgeted funds were only given one year at a time.

Cross-cutting concerns

Regarding cross-cutting concerns such as capacity development, International Labour Standard, norms, social dialogue and tripartite representation, the **Project has performed well**. It has also been mindful of non-discrimination, however, one aspect of non-discrimination was not addressed, namely 'disability'. Disability was not mentioned in the Project Document it is an important consideration of ILO's policies.

Regarding gender equality concerns the Project did not conduct any specific gender analysis or develop a gender strategy on how to work with gender equality issues which is surprising in view of the fact that *2 of the 6 key outputs* in the LFA specifically mention that focus is on "women workers". Still, much **effort was made to raise awareness and appreciation for the situation of women workers**. Training and promotional materials highlight the fact that female workers in the plantation industry are more vulnerable and more at risk in terms of safety and health than male workers. Links between gender-based violence and OSH, and preventive strategies are explained in the training methodology and materials used. In its strategic meetings with the Project's implementing agencies (trade unions, cooperatives) the discussions have been held on women's work, OSH challenges and sexual harassment. The project also **insisted and ensured that training events and all OSH committees include women**. At the higher organisational level of the Project, the evaluation found that the importance of gender mainstreaming and the need to focus on working women due to their vulnerability was quite appreciated. At local work place levels, involved in the Project, the evaluation's findings are that the work on gender issues had not made much of a dent and that *attitudes hindering improved health and working conditions of women workers* prevail.

RECOMMENDATIONS, LESSONS LEARNED AND GOOD PRACTICES

Recommendations

1. Addressed to the ILO and tripartite stakeholders. Priority: High. Resources: Medium–High. Timing: Immediate or within 6 months.

The tripartite constituents and ILO should follow-up to what extent new OSH practices and systems (and attitudes) are "internalised" at workplaces and the impact on workers' safety is sustained also in the long term.

2. Addressed to the ILO and the tripartite stakeholders. Priority: High. Resources: Medium– High. Timing: Within 6 – 12 months.

ILO should make more effort in promoting/explaining a broader appreciation of the gender concepts to the tripartite partners – including identifying the social dynamics between men and women, and their respective roles and needs, as well as the division of labour. The Partners should appreciate that the gender equality is not equal to “women participation” in committees and training events.

3. Addressed to the ILO. Priority: Medium. Resources: Medium-High. Timing: within 12 months.

The ILO should consider utilizing the experience gained from engaging Small Growers Associations in the plantation sector - to develop technical cooperation initiatives and support to Self-help Groups and *widen* the support to not only focus on OSH, but also entrepreneurship development to strengthen their bargaining power, increase incomes and enhance livelihoods.

4. Addressed to the ILO. Priority: Medium. Resources: Low. Timing: Immediate or within 6 months

The Project has had unusually many changes of staff and the ILO should examine what the reason for this was, and make efforts as much as possible to avoid such a situation in future projects.

5. Addressed to the ILO. Priority: Medium. Resources: Low. Timing: When new projects are to be implemented.

When commissioning implementing agencies (e.g. trade unions/workers organisations) to act as Implementing Agencies, ILO and the IAs should ensure that:

- a. They possess the technical knowledge and capacity required for the tasks, if beyond *advocacy*. If not adequate – certain tasks should be given to external consultants, or ILO experts; and
- b. The tasks in Implementing Agreements can realistically be undertaken and completed within the set timeframe.

6. Addressed to the ILO and tripartite stakeholders. Priority: High. Resources: Medium. Timing: When new projects are to be implemented.

Disability is an important consideration of ILO’s policies as a part of non-discrimination and should be included in technical cooperation projects, with clear strategies on how to include persons in target groups who have disabilities.

Main lessons learned and good practices

Lessons learned (see section 6 for details)

1. All technical cooperation projects should, as a general “rule”, have 6 months *dedicated* as inception period after CTAs/project managers are on board.
2. Manage expectations and drawing Implementation Agreement plans that realistically can be completed within the time period, especially when starting work in new areas.

Good practices (see section 6 for details)

1. Applying participatory approaches in Training of Trainers of tripartite stakeholders including field visits to factories and work areas in rural/agricultural areas/plantation sector.

2. Organising self-evaluations and award ceremonies for winners of competitions on best and most innovative work of OSH committees.

BACKGROUND

1.1 THE CONTEXT

Tea constitutes an important part of the agricultural production in **India**, and India is the second largest tea producer in the world, after China.¹ The production amounts to 23 per cent of the global tea production in 2024. The industry employs around 1.16 million workers directly, and almost an equal number of people are provided livelihoods, indirectly. About 52 per cent of the tea production is generated by small tea growers who have emerged as important tea producing actors. The plantation sector also involves coffee production.

Tea and cardamom are the major exporting products of **Nepal**. In 2023, the tea exports were worth 30 million USD, while cardamom exports were worth 61 million US. During the harvest/picking season, up to 350,000 workers are employed in the tea sector, most of them as seasonal or daily workers. Around 100,000 workers are found in processing cardamom units and 61,000 farmers in cardamom production, primarily from family farm-based enterprises covering 21,960 families (source: Project progress report, October 2024).

The plantation industry in **Sri Lanka** is still also significant being the largest employer in the country – although almost 50,000 workers have left the industry during the past five years. It involves tea, coconut and rubber plantations. In 2022, the tea export alone was worth 1.1 billion USD. The plantation industry employs more than 2.5 million people, with smallholders cultivating about 60 per cent. The Regional Plantation Companies (RPC) employ over 115,000 workers in large estates. More than 1 million people live in these estates, many who are dependents as family members to the employed workers.

Tea estates are home to workers and their families, who reside within the premises and work in the plantations and in the factories. About 10 -15 per cent of the workers work in the factories while majority workers 85 per cent work in the field. Women and men have quite diverse roles in the tea sector/industry. Inside the estate tea plantations, *female* workers are mainly involved in harvesting the tea leaves and are typically paid once in 15 days with virtually no prospect of promotion or opportunity to find work outside the plantations.² They are also the primary caretakers of family members, the dependents, including elderly who reside in the plantations. The problems related to housing, water and sanitation, nurseries/schools and health services are numerous. *Male* workers, who mainly work with clearing, spraying insecticides, manuring and pruning, are increasingly leaving the plantations and factories in search of other work and incomes - an opportunity which mostly is not open for women. Those men who remain within plantations can earn monthly incomes in the tea factories. Supervisors in the tea estates in Assam, India, for instance were reported to be given monthly salary and in addition other employment benefits.³

Plantation workers in all three countries are subjected to many health hazards and safety risks in their workplaces. Common OSH risks and hazards in the *field* are exposure to agrochemicals, challenging terrains and extreme weather conditions, no sanitation (toilets) and drinking water facilities, risk of snake bites, insect stings and encounters with wildlife. Common OSH risks and hazards in *factories* are exposure to dust extreme heat from kilns, noise, electrical hazards from exposed wires and the physical strain of carrying heavy loads, updated machinery in often poorly managed workplaces with inadequate ergonomics.

1.2 PROJECT DESCRIPTION – SOME BASIC FACTS

The Project under evaluation is part of **the overall ILO Flagship Programme Safety and Health for All in South Asia**, which promotes the fundamental right to a safe and healthy working environment at national, regional and global levels. It works to improve the safety and health of workers and aims at strengthening national OSH frameworks and thereby bring about improvements of safety and health of

¹ Source: “Safety + Health for All Workers in India – Key Achievements”, ILO, October 2024,

² In Assam, India, workers are to be paid on the basis of daily wages as per the price policy of the government of India.

³ Source: KII with Secretary ABITA, Dibrugarh.

workers the plantation sector in India, Nepal and Sri Lanka. The project has targeted tea plantation managers and workers, tea factories, small holder tea growers to participate in various project activities. Implementation has been undertaken at national/central, provincial/district and local levels.

Geographical coverage

The field implementation has taken place in the following areas: **India:** The states of Assam, West Bengal, Kerala and Tamil Nadu; **Nepal:** Policy –work at federal level and field level interventions at Ilam, Panchthar, Dhankuta, Jhapa, and Taplejung districts; and **Sri Lanka:** Badulla, Avissawella, Nuwara Eliya, Ratnapura, Kegalle and Galle districts.

Project budget, duration and start up

The **official project start date was 23 December 2020**, and the initial duration 3 years - with a budget of 3 million USD. In mid-2022, the donor agency granted the Project additional funds of USD 800,000. In October 2023, the Project was granted a “no cost” extension until 31 December 2024. However, the operations did not take off until 1 June 2021 at the time when a CTA/Project Manager was recruited on a *part time* basis. In India, the Project had a late start, with implementation speeding up only after an additional NPC was recruited in June 2023.

Project objectives

The **long-term objective/goal** is “a conducive policy environment at national, provincial and municipal level together with an effective social dialogue platform at the field level, where management and workers can collaboratively promote a safe and healthy working environment”.

The three **immediate objectives** are:

- Generating and sharing knowledge on constraints and opportunities to improve the safety and health of workers and prevention discrimination in the plantation sector;
- Strengthening national and local institutions to better promote and protect the safety and health of plantation workers in India, Nepal and Sri Lanka; and
- Developing or strengthening workplace and industry level practices and initiatives to promote the safety and health of workers, in the plantation sector in India, Nepal and Sri Lanka, notably through improved representation (including ‘voice’) of workers in the smallholdings and of women workers.

The matrix below is a simplified Logical Framework Analysis (LFA) Matrix, created on the basis of the information provided in the Project Document, the “steering” document. The terms used here are the same as in the Project Document (Overall objective, Immediate objectives, Outputs, Activities). It shows the **immediate objectives** that contribute to the **overall goal** and the **6 key outputs** contributing to achieving the immediate objectives. Each of the 6 outputs are reached through a number of **activities**.

Table 2. Logical Framework Analysis (LFA) framework

OVERALL OBJECTIVE		
Conducive policy environment at national, provincial and municipal level together with an effective social dialogue platform at the field level, where management and workers can collaboratively promote a safe and healthy working environment		
IMMEDIATE OBJECTIVES		
1. Generating and sharing knowledge on constraints and opportunities to improve the safety and health of workers and prevention of discrimination in the plantation sector	2. Strengthening national and local institutions to better promote and protect the safety and health of plantation workers in India, Nepal and Sri Lanka	3. Developing or strengthening workplace and industry level practices and initiatives to promote the safety and health of workers, in the plantation sector in India, Nepal and Sri Lanka, notably through improved representation (including ‘voice’) of workers in the smallholdings and of women workers.

OUTPUTS contributing to the Immediate Objectives		
<p>Output 1.1. Constraints and opportunities for the improvement of occupational safety and health of tea workers and prevent discrimination in the three target countries are identified and recommendations for interventions are integrated in the project strategy.</p> <p>↑ Activities contributing to output 1.1(India: 2 activities changed/dropped)</p>	<p>Output 2.1. National and/or provincial OSH systems are enhanced in order to extend access for tea workers and enterprises to systems and services that support prevention and protection against OSH hazards and risks.</p> <p>↑ Activities contributing to output 2.1</p>	<p>Output 3.1. Sector level initiatives to promote the safety and health of plantation workers, with a focus on women workers, are supported.</p> <p>↑ Activities contributing to output 3.1</p>
<p>Output 1.2. Regional peer learning and sharing of good practices is fostered</p> <p>↑ Activities contributing to output 1.2</p>	<p>Output 2.2. Labour compliance frameworks in participating countries are improved</p> <p>↑ Activities contributing to output 2.2</p>	<p>Output 3.2. Workplace actions are supported to improve the safety and health of tea workers, with a special focus on women workers</p> <p>↑ Activities contributing to output 3.2</p>

The Project stakeholders are:

India

Government; Ministry of Labour and Employment (MOLE); Department of Labour and Welfare of Assam and West Bengal; Directorate General of Factory Advise and Labour Institutes (DGFASLI); and Tea Board India.

Employers/private sector

- Indian Tea Association;
- Bhartiya Cha Parishad;
- Annamalai Planters Association;
- United Planters Association of South India;
- All India Organization of Employers;
- Employers Federation of India;
- Coordination Committee of Planters' Association;
- Confederation of Indian Small Tea Growers Organizations
- Planters Association of Tamil Nadu;
- All Bodoland Small Tea Growers Association
- Kerala and Jalpauguri District Small Tea Growers Association; and
- Labour Progressive Federation, Tamil Nadu.

Workers/Trade unions

It also engaged 2 Central Trade Unions, and their state branches, affiliated unions

- AITUC, INTUC, CITU, HMS, SEWA, LPF, UTUC, ACMS, BMS, AICCTU, AIUTUC, NFITU;
- Assam Chai Mazdoor Sangh (ACMS)⁴ (affiliated with the Indian National Trade Union Congress (INTUC));
- BMS – Kerala, state office of the central trade union;
- Bharatiya Mazdoor Sangh
- UTUC (11 centres);
- Small Growers Associations and their confederations;
- Confederation of Indian Industry (CII); and
- Two Small Tea Growers Associations: JDSTA and ABSTGA.

Nepal

Government: Ministry of Labour, Employment and Social Security (MOLESS), Department of Labour and Occupational Safety (DoLOS), Occupational Safety and Health Centre, and Suryodaya Municipality.

Employers' organisations: Federation of Nepalese Chambers of Commerce and Industries (FNCCI); Central Tea Cooperatives Federation (CTCF) and Federation of Handicraft Association of Nepal (FHAN)

Worker/Trade unions

- Joint Trade Unions Coordination Committee (JTUCC) (Umbrella organization for trade union and representing the as tripartite constituent member;
- All Nepal Federation of Trade Unions (ANTUF);
- Nepal Trade Union Congress (NTUC);
- General Federation of Nepalese Trade Union (GEFONT);
- Occupational Health and Safety professionals Nepal (OSHNP); and
- MS environment and Engineering Pvt.Ltd, Nepal.

Sri Lanka

Government organisations

Ministry of Labour (Industrial Safety Division of Department of Labour); National Institute of Occupational Safety and Health (NIOSH); National Institute of Plantation Management (NIPM); Plantation Human Development Trust (PHDT) (under Ministry of Plantations but with a *tripartite* Board).

Employers' organisations: The Employers' Federation of Ceylon (EFC)

Worker/Trade unions: Ceylon Workers Congress (CWC) and Lanka Jathika Estate Workers Union (LJEWU).

Project beneficiaries

It is noted that there is no clear definition of *beneficiary* and *target group* neither in the Project Document, nor the technical progress reports (TPR). However, it is understood from Annex 6 in the TPRs that direct/ultimate beneficiaries are individuals (women, men) at plantation/agricultural sector

⁴ The ACMS is one of the largest trade unions in Asia and represents the tea garden workers of Assam. ACMS is affiliated with INTUC.

and workplace level who have participated (e.g. in trainings events and workshops) and have benefitted from the Project's activities in various ways.

Project management and coordination, and project team members

These are the staff posts in the project when writing this report: One Interim Coordinator; Two National Project Coordinators (NPCs) and one Admin/Finance officer in India; One NPC, and one Admin/Finance Assistant in Nepal; and One NPC, and one Admin/Finance assistant in Sri Lanka.

Administration, technical support

Technical support has been provided by the Senior OSH Specialist based in Delhi (as well as more one-off support from other Specialists including the labour standards Specialist in Delhi and labour inspection and OSH specialist based in Geneva. The Project is administered by DWT/CO New Delhi. OSHE Branch is the technical unit for the project. The M&E and other technical/operational support is extended by the Programme and Operations team of the OSHE Branch since the project is part of the Safety+Health for All Flagship programme.

2 EVALUATION PURPOSE AND METHDOLOGY

2.1 PURPOSE, SCOPE, CLIENTS AND OBJECTIVES

This is the final report of the internal Final Evaluation of the *Safety and Health for All Plantation Workers in South Asia* project implemented in India, Nepal and Sri Lanka - herein referred to as “the Project”. The project is decentralised, and administered by the ILO New Delhi office and operated in **close** cooperation with the tripartite constituents in the three respective countries.

The evaluation’s **purpose** is to provide an objective assessment of the Project’s progress on the achievement towards the project’s development objectives and performance based on the Project’s results framework. It should recommend improvements of project management and inform future interventions – and build knowledge on the emerging practices and lessons learned. The findings and recommendations are intended to inform future actions to promote a safe and healthy working environment in South Asia and beyond.⁵

The **chronological scope** of the evaluation is to assess and evaluate the Project’s entire period from December 2020 – to December 2024. The **geographical scope** is India, Nepal and Sri Lanka.

The **clients** of this evaluation are the principal tripartite stakeholders, namely the Governments, Employers’ and Workers’ organisations and ultimate beneficiaries in the three countries; ILO staff; and the development partner/donor agency. An evaluation team of four persons have conducted the evaluation. The team consists of an international evaluator (team leader) and three national consultants residing in India, Nepal and Sri Lanka, respectively.

This section outlines the methodology that was applied during the evaluation. The **evaluation team** consisted of four persons: an international evaluator (team leader) and three national consultants working in the respective countries.

2.2 EVALUATION CRITERIA AND QUESTIONS

The following **key evaluation questions**, sorted under each **evaluation criteria**⁶, have guided the evaluation’s data gathering process and analysis:

Evaluation questions and data sources

The following key evaluation questions, sorted under each evaluation criteria, have guided the evaluation’s data gathering process and analysis.⁷

Relevance and strategic fit

- To what extent was the Project consistent with: a) Key needs, demands and priorities of ILO constituents (government, employers, and workers) and b) National occupational safety and health (OSH) priorities and needs in target areas, sectors and enterprises?
- To what extent are the objectives/outcomes, outputs and activities consistent with the “Flagship Programme Safety + Health for All?”
- To what extent did the project remain flexible and responsive, within their overall scope, to concerns of gender equality, non-discrimination and protection of vulnerable groups?

Coherence

- How is the Project contribution to the ILO Decent Work Country Programmes, Sustainable Development Goals – particularly Goal 8, and relevant ILO Conventions?

⁵ Source: Terms of Reference (ToR).

⁶ These criteria are agreed upon, internationally, for evaluations of development programmes/projects.

⁷ NB: Some of the evaluation questions of the ToR have been slightly rephrased, only in order to be “open-ended” (not leading).

- To what extent are they complementary with other interventions and strategies of the ILO at the global, country, regional / provincial and enterprise levels?

Validity of project design

- To what extent was the a) Project design adequate to meet project objectives and identified outcomes? and b) Does the Project's Results Framework link the outputs to the intended outcomes and objectives?
- To what extent are the project outcomes aligned with the priorities of the Flagship Programme Safety + Health for All?
- To what extent did the project a) Adequately consider the gender dimension in the Project Document, Monitoring and Evaluation Plan, and interventions and b) How was this achieved?

Effectiveness

- To what extent has the project achieved the desired results (outcomes and outputs)? What were the main internal and external constraints/challenges faced by the project during implementation? What were the key success factors, and were there any results achieved that were not foreseen in the initial project design?
- To what extent were the stakeholders involved in the implementation of the projects and to what extent has national ownership been ensured? Are they satisfied with the quality of the activities and products delivered?
- To what extent were country interventions successful in reaching (benefitting) end beneficiaries (vulnerable workers)? Have they all benefited equally from the interventions?

Efficiency

- To what extent has the project received adequate political, technical and administrative support from a) ILO and b) the implementing partners?
- How well are the project's resources (human, financial and technical) being managed to ensure timely, cost effective and efficient delivery of Project results?
- What alternate actions could the project have done to better manage its resources?

Potential impact

- To what extent has the Project set up actions and mechanisms that will ensure the achievement of long-term effects?
- To what extent has the project strengthened the institutional capacity (service and policy) of the government, employers' and workers' organizations in promoting safe and healthy working environment for all workers)?
- What observed trends (if any) have been found in e.g. changes in attitudes, skills, institutions, living conditions that could be attributed to project interventions?

Contributions to sustainability

- To what extent has the Project contributed to net benefits that will likely, or are likely to continue?
- What mechanisms and actions did the Project put in place to ensure ownership of the project's results at the country, regional/province and enterprises level?
- To what extent are the planned results of the project likely to be durable and can be maintained or even scaled up or replicated by other partners/within the same sectors in other countries or within the same country into other (similar) sectors?
- Does the project have an adequate exit strategy?

Regarding cross-cutting issues

- To what level has the project taken into account, and *integrated* gender equality in the project?

2.3 METHODOLOGY

The evaluation has applied a **mixed methods approach** to collect both **qualitative and quantitative data/information**.

Methods applied

The **methods** used to gather data and information include documentation review; briefing sessions; Key Informant Interviews (KII); Focus Groups Discussions (FGDs); Field observations and Questionnaire Survey (for project staff).

The **documentation review** phase included developing data collection instruments and writing the Inception report. Important data sources are the key documents are the Project Document; Work Plans, Technical Progress Reports; the independent Mid-term Evaluation report of the ILO Flagship programme Safety + Health for All; budgets and expenditure statements; Project Monitoring Frameworks, Implementation Agreements with donor and stakeholders; project promotional materials and training materials/guides.

The Interim Coordinator, and project NPCs **briefed the evaluation team** through virtual (online) sessions. The **KIIs** and the **FGDs** were undertaken face-to-face in the three countries. **Field observations** was an important element, in particular when visiting tea plantation estates, tea and cardamom factories, health clinics/hospitals. The **questionnaire survey** was sent to project staff at a later stage of the data collection phase – to enable capturing remaining information.

The topics addressed by the evaluation related to perception and knowledge; processes; contents of the Project under evaluation; achievements; systems; work environment; challenges; and stakeholders' visions of longer-term development and sustainability.

To **ensure credibility and validity** of the results, **methodological triangulation** of the data/information from the various above-mentioned methods was applied, i.e. information received was cross-checked from more than one source – as an integral part of the whole data collection and processing/analysis phase.

Sampling of project sites and participants, and criteria

Regarding the **sampling of project sites and people** to participate in KII and FGD - this was **purposive** and done in consultation with the Project staff. To the extent possible, the evaluation team, through triangulation, made efforts to **mitigate any bias** arising from a purposive sampling.

The **criteria for selecting the sites and beneficiaries** for the field visits were: The sites included successful, medium and less successful project achievements and involvement of beneficiaries. Both women and men took part in the interviews and FGDs. Persons of ethnic groups and minorities, and vulnerable groups participated in interviews and FGDs.

Evaluation team's field visits

The evaluation has visited tea estate plantations, tea factories, cardamom packaging and processing plants, and small tea growers meeting places and fields, in the following geographical areas:

- **India:** Guwahathi, Udalguri, Dibrugarh.
- **Nepal:** Kathmandu, Jhapa and Ilam.
- **Sri Lanka:** Colombo, Badulla, Rawela, Ratnapura, Kalutara, Galle, Nuwara Eliya, Talawakelle, Hatton

The **team leader** visited all three countries during **three weeks** (5-6 days in each country), between **18 November – 6 December 2024**, for meetings and interviews with ILO staff; interviews with key

informants; focused discussions with various groups of stakeholders and beneficiaries during field visits.

The evaluation had **key informant interviews** with 117 persons (83 M; 34 F), and **Focus Groups Discussions** involving 186 persons (115 M; 71 F). The team has visited a number of estate factories and tea plantations and had meetings with small holder farmers at individual farms (see the full list of persons interviewed and consulted in Annex 4).

Data Analysis

The collected qualitative data from primary sources were drawn from the interviews and FGDs and were subject to thematic content analysis (i.e. determining patterns, categories and themes). The quantitative data was drawn from secondary sources, with references. The data was organised and interpreted to determine any links with the evaluation's objectives – and presented in a logical way in the evaluation report. The steps have involved transcription, organisation, validation of the data. The preliminary findings were presented in the **Stakeholder workshop on 20th December 2024**, followed by a Q&A session. The comments put forward by the participants are addressed in this final report.

When assessing the relevance and validity of the Project's design, implementation and follow-up, the evaluation has been mindful of integration (mainstreaming) of gender equality and discrimination issues in the Project as well as the other cross-cutting concerns mentioned in this report.

Limitations and Mitigating Strategies

The evaluation team experienced difficulties in accessing certain documentation from the project component in India during the data collection phase, however once *acquired*, there are no particular limitations that have hindered the evaluation results.

Evaluation Schedule

The evaluation was conducted between October 2024 and early February 2025 (Annex 2. Evaluation Time Schedule, for details).

3 MAIN FINDINGS

This chapter accounts for findings related to each of the evaluation criteria (relevance and coherence; effectiveness; efficiency; impact and sustainability), followed by some of the external and internal challenges that the Project has encountered.

3.1 PROJECT DESIGN VALIDITY

The evaluation has scrutinised the Logical Framework Analysis (LFA) and **found it to be valid**. The Project's **overall (development) goal**, is “conducive policy environment at national, provincial and municipal level together with an effective social dialogue platform at the field level - where management and workers can collaboratively promote a safe and healthy working environment.” The Project cannot be expected to reach this goal on its own - also *other* actors are contributing to it.

Three Project **immediate objectives** were intended to make contributions to this long-term goal during the life time of the project. These are about knowledge to be shared regarding constraints and opportunities (IO1); strengthened national and local institutions (IO2); and strengthened workplace and industry level practices and initiatives (IO3).

The next lower level in the logical framework are the **six outputs**. The idea is that the Project “should” produce these before the end of the project. These are about constraints being identified..., systems are enhanced..., and sector level practices and initiatives through improved representation are made.

The following are the evaluation's findings regarding the **immediate objectives** and **outputs**:

1. All three immediate objectives are phrased as to indicate they are *activities* (generating and sharing; strengthening, and developing or strengthening) i.e. not indicating something that shall materialise or be accomplished.
2. Some of the outputs are also phrased as *activities* – and not phrased as *specific and tangible outputs* Examples:
 - Output 1.2. Regional peer learning and sharing of good practices is fostered Output 2.1. “National and/or provincial OSH systems are enhanced; and
 - Output 3.1. Sector level initiatives to promote the safety and health of plantation workers, with a focus on women workers, are supported.

Risks/assumptions

Risks/assumptions are part of logical framework analysis of projects. Some of the risks/assumptions listed by the Project do not belong in a results-based framework - as they are *within* the influence of the project – while they should be *outside* the influence of the Project. These are examples:

- “Engagement of employers and workers’ organizations, and other actors, in the project’s activities is weak”;
- “Project direct beneficiaries do not use the tools developed with project support”; and
- “Ineffective mobilization of concerned stakeholders, and partners for the project work”.

3.2 RELEVANCE TO STAKEHOLDERS’ NEEDS AND PRIORITIES

The Project under evaluation is part of the umbrella ILO Flagship global Programme *Safety + Health for All* which is promoting a culture of prevention to improve the safety and health of workers worldwide. Its objectives are well aligned with this Programme and has made some contributions to all four key strategy pillars of the Flagship Programme Safety + Health, namely 1) Greater understanding of OSH needs and challenges; 2) Conducive national frameworks on OSH in place; 3) National capacities are strengthened; 4) Demand for safe and healthy workplaces is promoted.

The conclusions and recommendations of its Mid-term Evaluation (MTE) (2016-2023) have relevance for the three-countries Project. The report states that it had played important part in delivering ILO's Occupational Safety and Health (OSH) mandate in ILO Member States - and had contributed to the objectives of the Programme and Budget (P&B 2022–23).

It had “provided momentum” to the member states to *include OSH as part of the fundamental principles and rights at work* in relation to the ILO Conventions Nos C.155 (Occupational Safety and Health Convention, 1981) and C.187 (Promotional Framework for Occupational Safety and Health Convention, 2006). Also, it concluded that the programme effectiveness was a “high” and that it showed “high impact orientation” at the global level. The MTE also made some critical conclusions related to the management arrangements of the Programme, such as not having sufficient resources and that ILO staff members designated for the Flagship programme, also perform other work. It stated that the Project is also relevant in terms of the needs and priorities of ILO constituents: Government, Employers’, and Workers’ organisations and the workers (women, men) in plantations and factories in all three countries.

3.3 COHERENCE

Contribution to ILO Programmes and Conventions and Sustainable Development Goals

There is project alignment with the ILO Programme & Budget for 2020-21 (which “prevailed” at the time the project was designed and officially started) in particular the OSH related Output no 7.2. “Increased capacity of member States to ensure safe and healthy working conditions.”

The project contributes to the **Sustainable Development Goal (SDG) no. 8** “Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all” in general and with a specific focus on target 8.8 “Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, and those in precarious employment”.

Coherence at the country-level

The Project has made contributions to, primarily, the sustainable development goals (SDG) 8 (decent work and economic growth), but also goal 5 (gender quality) and goal 10 (reduced inequalities).

Decent Work Country Programmes (DWCP), Nepal 2023-2027:

Mentioned in Outcome 2:

- Output 2.1: *Strengthened legal and policy frameworks* to promote and apply international labour standards focusing on fundamental principles and rights at work.
- Output 2.3: Advance national efforts to *operationalise existing OSH policy frameworks* and strengthen Government and social partners’ promotion of a *preventative safety and health culture*, starting in high-risk sectors.

Alignment and contribution with the ILO Flagship Programme Safety + Health for all.

Decent Work Country Programs (DWCP), India 2023-2027

- Outcome 1.2: related to the aim that tripartite consultative mechanisms will be set up in the industry, *including the tea industry*.
- Outcome 1.3: related to the institutional capacity of constitutions is strengthened to advance *gender equality* and promote the *fundamental principles and rights at work, OSH*, and workplace free from violence harassment and discrimination

Decent Work Country Programs (DWCP), Sri Lanka 2018-2024.

OSH is mentioned in the DWCP in several places *but tea plantations as a sector is not particularly mentioned* in relation to goals.

Apart from employers’ federations and workers organisations, the project has cooperated with some non-governmental organisations (NGOs), for example OSHPN that provides a platform for learning,

sharing, and networking for individuals and organisations on OSH; and the Central Tea Cooperative Federation (CTCF).

Regarding synergy and collaboration with other UN programmes, or NGOs, the evaluation has not found any evidence of this.

3.4 EFFECTIVENESS

Effectiveness, as evaluation criteria, is about determining whether the Project is achieving its objectives. The evaluation team has assessed the relative importance of outputs produced, the activities leading to those outputs -and the contributions made the three outcomes. It has also assessed to what extent the initial strategies were valid throughout the course of implementation.

The Project and its stakeholders have **done well as it has been able to enter into a closed world** of private tea gardens/estate plantations in all three countries **and make some impact**. The involved estate managers, and owners generally did not perceive OSH to be upsetting the traditional ways that things are done in plantations, interfere with salary structures or require owners to make costly investments. Managers saw the positive outcomes of a safer work environment as it is also given them credit in view of the increasing quality demands from the buyers.

It is clear that important socio-economic issues and structural barriers in the tea plantation industry would be much more difficult to explore and address in a holistic manner, i.e. social exclusion and inequities, caste/ethnic groups, economic and gender inequality, poverty, exploitation. The Project's implementation has centred around a **few core activity areas**. The **policy level work** mainly consisted of addressing the ILO Conventions 155 and 187 – and raising awareness of the fact that ILO in 2022 declared OSH as a core convention and one of the Fundamental Principles of Rights. It has also placed much effort in developing national and state **OSH profiles, policies and programmes** with its partners.

The conditions in which the Project worked differed in the three countries, which meant that **different approaches to some extent needed to be applied**. In Sri Lanka, for instance the Plantation Human Development Trust (PHDT), which aims to improve the lives of the plantation community, could play an instrumental role as an IA because of its special position of having more than 25 years of experience in the tea estates and plantations; the fact that it has collaborated with ILO in tea plantation projects earlier - and because it has a tripartite Board consisting of the Government, regional plantation companies and trade unions (it has seven regional offices supporting various welfare initiatives). It formerly focused on constructing housing in plantations and has recently, as a result of cooperation with the ILO, started to work also for Small Tea Growers where farmers are unorganised (informal economy). This kind of organisational vehicle providing services to the working communities in the tea sector does not exist in the other two countries. Despite some variations in approaches, the below was the basic strategy for the Project's implementation in all three countries:

Capacity building was a major component of the Project. Imparting knowledge, raising awareness about OSH among higher-level government officials, labour inspectors and administrators at national, provincial/district and estate/enterprise levels through meeting and workshops. Organising Training of Trainers (ToT) on the basic OSH concepts, in which the WIND/WISE⁸ training methodology was used to help create home-grown, “low-cost/no-cost solutions” for immediate improvements based on local measures.

Table 2 accounts for the number of trainees participating in 1) OSH ToT and 2) Cascading training including “on-the job” and “pocket training” in plantation estates (gender disaggregated).⁹ It shows that the number of trainees participating in **ToT is 849** (F:304 and M:545). The number of trainees in the **cascade training is 24794** (F:15141 and M: 9653) - and the **total number of trainees is 25643** (F:15445 and M:10198). It is noted that in Sri Lanka the numbers are much higher than in the other countries which could be PHDT's special position, mentioned above, including its “access” to the large regional tea plantations.

⁸ WIND has been used for tea plantations and WISE for small factories/enterprises/small growers.

⁹ For more details on training, see Annex 6.

Table 2. Number of trainees in the three countries (gender disaggregated)

Type of training	India		Nepal		Sri Lanka		Sub-totals		
	female	male	female	male	female	male		female	male
Training of Trainers (ToT)	74	317	17	54	213	174	849	304	545
Cascade training	1584	3240	2989	1744	10568	4669	24794	15141	9653
Total							25643	15445	10198

Table 3. Summary of trainees in India, Nepal, Sri Lanka

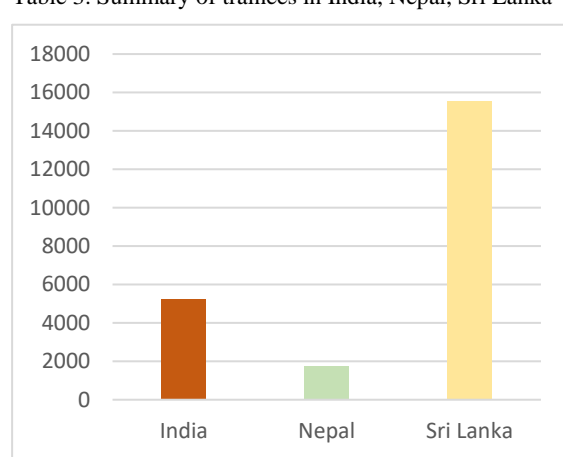
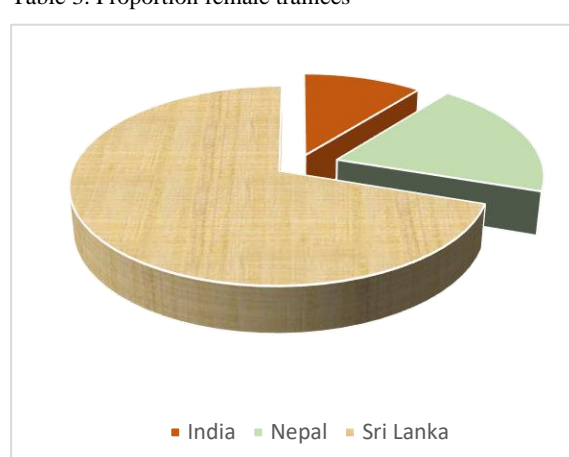


Table 3. Proportion female trainees



Some typical issues discussed in trainings and risks assessed in work places were women's work load especially during pregnancy, sexual harassment, health hazards and lack of clean water and sanitation - and separation of toilets for women and men, appropriate pathways between bush lines on the tea fields, and protective equipment (PPE) such as gloves, masks, caps, aprons. Providing advice on ergonomics such as carrying of heavy loads and importance of providing access to regular health service facilities and the issue of child labour had also been part of the training.

The main implementing partners in the Project were employers organisations, workers organisations/trade unions, cooperatives¹⁰ and small tea growers' associations. Their tasks, and contributions to the Project's goals, are spelled out in detail in the Implementing Agreements with the ILO, which covered periods of 4 months for some, and up to 12-17 months for others.

The **role of the employer organisations/federations** in the implementation has been important in reaching and providing training to the management category of the Project. The Assam Branch (of Indian Tea Association in India), for instance, has implemented the OSH program among 40 tea estates in Assam and was reported to have made some efforts to involve small tea growers - mostly organic tea growers - in creating awareness about OSH.

In Nepal, the Federation of Nepalese Chambers of Commerce and Industries (FNCCI), as an implementing partner, also played an important part. For instance, it took part in developing the seven criteria and select the estates to participate in the Project (45 estates claimed they were interested). After "investigating" the situation in the field, the number of interested estates came down to 30. The labour office (which is the same for both Japa and Ilam) was informed, as well the local government. Workshops were organised to raise awareness, and employers were oriented on the formation of OSH

committees - one committee in each estate. FNCCI was also involved in drawing up the draft OSH guidelines for Tea and Cardamom, and the list of occupational diseases. FNCCI claimed it is interested that the OSH concept and improvements are replicated in other (non-project) estates. In Sri Lanka, the Employers' Federation of Ceylon (EFC) was involved with establishing OSH committees in 60 estates, and providing OSH orientation to estate managers, estate medical officers and welfare officers, and strengthening capacities of OSH committee members.

The **Small tea growers** are farmers who are unorganised/informal entities. Most of them work on their own farms and employ workers for certain tasks on a seasonal basis. In India, they were represented in the Project by the Confederation of Indian Small Tea Growers Organizations (CISTA); All Bodoland Small Tea Growers Association in Assam, and Kerala and the Jalpauguri District Small Tea Growers Association. In Sri Lanka, as mentioned above, the PHDT has started approaching the Small tea growers regarding OSH improvements in their farms. In Nepal, the Central Tea Cooperatives Federation (CTCF) was the IA for the training and advocacy work with the primary tea cooperatives involved in Project.

Trade unions/workers organisations were, overall, also very important Implementing Partners in the Project, participating in ToTs, providing training to its members and advocating for OSH in the plantation sector. One example is the Assam Chah Mazdoor Sangha (ACMS) which is the largest trade union organising workers in tea plantations of the Assam Valley, India. The discussions with leaders revealed that they discussed about OSH whenever they visited farms and conducted meetings with workers. Apart from OSH, they were also concerned about the living conditions of workers. Some of them highlighted a case of the "apathy" of the estate management towards the health and wellbeing of workers – and how the management had not responded to the observations regarding of poor conditions in estates reported by the factory inspectors of the labour department.¹¹

To motivate and guide the partners in their **outreach activities**, their leaders and administrators participated in **ToT lasting 3, and 5 days**, respectively. Tea small holders were participating in ToT trainings, after which they undertook to train the members of the societies they belonged. The unions' and cooperatives' outreach consisted of making initial contacts with plantation owners/managers convincing them to participate in the Project; undertaking "**cascading training**" for the **plantation/factory workers 1-2 days on-the-job** and "pocket meetings" held in the plucking fields, and/or in some instances in the factories. formation of **OSH committees** at plantation/enterprise level depends largely on the initiative of the employers. According to the Project, the members of these committees should, at a minimum, consist of six persons, i.e. two from the management, two from trade unions, one worker and at least one woman.¹²

Undertaking studies:

In India the planned diagnostic study in the plantation sector had to be dropped from the work plan (and LFA) as a result of discussions with the Government in 2022. The activity was replaced with consultations on OSH with stakeholders in different sectors. In Nepal, the Project undertook a diagnostic study in tea and cardamom sectors, the with the Department of Labour and Occupational Safety (DOLOS). The report validated in early 2024 before the submission to the government for action.

In Sri Lanka, the NIOSH initiated a diagnostic study in 2021 on the tea, coconut, and plantation sectors. Findings and recommendations were shared in an OSH Conference on 21 November 2023 for 600 participants consisting of industry leaders; government officials including plantation inspectors; plantation estates managers; NIPM, PHDT, EFC, CWC, LJEW and National Union of Workers. In 2023, the work with EFC was initiated which included the initiative to conduct a study on ergonomics, time and motion in the plantation sector. Workers' repetitive movements in a work day is one of the occupational risk factors which were identified in tea plucking, movements against weight and working postures¹³. The study identified the various health risks within 10 critical jobs. Below are examples of

¹¹ Source: FGD.

¹² Written comments on 0-draft evaluation report from Project NPC.

¹³ Source: Project TPR 2023. NB: The issue of repetitive movements was also noticed by the evaluation team in field visits e.g. male workers packing tea leaves in sacks, and female workers employed in cardamom processing plants. The results are shared with OSH committees and should lead to changed practices and new innovative working methods to be implemented

key Project achievements in the attempts to **produce the 6 outputs** and make contributions to the **three stated outcomes**.

Table 5. Examples of key Project achievements against the 3 outcomes of the Project LFA¹⁴

OUTPUT STATUS		OUTCOME STATUS
Output 1		
Output 1.1	<p>Five diagnostic assessments on Fundamental Rights to a Safety and Healthy working environment related to tea, cardamom, coconut, sectors were conducted in Nepal and Sri Lanka¹⁵. In Suryodaya Municipality, Nepal, a study¹⁶ on pesticide use in tea and vegetable farming was undertaken. In Sri Lanka a study on “ergonomics and time and motion” was undertaken..</p> <p>Output 1.1. was produced in Nepal and Sri Lanka</p>	<p>1. Generating and sharing knowledge on constraints and opportunities..</p> <p>Result:</p> <p>Partly contributed to Outcome 1</p>
Output 1.2	<p>The Project had planned to share good practices¹⁷ and learning in the region, among the three country project components and stakeholders. This could not materialise due to lack of time, and other activities that had to be implemented and which had been delayed.</p> <p>Output 1.2 was not produced</p>	
Output 2		
Output 2.1.	<p>The project has raised awareness among stakeholders about the two OSH conventions C155 and C187 in all three countries and in Sri Lanka a signature campaign was carried out to advocate for ratification of the conventions by the trade unions among the plantation workers (10,850 signatures of which 8325 were by women)</p> <p>The Project has also worked to develop, together with the constituents, OSH policy, programmes and profiles for submission to the respective Ministries of Labour:</p> <p>In <u>India</u>, OSH programmes were developed at national and state levels (Assam and West Bengal) - integrating policy directives with practical implementation. Tea Board of India initiated OSH interventions for Small Tea Growers and DGFASLI initiated a year-long sectoral programme on OSH.</p> <p><u>In Nepal</u> the OSH committee submitted a draft OSH programme to the MoLESS for the approval. MoLESS has formed a national OSH tripartite committee, and FNCCI has also formed their OSH Committee. Unions have also their OSH promotion committee. These committees have been working closely with the government on policy and advocacy works.</p> <p>In one of the Project operational areas, the Suryodaya Municipality in the Ilam tea district¹⁸, a pilot project has been set up to develop a Municipal OSH system</p>	<p>2.Strengthening national and local institutions..</p> <p>Result:</p> <p>Good contributions made to Outcome 2</p>

¹⁴ Source: KIIs and Project staff. See Annex VI for more details

¹⁵ Cardamom in Nepal and rubber in Sri Lanka.

¹⁶ Suryodaya Municipality in Ilam has set up separate tea section, and secretariat, to look after the development and promotion of tea due to the increasing problems in the tea sector – and to solve problems faced by farmers and industrialists. associated with the tea industry. Source: *Suryodaya Municipality sets up separate unit to promote tea production*, article in *The Rising Nepal*, 7 July 2020.

¹⁷ A draft compendium of the Project’s *Good Practices* was received by the evaluation at the end of January 2025.

¹⁸ Ilam district is known for its orthodox tea and cardamom among other agricultural products, such as milk (e.g. milk sticks)and ginger.

	<p>and committee, with technical guidelines <i>specifically for the tea sector</i>. OSH has been included in the work of the Small Tea Growers’ Cooperatives.</p> <p>Ministry of Labour and Ministry of Health requested technical support from ILO Nepal on the development of the National List of Occupational Diseases which was which was provided by the Project. The document is submitted to the CLAC meeting on 10 January and is endorsed by MoLESS CLAC committee and processed for the cabinet decision.</p> <p>Also in Nepal, a tea producing cooperative has been awarded a Fair-Trade Certificate, based on its assessment of its documentation, interventions and improvements of practices related to its OSH system.</p> <p>In <u>Sri Lanka</u>, a review to follow national guidelines of the National OSH Policy from 2014 was undertaken. A final OSH policy and programme was submitted after a validation workshop. Further, a National OSH profile developed. OSH has been integrated in the training curricula under National Institute of Plantation Management (NIPM) including a Degree programme in Plantation studies and 8 other national programmes. An AI chatbot was developed for the National Institute of Occupational Safety and Health (NIOSH) to enable access to info and services. This system is linked with training services that enable proactive approach for all the sectors. PHDT has institutionalised OSH services by adopting OSH under the medical service under the main product portfolio. Further, OSH is introduced as a KPI for all the regional offices and staff that they deliver services to.</p> <p>Output 2.1 was produced</p>	
<p><i>Output 2.2</i></p>	<p>Self-assessment of the needs of an OSH system for the Labour Inspectorate was conducted through workshops in all three countries. In <u>India</u>, practical training was undertaken on strengthening labour inspections for the Government of Assam. This led to the State Labour Department (Government of Assam) issuing a circular on strengthening OSH data collection, accident reporting and follow up. In <u>Nepal</u>, t training events were held for labour inspectors on OSH in the manufacturing, construction, and agriculture sectors, resulting in action plans. These trainings aimed to strengthen the government capacities on OSH inspection.</p> <p>In <u>Sri Lanka</u> two residential training workshops for Labour Officers and Assistant Commissioners of Labour were organised. These aimed at encouraging collaboration and synergistic approaches of their work with District Factory Inspecting Engineers who conduct OSH inspections. This workshop layered an initial foundation on key knowledge on OSH inspections and related knowledge to conduct OSH inspection during the Labour officers inspections (including social security and minimum wage.).</p> <p>Output 2.2 was produced</p>	
<p>Output 3</p>		
<p><i>Output 3.1</i> <i>Output 3.2</i></p>	<p>In <u>all three countries</u>, the Project worked to promote the safety and health of plantation workers, emphasising the need for a focus on women workers – through sector level initiatives and workplace actions in tea plantation areas – and <u>550 work places and 30,000 workers have, in various ways, been reached (i.e. participated in project events and/or received messages)</u>.</p> <p>In <u>Nepal</u>, also cardamom processing and packaging plants were involved, in which the vast majority of the casual workers are women, receiving daily wages.</p>	<p>3. Developing or strengthening workplace and industry level practices..</p>

	<p>Many employers, trade unions, cooperatives, and small holder associations were involved in this work. The Project has worked with <u>21 implementing partners through detailed Implementation Agreements with ILO</u>. Trade unions (and also cooperatives in Nepal) played a crucial role in advocating for OSH in the tea and coffee sector and providing training.</p> <p>Also in all countries, participatory training on OSH concepts was organised, in which officials, management staff participated. Workers (women and men) in plantations and factories were mainly participating in on-the-job training. Implementation models/action plans were drawn. In Sri Lanka another dimension was initiated by the Project and PHDT – to organise evaluations of OSH developments in larger tea plantation estates, and to follow up on the results. Results showed that 1,800 work place improvements on safety and health have been made in the involved work places in Sri Lanka. Another interesting activity is PHDT’s hosting of an event at BMICH to commemorate the winning estate teams (best OSH committee and the most innovative OSH committee using new tools/machinery) from the different regions.</p> <p>Outputs 3.1 and 3.2 were produced</p>	<p>Result:</p> <p>Good contributions made to Outcome 3</p>
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OSH training methodology

Work Improvements in Neighbourhood Development (WIND) / Work Improvements in Small Enterprises (WISE) is a basic ILO training methodology on OSH. Many have expressed appreciation for the way training was done, especially the practical and participatory aspects of visiting plantations to identify problematic issues that needed improvements in the field. Many have appreciated the ToT, however several persons interviewed including some project staff members, have opined that the methodology and training materials needs a quality up-lift improvement, including the flipcharts with the photographs. It was noted that some of the photographs in the flip chart are of poor quality and not (culturally) relevant.

Summary of producing the planned outputs

Regarding the identification of constraints and opportunities to improve OSH of tea workers and prevent discrimination in the three target countries and *integrate* recommendations for interventions in the project strategy (*output 1.1*) – this was only partially achieved. The India project component did not implement part of the planned activities due to the initial non-approval by the government. The regional sharing of knowledge and good practices did not materialize (*output 1.2*) – the reason being lack of sufficient time before the ending. As for national and provincial OSH systems being enhanced as a result of the Project activities, this is assessed to have been achieved, albeit not to the same extent in the three countries (*output 2.1*). Labour compliance frameworks in participating countries have been improved (*output 2.2*). The Project has been able to achieve its plan to support sector level initiatives of plantation workers, and workplace actions to improve OSH of tea workers in all countries (*output 3.1 and output 3.2*), with a focus on women workers.

3.5 EFFICIENCY

The efficiency criteria in evaluations concerns how well resources were used and the evaluation has attempted to assess to what level both financial and human resources have been used efficiently. Regarding the **financial resources** (project budget) it was found that the rate of delivery of the budget was not optimal at the end of the Project (at the time of the evaluation). The development partner (donor agency) had communicated that the Project could not be further extended. The sum of USD 630,669 was remaining at project closure.

The utilization of **human resources** has been problematic in all three countries as there has been an unusual high staff turnover. **The CTA (project manager)** joined the Project on first of June 2021.¹⁹ She resigned in early 2024 as she took up a new position in the ILO. As a result, a *parttime Project Coordinator* was appointed for the Project's last six months of 2024 as it would not have been possible to hire a new CTA for the remainder of Project duration (sources: KIIs and "Highlights of the Project Achievements in 2022"). There were many changes on the **NPC posts and admin financial officer posts** in all countries. In Nepal, the current NPC is the *third* person on the post, and the same situation was found in Sri Lanka, where the current NPC also is the *third* person on the post. Furthermore, the Programme Manager left the project 6 months prior to its end date. In India, the NPC post had to be added in early 2023 with one more NPC, which required funding approval from the donor.²⁰

The above-mentioned situation has to some extent **disrupted continuity of the Project activities**. It also seems that it caused a lack of appreciation among some staff members regarding the **original intent** of the Project. It was also found that all the above-mentioned changes of NPCs, as well as the many contracts/Implementation Agreements needed to be drawn, placed quite a **heavy work burden** on the Project's Finance Admin officers.²¹

It has also been assessed that ILO field and Headquarters, Specialists and the Flagship Programme management team in Geneva **have supported the Project's implementation** - which has been crucial, in mitigating the adverse effects of the staff issues mentioned above and, in particular, in helping to find solutions and achieving results. The Project has benefited from an **overall coordination** in the implementation among the respective ILO country offices in Delhi, Kathmandu and Colombo and the Decent Work Teams; the ILO Headquarters and the ILO regional office in Bangkok.²²

3.6 IMPACT AND SUSTAINABILITY

Impact and sustainability are interlinked. Still, the evaluation has attempted to distinguish among the two:

Impact

The Project has been able to generate good impact despite the delays and short time that was devoted to actual implementation at the workplace level in plantations. It has addressed lack of awareness, knowledge and practices on OSH in the plantation sector. Capacity building, often through participatory approaches, of all involved stakeholders, has been the main vehicle to motivate changes. The message has been conveyed that workers (women and men) have a *fundamental right* to safe and healthy working conditions – hence improvements must be made to avoid accidents, injuries and diseases. It is assessed that all the work in this area has had an impact on stakeholders.

ILO states that this was the first time, capacity-building initiatives and institutional processes were implemented to promote workplace safety in the tea and coffee²³ plantations, and where working women and men were represented in OSH committees enabling their voices to be heard.

The fact that most measures to improve work places are not costly and constitute relatively easy fixes, has made it possible for the Project to be allowed to "*enter*" into *privately owned and closed tea gardens/estate plantations* for the good cause of OSH. The evaluation found, when visiting estates, cooperatives and informal small growers, that all had made safety improvements, some to a high degree and some to a lesser degree.

Below are listed some examples of impact at work place level::

-Protective gear against wasp/bee attacks in the fields (e.g. keeping dry firewood, kerosene and match box to make a fire); "reengineering" of baskets to carry baskets in arms, instead of carrying them on

¹⁹ She had double charge as CTA, holding a CTA post at the same time in the ILO project titled *Sustainable Global Supply Chains (GSC)* project, funded by Japan Government. *Source*: TPR 2022,

²⁰ *Source*: TPRs and KII

²¹ *Source*: KII

²² *Source*: KII and written comments from ILO staff

²³ Coffee plantations also participated but to a much smaller degree.

the head), rubber boots, gloves, aprons, coats to protect from rain; fixing dangerous electric wires etc; having access to safe drinking water near work places; cleanliness at toilets/hygiene; protective gears for machine operators; face masks to protect against breathing in tea dust in the factory;

-Faulty machines were marked in language understood by workers; exposed machine fans are covered; uniforms (trousers) provided for female factory workers to prevent their skirts/sarees getting entangled in machines under operation.'-Installing fire extinguishers; fire exit and drill; using stools to climb on to reach machines placed at higher level; heat resistant aprons for boiler workers; ensure daylight in factories or adequate lighting and maintenance; machines and safeguards are tested to ensure safety build simple resting sheds and for protection against heat on the fields; making clear and safe passage ways to prevent snake bites;

-Making sure that hazardous chemicals are labelled to ensure safe handling and stored in special places; putting up signs for danger with texts in the relevant local languages, and having belt guards around machines; complaint boxes, workers can reach out to the grievance handling committee, and recording of "near miss" accidents. In factories and offices, separate toilets and dressing rooms for women and men were established;

- In a rubber producing plant in Sri Lanka with 198 workers, the evaluation found that the OSH training had served as an "eye opener". Better and safer working environment and reducing risks were results of the training, such as replacing big buckets to collect the latex with smaller buckets, easier to carry around; having a bowser placed at selected places making it easier for "harvesting technicians" (new name for rubber tappers) and using wheel barrows in other areas; making proper foot paths; and repairing drainages and using boots. In the same plantation the manager had seen an immediate *increase in labour turnout* after making safety related changes, after participating in OSH training in July 2024. Workers are now more motivated -and changes made have contributed to the estate becoming a profit-making entity. An important impact of the Project is the formation and work on the OSH committees at several organisational levels. The Project's expectation is that the OSH committees in the plantation estates and small grower farms will *continue* to be motivated and equipped to identify safety and health risks, and call for improvements and changes in their work places. It is too early to know if the OSH committees will continue to function as intended in the long term and if the work done will have a significant impact on the workers' health and safety. It should be appreciated that OSH is in its *initial stage* in the plantation sector, such that the Project perhaps could be viewed as a pilot project, because although some work places already *had* committees that handled safety issues in plantations – these did not encompass workers, and not women workers.

The evaluation came across impact from the Project also with regard to OSH practices of Small grower societies and associated Self Help Groups (SHG). In Sri Lanka, 17 Small grower societies had been involved in the Project, and some societies had taken the initiative to improve OSH conditions also in their own local neighbourhoods and in public places. In a FGD with a SHG of the Bodoland Small Tea Growers Association, in Assam, India, the evaluation found that the members had relatively large holdings of tea. Apart from tea, they grew areca nut (betel nut) which fetched a good price in the market. They showed that they had learnt about safe practices from the OSH training with respect to handling certain chemicals and keeping them separate - depending upon safety requirement. The SHG was also in contact with Solidaridad, an international NGO supporting small growers in the area, and the Tea Research Association with respect to learning about good agricultural practices.

The Project's title includes both safety and health. The evaluation found that *health* issues were to a much less extent addressed, compared to safety but these are some: Safe drinking water near work places; safe water near toilets/hygiene; protective face masks to minimise inhaling dust in factories.²⁴ If looking at a broader meaning of health status in tea plantations the problems are many, some of which are directly related to poor living and housing standards in the plantations and/or lack of good medical care. These were mentioned: Alcoholism, domestic violence and sexual harassment at home and in workplaces, skin disease from moisture due to wearing aprons when plucking tea, headaches, high

²⁴ Most tea workers do not have access to toilets near the working fields but have to go home during working hours.

blood pressure and cholesterol, diabetes. Tea workers have also been found to have developed cancer as a result of using pesticides.²⁵This points to the importance of workplace health promotion and occupational health services.

Some larger estates have health clinics within the plantations and if workers are seriously ill, or there are complications in relation to child birth, the estate management may allow the use of a vehicle (mostly lorry) but some large estates have ambulances, or a hired three-wheeler to take workers to the hospital.²⁶

One tea estate that the evaluation team member visited in Sri Lanka had gained Rainforest Alliance (RA) Certification²⁷ - and here no pesticides or chemical fertilizer or insecticides are used. Permitted weedicides are used according to strict guidelines, using protective gear. The spraying tanks were washed and stored in the designated area. As the tea estate faces a severe labour shortage in all three countries, it is interesting to note that the estate management took the initiative to provide mid-day meals for pre-schoolers (workers' children) and lunch for the workers which, allegedly, resulted in an increase in man-days, i.e. more workers were motivated to come and work. The RA certification required adherence to OSH in factories. One estate manager mentioned that the ILO OSH Project had a "bottom-up" approach in view of the OSH committees and related activities – while the RA had a "top-down" approach.

Most of the plantation estates visited by the evaluation in Sri Lanka, indicated that workers who expected the "management to do everything" now **took an active interest in, and were motivated to join the management** in identifying risks and coming up with simple, cost-effective solutions to overcome them. Out of the *10 estates visited by the evaluation*, there was only one estate in which workers did not seem to be participating actively in OSH related activities.

Impact in India should also include the trade unions' advocacy work in raising awareness on safety and health in terms of *linking* workers with primary health centres in Assam and Kerala. This was actively supported by DGFASLI and mentioned by the Ministry of Labour, Government of India in the National OSH tripartite conference for the tea sector in Guwahathi, Assam (22-23 November 2024).²⁸

Sustainability

The aim of the Project has been to address immediate OSH concerns in workplaces through the establishment of systems, structures and *practices* for safety and health and for them to be *sustained*. To what extent knowledge and new attitudes to be "internalised" among stakeholders and especially at workplaces remains a question and should be followed-up. The following are some interesting examples that have potential to be sustainable:

In India, the fact that DGFASLI has initiated a year-long sectoral programme on OSH is a good sign and may also benefit workers in the tea plantations; and in the state of Assam, the State Labour Department has issued a circular on strengthening OSH data collection, accident reporting and follow up.

The Municipality in Suryodaya, Ilam district in Nepal is implementing a low-cost OSH model that has the potential to be replicated and become sustainable also in other municipalities. The Project activities took place in March 2024, and will be included in a *follow-up programme under ILO Nepal's regular budget*.²⁹

²⁵ The government of Nepal has banned three highly hazardous pesticides (HHPs) long linked to serious health and environmental concerns. The production, sale, use, and trade of three farm chemicals (chlorpyrifos, phorate, and paraquat) was banned with immediate effect. The Nepali decision follows the September 2023 founding of the Global Framework on Chemicals (GFC). *Source*: "Nepal Leads Global Health Movement by Banning Three Highly Hazardous Pesticides", <https://ipen.org/news/nepal-leads-global-health-movement-banning-three-highly-hazardous-pesticides>

²⁶ In one large tea estate visited by the evaluation team in Assam, had a health clinic and a pharmacy. It was found that there were very few medicines in the "pharmacy" and the Medical Doctor that the team tried to converse with was intoxicated and could not be communicated with although he was on duty.

²⁷ Radella Estate of Hayleys Company, Talawakelle plantations (16 estates are under Talawakelle plantations).

²⁸ *Source*: Written comments by Project staff.

²⁹ *Source*: Final progress report from the implementing partner OSHPN.

The NIPM in Sri Lanka has included OSH into its programme, in nine training programmes, and *specifically target estate managers*, across tea, rubber, and coconut plantations. The institute provides a degree programme, national diplomas, and certificate courses. The PHDT, which traditionally has worked with larger Regional Plantation Companies (RPCs) is now addressing OSH in its health services and is seeking its Board's support to *also work with small growers*. It stated that OSH now is one of the Key Performance Indicators for its Regional Directors. The trade union CWC is planning to continue OSH training and cover 1,417 divisions. The EFC has enriched its training course on OSH for employers with a better understanding after the interaction with the estate workers involvement in OSH Committees.

3.7 CHALLENGES

All projects face some problems and challenges. In the case of the Safety + Health for All in South Asia, it was found that the Project had more than its fair share.

The Project's start coincided with the Covid pandemic, which greatly affected all three countries. In India the pandemic-imposed restrictions on mobility and travels to the project areas were affected and field level missions for project staff were not possible until *mid of 2022*. The situation affected trainings events and meetings.

There was a late start in all countries due to late posting of the Programme Manager/CTA. The NPCs were in place beforehand, but few activities were undertaken before the CTA was on board. The official start was 23 December 2020 but the CTA was on board only on 1 June 2021 and was only working on a parttime basis due to commitment in another (Japanese-funded) ILO project.

The India component had a particularly delayed start up. This was mainly due to the fact that the Ministry of Labour and Employment (MoLE) did not approve the Project. It has been explained that the government's reluctance to agree that the Project would work in *tea plantations* is related to its concern that it would lead to media highlighting issues which could negatively affect tea export.

However, there were also issues related to which states and sectors the Project should focus on. Demands were made by the government that the state of Assam should not be the only project area and that also other sectors than tea plantations should be focused on, e.g. construction. As a result the ILO decided to rename the Project in late 2022 to "*Safety + Health for All in South Asia*" from "*Safety + Health for Plantation Workers in South Asia*".³⁰ This was done to indicate a larger geographical and activity scope and involve more stakeholders in the Project at national and state/provincial level. Part of the Project's activities would include strengthening national systems and e.g. capacity building of labour inspection - which are beyond the plantation sector. Only on 12 December 2022, did ILO and MOLE agree on the specific activities to be undertaken in India - which expanded the Project's scope beyond tea and beyond Assam state, to include Kerala and Tamil Nadu. Some activities that were planned with national government were *postponed to 2024*, as the government's position was that it was too busy, according to the Project's records.³¹

Ministry clearance to work in the tea sector was only given in December 2022. Research studies, i.e. a diagnostic study - which was critical as a basis for the development of a national OSH profile and subsequent implementation - could thus not be undertaken. If it had been done it could have generated evidence-based interventions even more tailored to the specific needs of the tea/plantation industry. In the state of Assam, India, the stakeholders' engagement with the plantations and small tea growers was delayed also due to heavy rains and flooding, which hindered the implementing agencies to make field visits to the remote rural areas to visit the plantations.

Frequent changes on government posts within the Ministries of Labour has been challenging for the Project. In Nepal, the scheduled election at the local, provincial, and national levels was held in two phases in May and November 2022, which hindered the engagement of constituents and the Project's planned activities.

³⁰ Source: TPR 2022, p.4

³¹ Source: TPR 2023.

The severe economic crisis in Sri Lanka that was experienced from 2019 onward was a major challenge – being perhaps the worst economic crisis since the country’s independence in 1948. It had a negative impact on project implementation and affected project as people struggled for basic facilities and fuel, and faced severe resource shortages. This also affected the stakeholders and the project staff.

Changes of OSH committee members in work places in Nepal happened frequently, because workers move to other workplaces - and it was challenging to organise training for new members on regular basis.

Mobilisation of the ToT Trainers from the enterprises and industries has been a challenge in Nepal, due to insufficient capacity. It was found that trade unions are able to work on advocacy, however, their capacities to articulate the OSH technical and legislative knowledge and its application in the collective bargaining on OSH is still lacking at the provincial and municipal level union leaders. The OSH topic is new within academic and vocational studies in Nepal and only a few professions are available. There was a problem of having access to adequately trained persons to conduct cascade training and coaching, after having participated in OSH ToT.³²

The evaluation has scrutinized some Implementation Agreements with trade unions. In some cases it was found that in a few cases the tasks/activities expected to be performed e.g. in Assam, India, were unrealistic and clearly very challenging to perform during the short time they had at their disposal (four months) The explanation from the project management is that the tasks that could not be performed were “removed” from the agreements – and that this was done for all agreements.

Finally, the donor’s funding arrangement for the Project has hindered continuity of the implementation, as the 3-year budgeted funds were only given one year at a time.

3.8 FOCUS ON CROSS-CUTTING ISSUES

Capacity development activities have been a core activity in the project in all countries. Training have been designed and implemented with sustainability in mind.

International labour standards (ILS) and **norms** has been part of the Project’s principles, as it has attempted to improve both life and dignity of working women and men. **Tripartite representation and processes** took place at all levels in all three countries, involving governments, employers and workers organisations. It was found that, in a few cases e.g. in some large plantations in India and Sri Lanka, tea estate managers felt they did not need the trade unions involvement as they said they could work much better on implementing OSH improvements, being more familiar with the workers’ situation. In the private-owned plantations and factories the committees that were set up had a **bipartite composition** (employer’s and workers’).

Regarding **non-discrimination concerns**, the Project was mindful of not discriminating stakeholders and participants/beneficiaries on the basis of caste and/or ethnicity in all three countries and it is clear that marginalised/vulnerable groups participated in various activities. There was no strategy or effort to integrate *disability* concerns as project staff did not believe this had to be considered – and, indeed, it is not mentioned in the Project Document.³³ It could however, been integrated in the Project design, as plantation/estate workers are subjected to injuries from working with machines, both at field level and in factories – and some have developed disabilities. The training could have been made accessible by people with disabilities, and the training methodology, materials and promotional videos could have made the issue visible to raise participants’ awareness.

Gender equality and gender mainstreaming

The Project has made efforts to raise awareness and appreciation for the situation of women workers. ToT and promotional materials highlight the fact that female workers in the plantation industry are more

³² Source: Project.

³³ The 2023 independent evaluation of the Disability Inclusion Policy and Strategy (2020- 2023) pointed out that ILO’s initiatives on disability “tended to be headquarters-based”. In the recently published Disability Inclusion Policy and Strategy (2024- 2027) it is stated that all the work ILO will do *is inclusive of persons with all kinds of disabilities, right through from design to implementation* (p. v).

vulnerable and more at risk in terms of safety and health than male workers. Two new sections focusing on gender has been included in ILO's WIND/WISE training explaining gender roles and OSH challenges for women workers; lack of policy focus and data; and understanding of occupational diseases related to women workers. Links between gender-based violence and OSH, and preventive strategies are explained.

In its strategic meetings with the Project's implementing agencies (trade unions, cooperatives) the discussions have been held on women's work, OSH challenges and sexual harassment.³⁴ The project also insisted and ensured that training events³⁵ and OSH committees include women, including at the workplaces.³⁶ However, the Project did not conduct any specific gender analysis or develop a gender strategy on how to work with gender equality issues. This is surprising in view of the fact that 2 of the 6 key outputs in the LFA specifically mention that focus is on "women workers".

At the higher organisational level of the Project, the evaluation found that the importance of gender mainstreaming and the need to focus on working women due to their vulnerability was quite appreciated. At district and local work place levels, however, the evaluation's impression was that it the Project's work on gender issues had not made much of a dent. In the FGDs at work place levels it was noticed that much fewer female workers participated (1-2) compared to male, despite the fact that women constitute about 80 per cent of the work force on tea plantations. The Managers discussed with seemed not to be promoting gender equality or women's voice. This is not surprising as structural changes do not occur "over night" and the Project spent little time at this level and very little follow-up was made due to time constraint in the end.

"Gender" committees in the tea sector were formed as well - however, the evaluation is not able to confirm that these are active at enterprises/plantations/factories as very little information surfaced about them. In India, it was noted that in some large estates *several* committees existed – and seemed to exist side by side - including sexual harassment committees. Due to the limited time spent in plantations, and probably due to the sensitivity of the issue, the evaluation was not able to get much information about the prevalence of sexual harassment or the activities in these non-OSH committees.

When the evaluation team visited tea plantations and factories in the three countries, it was found that many managers view gender equality as a threat to the tea industry itself. In one large estate in Assam, India, one manager explained that "there should not be gender equality in plantations". The reason is, he stated, that without women workers accepting their lot, e.g. the poor working and living conditions in the plantations *the tea industry would collapse* - as male workers increasingly leave the plantations to find work and incomes outside, in urban areas and in the Middle Eastern countries (as in Nepal).

The evaluation noticed that the stakeholders and partners involved, view "gender" as equal to "women", and mainly refer to improved female participation in training events and OSH committees and not looking at the broader aspect of gender roles and needs of both women and men.

³⁴ INTUC, India is working on a policy and plan aiming to promote gender equality within trade unions and address the issue of sexual harassment, aligning with existing Indian policies and international frameworks, such as Sexual Harassment of Women at Workplace (Prevention, Prohibition, and Redressal) Act, 2013 and the Maternity Benefit (Amendment) Act, 2017. This will encourage INTUC to lead in promoting gender equality (*Source*: INTUC, information from the evaluation restitution workshop).

³⁵ It was noticed that some lists of participants received by the Project were not sex disaggregated.

³⁶ *Source*: Written information from ILO staff.

4 CONCLUSIONS

4.1 RELEVANCE AND COHERENCE

a) The Project has been **relevant**. Consistency was found with ILO the “Flagship Programme Safety + Health for All” and its 4 pillars; the occupational safety and health needs in the three countries and target areas, sectors and enterprises; as well as the priorities of ILO tripartite constituents and plantation workers and small growers/workers - the latter being informal economy workers, and not earlier been “targeted” in OSH awareness raising events or training.

b) The Project also has **coherence** through its contributions to the implementation of two ILO OSH Fundamental Conventions 155 and 187; its Global Strategy on OSH; and the ILO Programme & Budget (2020-21 which was the programme at the time the Project was set up). There is also coherence vis-à-vis the SDG No.8 (economic growth and especially decent work for all), SDG No. 5 (gender quality) and SDG No. 10 (reduced inequalities). Furthermore, the Project is in line with the DWCP in the respective three countries. There is no evidence of synergy with *other* UN agencies, or with NGOs.

4.2 EFFECTIVENESS

The Project is assessed to have been **effective, overall** – as the evaluation has shown that it has been able to produce the vast majority of the Outputs, and contribute to all three Outcomes. The Project had a slow start and faced a number of challenges. However, in a short time span between mid 2023 and December 2024 a number of developments and events took place. It has addressed lack of awareness, knowledge and practices on OSH in the plantation sector. Capacity building, often through participatory approaches, of all involved stakeholders, has been the main vehicle to motivate changes. The message has been conveyed that workers (women and men) have a *fundamental right* to safe and healthy working conditions – hence improvements must be made to avoid accidents, injuries and diseases.

National policies and programs: The Project has raised awareness among stakeholders about the two OSH conventions C155 and C187 in all three countries the fact that ILO in 2022 declared OSH as a core convention and one of the Fundamental Principles of Rights. Much effort been placed on developing national and state OSH profiles, policies and programmes together with the tripartite partners. *Examples* of good results are: India: 1) OSH programmes were developed at national and state levels (Assam and West Bengal) - integrating policy directives with practical implementation; 2) Nepal: A draft OSH programme was submitted to the MoLESS and has a national OSH tripartite committee has been formed - and FNCCI and trade unions have also set up OSH “promotion” committees; 3) Sri Lanka: A final OSH policy and programme was submitted to the government and a National OSH profile was developed.

Capacity development: Capacity building was a major component of the Project. It included raising awareness and imparting knowledge about OSH, through Training of Trainers/cascading training, among high-level government officials; labour inspectors; administrators, and unions and cooperatives, at national, provincial/district - as well as managers and workers at estate/enterprise levels. All in all, 25643 (F:15445 and M:10198) persons have benefited from outreach and participated in training events on OSH, including on-the job at enterprise/plantation/field level.

Studies undertaken: Studies were commissioned to increase knowledge and *guide* the project implementation. In Nepal, the Project undertook a ‘diagnostic study in tea and cardamom sectors’, with the Department of Labour and Occupational Safety. In Sri Lanka the National Institute of Occupational Safety and Health undertook a ‘diagnostic study on the tea, coconut, and plantation sectors’. The Project supported Employment Federation Ceylon in undertaking a study on ‘ergonomics, time, and motion’ in the tea plantation sector to identify and explore the various health risks within 10 critical jobs. In India the planned diagnostic study in the plantation sector had to be dropped from the work plan as a result of discussions held with the Government in 2022. The activity was replaced with consultations on OSH with stakeholders in different sectors.

4.3 EFFICIENCY

It has been assessed that the level of efficiency in relation to the use of resources was **satisfactory** and the results generally justified the costs. Regarding financial resources, it is worth mentioning that the budget delivery was not optimal as resources could not be fully spent in the end and that no funds could be spent on joint meetings with the three countries, to share knowledge, good practices and experience. The utilization of human resources has been problematic in all three countries i.e. there was an unusual high staff turnover disrupting continuity of project implementation causing some loss of continuity and appreciation of the original intent of the Project.

It has also been assessed that ILO field and Headquarters, Specialists and the Flagship Programme management team in Geneva have supported the Project's implementation - which has been crucial, in mitigating the adverse effects of the high staff turnover issues and, in particular, in helping to find solutions and achieving results. The Project has benefited from an overall coordination in the implementation among the respective ILO country offices in Delhi, Kathmandu and Colombo and the Decent Work Teams; the ILO Headquarters and the ILO regional office in Bangkok.

4.4 IMPACT

The Project has been able to generate **good impact** despite the delays and short time that was devoted to actual implementation at the workplace level in plantations. The fact that most safety measures at enterprise/factory level were not costly, and constitute relatively easy fixes, enabled the Project to get the managers' consent to "enter" into the privately owned and closed tea gardens/estate plantations and generate impact on OSH - for which it should be given credit. It has also worked with Small Tea Growers/farmers who are 'unprotected' in terms of their enterprises not being part of the formal economy. According to the ILO, this is the first time that it has been able to work on capacity-building and institutional processes specifically on workplace safety in the tea and coffee plantations - and contribute to working women and men being represented in **OSH committees**, enabling their voices to be heard.

The improvements made at **enterprise/factory** level are many (see chapter 3.6.) and range from using protective gear when working in the fields and inside factories; making improvements of tea leaves collecting baskets; cleanliness of toilets; installing fire extinguishers; fire exits and drills; using stools to climb on to reach machines placed at higher level; ensuring daylight in factories or adequate lighting and maintenance; and safeguards around machines. The evaluation found that in many cases both female and male members of the OSH committees in the work places expressed appreciation for the changes made, and have often suggested the improvements and/or taken part in materialising them with the managements. The evaluations' assessment is however that it is yet too early to know if the OSH committees will continue to function as intended in the long term and if the work done will have a significant impact on the workers' health and safety.

Members of **Small grower societies** have also reported on changes made after participating in training such as learning about safe practices with respect to handling certain chemicals, and keeping them separate - and extending the OSH activities to encompass even their local neighbourhoods and public places.

The Project's title includes both safety and health. The evaluation found that **health issues were to a much less extent addressed**, compared to safety.

4.5 SUSTAINABILITY

The aim of the Project has been to address immediate OSH concerns in workplaces through the establishment of systems, structures and practices for safety and health and for them to be *sustained*. It should be appreciated that **OSH changes in the plantation sector is still in an initial stage** and it is yet too early to determine if the OSH committees will continue to function as intended in the long term, i.e. be sustained and to what extent knowledge and new attitudes will be "internalised" among management and stakeholders - an issue which should be followed up. The following are **some interesting examples of potential sustainability**:

In India, DGFASLI (Assam, the State Labour Department), India, has initiated a year-long sectoral programme on OSH may also benefit workers in the tea plantations; and the State Labour Department has issued a circular on strengthening OSH data collection, accident reporting and follow up: The Municipality in Suryodaya, Ilam district in Nepal is implementing a low-cost OSH model that has the potential to be replicated and become sustainable also in other municipalities and will be followed-up under ILO Nepal's regular budget. The NIPM in Sri Lanka has included OSH in nine training programmes, and *specifically targeted estate managers*, across tea, rubber, and coconut plantations. The PHDT is now addressing OSH in its health services and is seeking its Board's support to *also work with small growers*. The trade union CWC is planning to continue OSH training and cover 1,417 divisions. The EFC has enriched its training course on OSH for employers with a better understanding after the interaction with the estate workers involvement in OSH Committees.

4.6 CHALLENGES

All projects face some problems and challenges. In the case of the Safety + Health for All in South Asia, it was found that **the Project had more than its fair share**. The *main* challenges were late approval of the India component; Covid pandemic; very high turnover of staff in the Project (and within governments); severe economic crisis in Sri Lanka; elections in Nepal hindering the engagement of constituents; and the donor's funding arrangement for the Project that hindered continuity of the implementation as the 3-year budgeted funds were only given one year at a time.

4.7 CROSS-CUTTING ISSUES

Regarding cross-cutting issues such as capacity development, International Labour Standard, norms, social dialogue and tripartite representation, the **Project has performed well**. It has also been mindful of non-discrimination, however, one aspect of non-discrimination was not addressed, namely 'disability'. Disability was not mentioned in the Project Document it is an important consideration of ILO's policies.

Regarding gender equality concerns the Project did not conduct any specific gender analysis or develop a gender strategy on *how* to work with gender equality issues which is surprising in view of the fact that *2 of the 6 key outputs* in the LFA specifically mention that focus is on "women workers". **Much effort was made to raise awareness and appreciation for the situation of women workers**. Training and promotional materials highlight the fact that female workers in the plantation industry are more vulnerable and more at risk in terms of safety and health than male workers. Links between gender-based violence and OSH, and preventive strategies are explained in the training methodology and materials used. In its strategic meetings with the Project's implementing agencies (trade unions, cooperatives) the discussions have been held on women's work, OSH challenges and sexual harassment. The project also **insisted and ensured that training events and all OSH committees include women**. At the higher organisational level of the Project, the evaluation found that the importance of gender mainstreaming and the need to focus on working women due to their vulnerability was quite appreciated. At district and local work place levels the evaluation's finding is that the Project's work on gender issues had not made much of a dent and that *attitudes hindering women's workers welfare and improved working conditions* still prevail in the tea industry - an issue that should be followed up, along with measures/efforts to encourage women's representation and voice.

5 RECOMMENDATIONS

1. Addressed to the ILO and tripartite stakeholders. Priority: High. Resources: Medium–High. Timing: Immediate or within 6 months.

The tripartite constituents and ILO should follow-up to what extent new OSH practices and systems (and attitudes) are “internalised” at workplaces and the impact on workers’ safety is sustained also in the long term.

2. Addressed to the ILO and the tripartite stakeholders. Priority: High. Resources: Medium– High. Timing: Within 6 – 12 months.

ILO should make more effort in promoting/explaining a broader appreciation of the gender concepts to the tripartite partners – including identifying the social dynamics between men and women, and their respective roles and needs, as well as the division of labour. The Partners should appreciate that the gender equality is not equal to “women participation” in committees and training events.

3. Addressed to the ILO. Priority: Medium. Resources: Medium-High. Timing: within 12 months.

The ILO should consider utilizing the experience gained from engaging Small Growers Associations in the plantation sector - to develop technical cooperation initiatives and support to Self-help Groups and *widen* the support to not only focus on OSH, but also entrepreneurship development to strengthen their bargaining power, increase incomes and enhance livelihoods.

4. Addressed to the ILO. Priority: Medium. Resources: Low. Timing: Immediate or within 6 months

The Project has had unusually many changes of staff and the ILO should examine what the reason for this was, and make efforts as much as possible to avoid such a situation in future projects.

5. Addressed to the ILO. Priority: Medium. Resources: Low. Timing: When new projects are to be implemented.

When commissioning implementing agencies(e.g. trade unions/workers organisations) to act as Implementing Agencies, ILO and the IAs should ensure that:

- a) They possess the technical knowledge and capacity required for the tasks, if beyond *advocacy*. If not adequate – certain tasks should be given to external consultants, or ILO experts; and
- b) The tasks in Implementing Agreements can realistically be undertaken and completed within the set timeframe.

6. Addressed to the ILO and tripartite stakeholders. Priority: High. Resources: Medium. Timing: When new projects are to be implemented.

Disability is an important consideration of ILO’s policies as a part of non-discrimination and should be included in technical cooperation projects, with clear strategies on how to include persons in target groups who have disabilities.

6 LESSONS LEARNED AND EMERGING GOOD PRACTICES

Project title: Health + Safety for All

Project DC/Symbol:

Name of Evaluator: Lotta Nycander

Date: 26 February 2025

LESSON LEARNED ELEMENT	TEXT
Brief description of lessons learned (link to specific action or task)	All technical cooperation projects should, as a general “rule”, have 6 months <i>dedicated</i> as inception period after CTAs/project managers are on board.
Context and any related preconditions	This would allow for diagnostic studies to be undertaken and research results guide evidence-based implementation tailored to the specific needs of the targeted beneficiaries.
Targeted users / Beneficiaries	This would better benefit the ultimate target groups primarily but also the stakeholders and project staff in designing/redesigning informed implementation and monitoring plans.
Challenges /negative lessons - Causal factors	The challenges usually lie in projects having to get organised during the first 3-6 months, especially of the CTA/Project Managers while the NPCs are starting up the projects to be able to show progress.
Success / Positive Issues -Causal factors	A more informed implementation will generate more effectiveness and efficiency related to outcomes.
ILO Administrative Issues (staff, resources, design, implementation)	ILO needs to discuss this issue with the donor agency and explain the situation at the project design/planning stage.

LESSON LEARNED ELEMENT	TEXT
Brief description of lessons learned (link to specific action or task)	Expectations should be managed when drawing up Implementation Agreements and discussing plans with implementing partners.
Context and any related preconditions	The tasks to be done by the implementing partners should be “realistic” in terms of having a good chance of being completed within the time period especially when starting work in new areas.
Targeted users / Beneficiaries	Trade unions, for instance, would benefit from having very clear and specific tasks – that are within they field of competence and experience.
Challenges /negative lessons - Causal factors	Challenges could be related to having to write or understand reports in the English language; manage the accounting for the funds received, or managing consultants who may be recruited to help the trade unions complete the work. In the case of this particular project, there were even weather-related/transport related factors (flooding)

	which made it difficult to reach tea plantations in time and complete the work.
Success / Positive Issues -Causal factors	The quality of the work is likely to be better if the agreements are realistically drawn.
ILO Administrative Issues (staff, resources, design, implementation)	It is important that ILO project staff appreciate the level of capacity of the organisation and <i>monitor</i> the work as it is going on – even though if the tasks have been outsourced to another agency/trade union.

Project title: Health + Safety for All

Project DC/Symbol:

Name of Evaluator: Lotta Nycander

Date: 26 February 2025

GOOD PRACTICE ELEMENT	TEXT
Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	Applying participatory approaches in Training of Trainers and having at least 3-5 days of training, including field visits to factories and work areas in rural/agricultural areas/plantation sector.
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	Privately owned and managed plantations are usually closed areas and not easy for outsiders to enter. Good strategies must be applied for tripartite stakeholders to gain access and trips should be well prepared.
Establish a clear cause-effect relationship	Trainees expressed their interest in participatory training <i>combined</i> with learnings from field visits. Government staff often do not have the opportunities to visit rural areas and meet beneficiaries.
Indicate measurable impact and targeted beneficiaries	Learning is more effective when combined with field visits and discussions in “the field”.
Potential for replication and by whom	The good practice has great potential for replication in all areas of OSH oriented work – not only the plantation sector.
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO’s Strategic Programme Framework)	
Other documents or relevant comments	

GOOD PRACTICE ELEMENT	TEXT
Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	Organising self-evaluations and award ceremonies for winners of competitions on best and most innovative work of OSH committees.
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	This worked well in Sri Lanka, where the PHDT was the organising agency, together with the Project.
Establish a clear cause-effect relationship	These activities motivated the involved enterprises.
Indicate measurable impact and targeted beneficiaries	
Potential for replication and by whom	Self-evaluations and award ceremonies are great motivational events suitable for many types of learning situations, and should be replicated in ILO projects, for instance projects that target youth employment and entrepreneurship development for youth.
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO’s Strategic Programme Framework)	
Other documents or relevant comments	

ANNEX 1. TERMS OF REFERENCE

TERMS OF REFERENCE FOR

INTERNATIONAL CONSULTANT SAFETY + HEALTH FOR ALL WORKERS IN SOUTH ASIA FINAL INTERNAL EVALUATION

1. BACKGROUND/RATIONALE:

Title of project being evaluated	Safety + Health for All Workers in South Asia
Project DC Code	RAS/20/08/JPN
Type of evaluation (e.g. independent, internal)	Internal
Timing of evaluation (e.g. midterm, final)	Final
Donor	Ministry of Labour of Japan
Administrative Unit in the ILO responsible for administrating the project	ILO/DWT-New Delhi
Technical Unit(s) in the ILO responsible for backstopping the project	OSHE Branch
Evaluation Focal Point	Programme and Operations Officer, Safety + Health for All, Regional Office for Asia and the Pacific
P&B outcome (s) under evaluation (2024-2025)	Output 2.4. Increased institutional capacity of labour administrations & Output 6.1. Increased capacity of Member States for the realization of a safe and healthy working environment and effective protection at work for all
SDG(s) under evaluation	Goal 3; Goal 8
Project Budget	USD 3,772,364

1. The Project

South-Asian countries face many challenges related to decent work, including on the promotion of a safe and healthy working environment. Occupational safety and occupational (OSH) challenges are present at every level – legislation and policy making, enforcement, consultation and engagement of social partners, data collection and information management, as well as human and material resources.

Consequently, occupational hazards remain mostly unidentified and their risks are not assessed; occupational accidents and injuries are not recorded nor reported; work-related diseases remain unrecognized and undiagnosed; monitoring and enforcement are weak and ineffective;

complaints are poorly documented and managed. As a result, the sub-region lacks the evidence-based policies and programmes to protect and promote workers' safety and health.

In addition, India, Nepal and Sri Lanka have not ratified the two Fundamental Convention on OSH - the Occupational Safety and Health Convention, 1981 (No. 155) and the Promotional Framework for Occupational Safety and Health Convention, 2006 (No. 187).

Plantations crops and in particular tea, coconut, rubber and cardamom are important agriculture subsectors in South Asia. India is the second largest tea producer in the world, Sri Lanka is the fourth and Nepal is the 21st producer.

OSH is a major area of concern for the actors in the plantations sector, in particular chemical and biological hazards resulting from the use of agro-chemicals with little or inadequate protection and scarce access to proper water and sanitation. These conditions have contributed to a lack of investment in workers' living and working conditions, leading to serious social issues and negative health and safety impacts on workers and their family. Women workers especially face multiple challenges and discriminations in plantations and processing factories. Such discrimination can entail lower wages, lack of access to jobs, lack of access to social dialogue platforms and ill-treatment in business transactions. Women also have the burden of caring out unpaid care work at home. Last but not the least, women are particularly vulnerable to poor health care facilities and related maternal health issues.

In line with the recommendations and suggestions provided by national constituents, under the global ILO's flagship programme [Safety + Health for All](#), the sub-regional project was implemented. This project, funded by the Japanese government, aimed at improving OSH conditions of workers in South Asia with a focus in the plantation sector covering India, Sri Lanka, and Nepal. It worked around three objectives:

1. Generating and sharing knowledge on constraints and opportunities to improve the safety and health of workers and prevention discrimination in the plantation sector;
2. Strengthening national and local institutions to better promote and protect the safety and health of plantation workers in India, Nepal and Sri Lanka;
3. Developing or strengthening workplace and industry level practices and initiatives to promote the safety and health of workers, in the plantation sector in India, Nepal and Sri Lanka, notably through improved representation (including 'voice') of workers in the smallholdings and of women workers.

Project timeline/key information

Official project start date – 23 December 2020 to operate a 3-year project worth 3 million USD

Actual start of operations – Mid 2021 with the recruitment of the Project manager

Cost extension - Additional 800,000 USD granted in mid-2022

No cost extension to December 2024 – granted in October 2023

Midterm evaluation - Mid-term evaluation of the project undertaken part of the Independent strategic evaluation of the ILO Flagship Programme Safety + Health for all (2016-2023).

Selected key achievements to date (July 2024) under each objective

Objective 1

- Assessment reports on OSH and other Fundamental Principles and Rights at Work were drafted for the tea and cardamom sectors in Nepal and tea, rubber and coconut sectors in Sri Lanka.

Objective 2

- In Nepal, the first National OSH Tripartite plus Committee was set up and led the development and adoption of the first National OSH Programme, while a tripartite national steering committee to develop and adopt the OSH policy was supported in Sri Lanka.
- In India, roadmaps of actions were adopted between the ILO and the Government of Assam and West Bengal to promote state level OSH systems (including the development of state level OSH profiles and tripartite OSH programmes) and strengthen the capacity of labour and OSH inspectors. A Roadmap of action was also adopted by the Tea Board of India to build capacities of Tea Board officials and support collectives of small tea growers to prioritize OSH. The project also supporting capacity building of the officials of Dattopant Thengadi National Board for Workers Education and Development (DTNBWED), an autonomous body under the Ministry of Labour, and helped them develop a curriculum on OSH.
- In Nepal, the first national list of the Occupational Diseases was also developed.
- Awareness was raised on ratification of ILO Fundamental Conventions 155 and 187 in all 3 countries and drafting of a legal gap assessment report of law and practices related to the two Conventions in Nepal.
- Sustainable capacity strengthening interventions were organized for the OSH Center in Nepal and the National Institute for Occupational Safety and Health (NIOSH) in Sri Lanka.
- A needs assessment of the labour inspectorate focussing on OSH was rolled out in Nepal and Sri Lanka and capacity building activities were implemented for the labour inspectorate in all 3 countries.
- In India, trade union OSH Committees were formed in all 11 central trade unions and they called for the Government to take legislative steps to ensure safe and healthy working environment is a reality for all and ratify C155 and C187. They also conducted awareness campaigns in targeted states towards the ratification of the OSH conventions, C. 155 and C. 187. All central trade unions also adopted a roadmap to promote OSH. Young trade unionists were also mobilized and a manual on OSH for young trade unionists' facilitators was developed.

Objective 3

- In Sri Lanka trade unions led a 10,000 signatures campaign from grassroots-level estate workers to request the government to work towards ratification of the C155, C187 and C190 incident reporting platforms were set up with two trade unions. BMS, largest union in India, through the project improved the safety and health conditions of tea and coffee plantation workers (60 units of tea/coffee) in Kerala and had written to the central labour minister to ratify the OSH conventions C.155 and C.187.
- In the 3 countries, comprehensive workplace level interventions were conducted in large estates and with small holder farmers through a wide array of partner organizations (local government, employers' organizations, cooperatives, trade unions, etc). This approach supported the capacity building of actors active at the local level and allowed the project to reach a large number of workers. Among others, it resulted in the setup of OSH committees in 55 tea and cardamom enterprises with a clear action plan for the committees in Nepal and 60 committees in Tea estates in Sri Lanka (190 in the pipeline) which reported 500+ low-cost improvements. In India, OSH Committees were set up in the tea sector in Assam, West Bengal and Kerala which were improved in the big estates/small farmers/factory works of the tea and coffee plantation sectors. OSH committees and action plan were also set up in Assam, West Bengal and Kerala. In Sri Lanka, the project estimates that the project already reached over 11,000 workers.

2. PURPOSE OF ASSIGNMENT:

This Terms of Reference (TOR) concern the final internal evaluation of the project Safety + Health for All Workers in South Asia implemented in India, Nepal and Sri Lanka.

The purpose of this final internal evaluation is for accountability and learning. The ILO and the main stakeholders will be able to use the results of this evaluation to integrate best practices and lessons learned in future operations.

The internal final evaluation will be carried out between October to December 2024. It will be conducted in compliance with the UNEG Evaluation's Norms and Standards and with the principle for project evaluation set forth in the [ILO Policy Guidelines](#) for Evaluation: Principles, Rationale, Planning and Managing for Evaluations, 4th edition (Aug 2020). It will be coordinated by an evaluation focal point and will be conducted by an evaluation team composed of an international evaluator and a national evaluator for each of the country of focus. Key stakeholders, including tripartite constituents, and partners in the three countries covered under the project will be included in the evaluation.

The evaluation will also need to address all relevant cross-cutting drivers for ILOs work which includes gender equality and non-discrimination, promotion of international labour standards, tripartite processes and constituent capacity development.

3. OBJECTIVE(S)

The evaluation will be conducted in accordance with the ILO Evaluation Policy and the [ILO Results-Based Evaluation Strategy](#). The ILO considers that evaluation is an integral instrument of accountability and learning. The ILO applies the evaluation criteria established by the OECD / DAC Quality Standards for Development Evaluation and the UNEG Code of Conduct for Evaluation in the UN System.

3.1. Purpose and Objectives

- The evaluation's purpose is to provide an objective assessment of the Project's progress on the achievement towards the project's development objectives and performance based on the Project's results framework, provide strategic recommendations to improve project management and inform future interventions, and build knowledge on project's emerging practices and lessons learned. The findings and recommendations will **inform future ILO actions** to promote a safe and healthy working environment in South Asia and beyond.

Specifically, the evaluation will:

- **Assess the relevance** (is the project doing the right things?) and/or validity of the Project design, project results framework, implementation strategy and the project contribution towards sustainability.
- **Assess the quality and extent to which the project has achieved its expected outcomes.**
- **Identify unexpected results**, both positive and negative, that emerged from the Project implementation.
- **Analyse the efficiency of the Project** especially in its delivery and/or performance, strategy and management, and implementation.

- **Assess to what extent are Project results or gains likely to continue or be sustainable.**
- **Identify strategic recommendations,** lessons learned and good practices (national, subregional, community and enterprise levels).

Scope

The final evaluation will cover the overall implementation period. In terms of geographic coverage, the final evaluation will include all project areas for India, Sri Lanka and Nepal, including the activities that were implemented / conducted by the Project's implementing partners.

1. 3.3. Criteria and questions (including Cross-cutting issues/ issues of special interest to the ILO)

The final evaluation will be conducted in accordance with the OECD/DAC evaluation criteria of relevance and strategic fit, coherence, efficiency, effectiveness, [potential] impact, and sustainability.

The following questions (below) intend to guide and facilitate the evaluation. Other questions or aspects that are relevant to the evaluation based on the inception phase and consultation with stakeholders can be added in accordance with the evaluation purpose and consultation with the evaluation focal point.

Evaluation Criteria	Evaluation Questions
<p>Relevance and Strategic Fit: looks at the extent to which the objectives are aligned with national, regional and local priorities and needs, the stakeholders', including donor priorities for each project country's priorities and needs</p>	<ul style="list-style-type: none"> ▪ To what extent was the Project consistent with the key needs, demands and priorities of ILO constituents (government, employers, and workers) and whether it was consistent with the national occupational safety and health (OSH) priorities and needs in target areas, sectors and enterprises? ▪ Are the objectives, outputs and activities consistent with the Flagship Programme Safety + Health for All? ▪ To what extent did the project remain flexible and responsive, within their overall scope, to concerns of gender equality, non-discrimination and protection of vulnerable groups (migrants, youth workers)?
<p>Validity of the Design: Assesses the overall project design including the linking of its results and complementarity of the different project components</p>	<ul style="list-style-type: none"> ▪ Was the project design adequate to meet project objectives and identified outcomes? To what extent does the Project's Results Framework link the outputs to the intended outcomes and objectives? ▪ Are the project outcomes aligned with the priorities of the Flagship Programme Safety + Health for All? ▪ Did the project adequately consider the gender dimension on the Project Document, Monitoring

	<p>and Evaluation Plan, and interventions? How was this achieved?</p>
<p>Coherence: assess the extent to which other interventions (particularly policies) support or undermine the intervention, and vice versa. Also includes assessment of synergies and interlinkages between the intervention and other interventions carried out by the ILO and its partners, and consistency of the intervention with other actors' interventions in the same context (i.e., harmonisation or coordination to avoid possible duplication).</p>	<ul style="list-style-type: none"> ▪ How is the Project contribution to the ILO Decent Work Country Programmes, Sustainable Development Goals – particularly Goal 8, and relevant ILO Conventions? ▪ Are they complementary with other interventions and strategies of the ILO at the global, country, regional / provincial and enterprise levels?
<p>Efficiency: Assess the extent to which the intervention delivers results in an economic and timely way. It also assesses the extent to which management capacities and arrangements put in place support the achievement of results</p>	<ul style="list-style-type: none"> ▪ Has the project received adequate political, technical and administrative support from the ILO and its implementing partners? ▪ How well are the project's resources (human, financial and technical) being managed to ensure timely, cost effective and efficient delivery of Project results? ▪ Are there any alternate ways which the project could have done to better manage its resources?
<p>Effectiveness: Assess the extent to which the intervention achieved, or is expected to achieve, its objectives and results.</p>	<ul style="list-style-type: none"> ▪ To what extent has the project achieved the desired results (outcomes and outputs)? What were the main internal and external constraints/challenges faced by the project during implementation? What were the key success factors, and were there any results achieved that were not foreseen in the initial project design? ▪ Were stakeholders involved in the implementation of the projects and to what extent has national ownership been ensured? Are they satisfied with the quality of the activities and products delivered? ▪ Have country interventions been successful in reaching (benefitting) end beneficiaries (vulnerable workers)? Have they all benefited equally from the interventions? ▪ To what extent has the project been effective in strengthening OSH policies and practices in the targeted workplaces? ▪ To what extent was the Project able to establish partnerships and synergies which supported the Project's strategy and performance delivery?
<p>[Potential] Impact: Assess the extent to which the intervention has generated or is expected to generate significant positive or negative, intended, or unintended, higher-level effects</p>	<ul style="list-style-type: none"> ▪ To what extent has the Project set up actions and mechanisms that will ensure the achievement of long-term effects? ▪ To what extent has the project strengthened the institutional capacity (service and policy) of the

	<p>government, employers' and workers' organizations in promoting safe and healthy working environment for all workers)?</p> <ul style="list-style-type: none"> ▪ Are there any observed trends in changes in attitudes, skills, institutions, living conditions, etc. that can be attributed to project interventions?
<p>Contribution towards sustainability: Assess the extent of contribution to which the net benefits of the intervention continue or are likely to continue.</p>	<ul style="list-style-type: none"> ▪ What mechanisms and actions did the Project put in place to ensure ownership of the project's results at the country, regional/province and enterprises level? ▪ To what extent are the planned results of the project likely to be durable and can be maintained or even scaled up or replicated by other partners/within the same sectors in other countries or within the same country into other (similar) sectors? ▪ Does the project have an adequate exit strategy?
<p>Gender, disability, and non-discrimination</p>	<ul style="list-style-type: none"> ▪ Has the project integrated gender equality, disability, and non-discrimination as a cross-cutting concern throughout its deliverables, including periodic reports?

2. 3.4. Methodology

The evaluation will comply with UNEG evaluation norms, standards and follow ethical safeguards, as specified in ILO's evaluation procedures. The evaluation should address OECD/DAC and UNEG evaluation criteria and concerns, i.e. relevance, coherence, effectiveness, efficiency, sustainability and impact. The evaluator may adapt the evaluation criteria and questions, but any fundamental changes should be agreed between the evaluation manager and the evaluation team.

The evaluators should review data and information that is disaggregated by sex and assess the relevance and effectiveness of gender-related strategies and outcomes to improve the lives of women and men. Furthermore, the evaluation should follow non-discriminating factors that allow for a balanced view of the project's performances. All this information should be accurately included in the inception report and evaluation report. To the extent possible, data collection and analysis should be disaggregated by sex as described in the ILO Evaluation Policy Guidelines and relevant Guidance Notes.

Both qualitative and quantitative evaluation approaches should be considered for this evaluation.

Proposed methods of data collection: -

- review of secondary data
- review of project support document including correspondence, reports
- interviews/Focus Group Discussions with key informants
- stakeholders consultation workshop
- field visits and beneficiaries and community engagement FGDs

A detailed methodology will be elaborated on the basis of this TOR. The detailed methodology should include key and sub-question(s), detailed methods, data collection instruments, and data analysis plans. It's expected that the evaluator(s) will refine evaluations after the initial desk review of relevant documents and propose evaluation tools that include multiple levels and types of respondents/informants, with appropriate statistical and quantitative data analysis methods for each evaluation question as deemed appropriate.

Attempts should be made to collect data from different sources by different methods for each evaluation question and findings be triangulated to draw valid and reliable conclusions. Data

shall be disaggregated by sex where possible and appropriate. The evaluator should ensure that women's views and perceptions (as in women workers as well as women representatives of stakeholders and partners and women's participation in workplace level initiatives to the extent possible) are also reflected in the data collection tools and that gender-specific questions are also included. Findings and recommendations should be backed by evidence gathered through data collection.

To the extent possible, the data collection, analysis and presentation should be responsive to and include issues relating to ILO's normative work, social dialogue, diversity and non-discrimination, including disability issues.

The methodology for collection of evidence should be implemented in three phases: (1) an inception phase based on a review of existing documents; (2) a fieldwork phase to collect and analyse primary data; and (3) a data analysis and reporting phase to produce the final evaluation report.

3. 3.5. Key Stakeholders

The final evaluation should include key stakeholders and ILO staff who have been instrumental and critical in the Project's management and implementation, including those providing technical and operational backstopping. It is also envisioned for the evaluation to collect data from workers' in selected target enterprises.

Table 4. List of Proposed Stakeholders

Project Key Partners	
India	
<ul style="list-style-type: none"> • Ministry of Labour and Employment (MOLE) • Directorate General of Factory Advise and Labour Institutes (DGFASLI) • Tea Board India • Department of Labour and Welfare of Assam and West Bengal • Confederation of Indian Industry (CII), All India Organization of Employers (AIOE), Employers Federation of India (EFI) • 11 Central Trade Unions, and their state branches. Affiliated unions and other regional and state level unions and membership-based organizations • Indian Tea Association (ITA) • Confederation of Indian Small Tea Growers Organizations (CISTA) • Coordination Committee of Planters' Association (CCPA) • Small Growers Associations and their confederations. 	
Nepal	
<ul style="list-style-type: none"> • All Nepal Federation of Trade Unions (ANTUF) • Nepal Trade Union Congress (NTUC) • General Federation of Nepalese Trade Union (GEFONT) • Federation of Nepalese Chambers of Commerce and Industries (FNCCI) in collaboration with indirectly Federation of the Cardamom Producers Association and Federation of the Tea Producers Association) • Central Tea Cooperatives Federation (CTCF) • Occupational Health and Safety professionals Nepal (OSHPN) • Federation of Handicraft Association of Nepal (FHAN) • SMS environment and Engineering Pvt.Ltd, Nepal 	
Sri Lanka	
<ul style="list-style-type: none"> • Industrial Safety Division of Department of Labour • The Employers' Federation of Ceylon (EFC) • Ceylon Workers Congress (CWC) • Lanka Jathika Estate Workers Union (LJEWU) • National Institute of Occupational Safety and Health (NIOSH) • National Institute of Plantation Management (NIPM) • Plantation Human Development Trust (PHDT) 	

Other ILO
<ul style="list-style-type: none"> • Overall Coordinator, ILO-Japan Partnership • ILO Country and Decent Work Team directors for India, Nepal and Sri Lanka • ILO Programme Officers for India, Nepal and Sri Lanka • ILO Admin/Finance Officers for India, Nepal and Sri Lanka. • Senior Specialist, Occupational Safety and Health, DWT-New Delhi • International Labour Standards Specialist, DWT-New Delhi • ACTRAV specialist, DWT-new-Delhi • ACTEMP specialist, DWT-New Delhi • Former project CTA, DWT-New Delhi • Specialist, Labour Inspection, HQ • OSHE Programme and Operations Team

4. MAJOR TASKS TO BE ACCOMPLISHED

Tasks	No of Days (Lead Evaluator)	No of Days (per National Evaluator)	Tentative Dates
<ul style="list-style-type: none"> ▪ Desk Review of Project related documents ▪ Preparation and finalizing of the inception report 	8 days	4 days	4 November 2024
<ul style="list-style-type: none"> ▪ Data collection: Interviews, surveys and/or group discussions with key partners, ILO staff and project team; beneficiaries at the factory level ▪ Debriefing with the Project Team ▪ Stakeholders' workshop including presentation 	18 days (15 days per country + 3 days other stakeholders)	5 days	6 December 2024
<ul style="list-style-type: none"> ▪ Report drafting and finalization ▪ Sharing the draft report to all concerned for comments ▪ RO to share with Project Teams for comments ▪ Evaluation focal point to consolidate the comments and send to IE 	8 days	5 days	18 December 2024
<ul style="list-style-type: none"> ▪ finalization of evaluation report 	3 days	1 day	31 January 2025
Total number of days	37 days	15 days	

4. DELIVERABLES AND DEADLINES

Under this engagement, the evaluation consultant is expected to deliver the following:

S/No.	Major Task	Deliverable	Specific delivery date/ deadline	Estimated travel required
1.	<ul style="list-style-type: none"> ▪ Desk Review of Project related documents ▪ Preparation and finalizing of the inception report 	<p>Deliverable 1: Inception Report and workplan (not more than 20 pages including annexes)</p> <p>The Inception Report will include the details on how the evaluator understands what is being evaluated including the evaluation questions. The inception report must elaborate the methodology being proposed in the TOR, with changes if applicable, including proposed methods, data sources, and data collection procedures. The report shall also include selection criteria or sampling methodology for the selection for individuals for interviews or group discussions, and selection of target area or enterprise to be visited, and list of stakeholders that will be included in the evaluation. A detailed evaluation matrix outlining the evaluation questions/sub-questions (based on the ToR and inception meetings) and potential source of information should included to the inception report. The methodology should clearly state the limitations of the chosen evaluation matrix methods, including those related to representation of specific group of stakeholders. A detailed timeline / workplan will also be part of the inception report.</p>	8 days from the state of the assignment.	Not applicable.
2.	<ul style="list-style-type: none"> ▪ Data collection: Interviews, surveys and/or group discussions with key partners, ILO staff and project team; beneficiaries at the factory level ▪ Debriefing with the Project Team 	<p>Deliverable 2: Presentation of initial findings (PowerPoint presentation to be submitted by the evaluator and delivered during a face-to-face workshop or online meeting)</p> <p>A presentation should be prepared for the ILO, its key partners on the evaluation's initial findings. The Evaluation focal point will organize and coordinate with the Project team for the list of stakeholders for the workshop/online meeting. On this activity, the evaluator will present the initials findings to validate information and data collected through the various data collection methods.</p>	18 days (5 days per country + 3 days other stakeholders)	15 days of travel is required.

S/No.	Major Task	Deliverable	Specific delivery date/ deadline	Estimated travel required
	<ul style="list-style-type: none"> Stakeholders' workshop including presentation 			
3.	<ul style="list-style-type: none"> Report drafting and finalization Sharing the draft report to all concerned for comments RO to share with Project Teams for comments Evaluation focal point to consolidate the comments and send to IE 	<p>Deliverable 3: A first draft of the evaluation report (not more than 40 pages)</p> <p>The draft evaluation report will have to be written in English and should adequately cover the evaluation criteria and questions as finalised in the inception report, along with the recommendations, lessons learned, good practices, technical recommendations for the key stakeholders. The draft evaluation report should be in the format of the ILO https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_165967.pdf</p>	8 days	Not applicable
4.	<ul style="list-style-type: none"> finalization of evaluation report 	<p>Deliverable 4: Final Evaluation Report including an Evaluation Summary (not more than 40 pages excluding executive summary and annexes)</p> <p>The final evaluation report will be submitted to the evaluation focal point. The Evaluation focal point has to ensure that all comments from the Project team and the Project's key stakeholders are integrated. The Report's annexes shall include the questions matrix, tools used during data collection, field work schedule, a list of interviewees, list of documents analysed, lessons learned template and emerging good practices template.</p> <p>The final evaluation report approved by ILO should be converted to a document that will detail brief summary of the evaluation methodology and findings. This can be in the form of an executive summary document or infographic.</p> <p>The report and all other outputs of this evaluation must be produced in English. All</p>		Not applicable

S/No.	Major Task	Deliverable	Specific delivery date/ deadline	Estimated travel required
		draft and final reports, including other supporting documents, analytical reports and raw data should be provided in electronic version compatible with Microsoft Word for Windows.		

6. DUTY STATION

ILO, New Delhi

7. CONTRACT / PROJECT MANAGEMENT

The evaluation will be undertaken for approximately 3 months from November 2024 to January 2025. Data collection will be in November 2024. A detailed timetable will be included in the inception report to be developed by the evaluator.

A national consultant for each of the country (India, Nepal and Sri Lanka) will be hired along with the international consultant who will lead the evaluation. The ToR for the national consultant will be developed separately.

All logistics costs associated with the evaluation mission will be covered by the Project.

The evaluator will report to the Evaluation focal point. Any technical, logistical and methodological matters should be discussed with evaluation focal point and national project coordinators.

7.1. Role of the ILO's Evaluation Focal point

- Develop the Terms of Reference in consultation with the Project team, ILO staff and specialists and key stakeholders
- Review the inception report including evaluation questions, data collection methods and tools together with the evaluation team and coordinate with concerned stakeholders, whenever applicable
- Monitor the conduct or implementation of the evaluation, as appropriate, particularly adherence to ILO principles and guidelines and timelines
- Review the evaluation report and provide initial comments in line with EVAL's guidance for evaluation managers;
- Circulate the draft evaluation report to all concerned stakeholders;
- Collect comments on the draft report and forward to the evaluator;
- Liaise with Project staff whenever necessary especially in arranging procurement and logistical processes.

7.2. Role of the Project Team

- Provide all documentary and information requirements of the Project including list of key stakeholders
- Provide assistance on logistical arrangements such as facilitating scheduling of meetings or evaluation activities with stakeholders in the 3 target countries.

8. OFFICIAL TRAVEL INVOLVED

Field work involves travel within India, Nepal and Sri Lanka. The Consultant is expected to visit the Offices of stakeholders in India (Assam and/or West Bengal), Nepal (Kathmandu, Ilam), Sri Lanka (Colombo, Nuwara Eliya & Badulla).

The consultant is bound by UN security protocol (UNDSS) and must complete basic security training online (ASITF) upon signature of contract and obtain security clearance from UNDSS before undertaking any travel. No road travel should take place from dusk to dawn and road travel should preferably be undertaken with hired cabs.

9. ESTIMATED DURATION OF CONTRACT (PART TIME)

28 October 2024 to 31 January 2025

10. ADMINISTRATIVE ISSUES: *(Please mention if the contractor has to obtain any special permissions to carry out the desired tasks. Will ILO be supporting to obtain such permissions, etc)*

The Consultant will be fully responsible for obtaining all the necessary licenses and/or authorizations required to discharge her/his obligations and for paying all taxes, fee and all statutory dues. The ILO Offices in New Delhi, Colombo and Kathmandu will facilitate Note Verbale for obtaining visas. The ILO Focal Point for this Evaluation (ILO Regional Office for the Asia and Pacific) will be responsible for processing the contract and advise release of initial, progress and final payments by confirming the receipt of reports and other related deliverables.

11. QUALIFICATIONS / SPECIALIZED KNOWLEDGE / EXPERIENCE/ COMPETENCIES:

The Lead Evaluation Consultant has the responsibility to undertake the evaluation and deliver all the required deliverables as per this TOR. For data collection in India, Nepal and Sri Lanka, he/she will be supported by national consultants who will conduct field data collection with beneficiaries and interviews with key partners, whenever applicable.

The table below described desired competencies and responsibilities for an evaluation team leader:

Responsibilities	Profile
<ul style="list-style-type: none"> ✓ Designing, planning and conducting the evaluation and the evaluation report, in accordance with the ILO’s guidelines, specifications and timeline ✓ Conduct evaluation and deliver all deliverables under this TOR ✓ Desk review of project documents and other related documents ✓ Develop evaluation instrument and draft inception report ✓ Organize and schedule all necessary interviews/stakeholder 	<ul style="list-style-type: none"> ✓ Advanced university degree preferably in social sciences, economics, development studies, evaluation or related fields, with demonstrated strong research experience; ✓ A minimum of 7 years of professional experience in evaluating international programmes, projects and development initiatives with particular experience in evaluating labour, OSH, and supply chain and agriculture sectors related programmes; ✓ Strong background in results – based management, logical framework/ Theory of Change and other strategic approaches,

Responsibilities	Profile
<p>consultations, in coordination / consultation with ILO, and other partners;</p> <ul style="list-style-type: none"> ✓ Participate in briefings and discussions in line with the work outlined in the TOR ✓ Facilitate stakeholders' workshop/ debriefing with the project and key stakeholders ✓ Draft evaluation report ✓ Finalize evaluation report ✓ Draft stand-alone evaluation summary as per standard ILO format ✓ Supervise other team members, such as national consultant (to be contracted separately by the ILO) and ensure quality assurance for their deliverables 	<p>evaluation methods and approaches, information analysis and report writing,</p> <ul style="list-style-type: none"> ✓ Has professional experience evaluating or conducting research on labour context in particularly in agriculture ✓ Ability to bring gender-sensitive dimensions into the evaluation in the design, data collection, analysis and report writing of the evaluation ✓ Knowledge of ILO's roles and mandate and its tripartite structure as well as UN evaluation norms and its programming is desirable and extensive international experience in the fields of project formulation, execution, and evaluation is an advantage; ✓ Excellent communication and interview skills, ✓ Proven ability to produce analytical reports in good English ✓ Excellent analytical skills with the ability to analyse and interpret data from a range of sources ✓ Flexible to accommodate feedback

The international consultant will be supported by a national consultant in each target country. National consultants will be selected/contracted separately. They will have the below responsibilities.

Responsibilities	Profile
<ul style="list-style-type: none"> ✓ Desk review of project documents and other related documents ✓ Assist the team leader in developing evaluation instrument and drafting inception report ✓ Take part in the interviews with key stakeholders and assist in note taking during interviews in India, Sri Lanka and Nepal ✓ Undertake field visits in India, Nepal and Sri Lanka ✓ Provide interview notes and/or analysis in the format agreed upon with the Lead Evaluator ✓ Assist the team leader in facilitating stakeholders' workshop/ debriefing with the project and key stakeholders ✓ Contribute to the drafting of the evaluation report prepared by the team leader ✓ Might be requested to write certain sections in the draft report as requested by the team leader participate in and jointly facilitate the stakeholders workshop 	<ul style="list-style-type: none"> ✓ India, Nepal and Sri Lanka based ✓ University degree in social sciences, economics, development studies, evaluation or related fields ✓ Extensive experience in applying, qualitative and quantitative research methodologies including participatory approaches ✓ Has professional experience evaluating or conducting research on labour particularly in agriculture and / or OSH ✓ Excellent communication and interview skills, ✓ Proven ability to produce analytical reports in good command of English ✓ Excellent analytical skills with the ability to analyse and interpret data from a range of sources ✓ Flexible and responsive to changes and demand and open to feedback

Responsibilities	Profile
✓ Provide verbal interpretation for the team leader during the evaluation data collection as required	

12. (CORE/TECHNICAL/FUNCTIONAL) / LANGUAGE SKILLS REQUIRED FOR THE ASSIGNMENT:

As described above in Section 12 of the TOR. The legal and ethical matters, confidentiality and non-disclosure and essential documents for conducting ILO evaluations are illustrated in Annex 1.

13. TECHNICAL EVALUATION CRITERIA: (WITH WEIGHTS FOR EACH CRITERIA)

Technical and price proposal 80/20

Technical evaluation criteria:

A minimum of 7 years of professional experience in evaluating international programmes, projects and development initiatives with particular experience in evaluating labour, OSH, and supply chain and agriculture sectors related programmes (40)

- ✓ Knowledge of ILO's roles and mandate and its tripartite structure as well as UN evaluation norms and its programming is desirable and extensive international experience in the fields of project formulation, execution, and evaluation (40)

14. PAYMENT SCHEDULE:

Sl. No	Deliverable	Amount/% to be paid	Timeline
1	Upon submission and acceptance of inception report.	20%	28 October 2024
2	Upon submission and acceptance of draft report	40%	18 December 2024
3	Upon submission and acceptance of final report along with travel, hotel bills, train tickets and boarding passes	40%	31 January 2025
	Total	100%	

15. PERFORMANCE REVIEWS:

The ILO Focal Point for this evaluation will frequently contact the external collaborator/consulting agency, provide advice and check the progress as detailed in the Section 4 of the ToR.

Annex 1

5. A.1.1. Legal and ethical matters

This evaluation will comply with UN and ILO norms and standards for evaluation and ensure that ethical safeguards concerning the independence of the evaluation will be followed. Evaluators

also must act with cultural sensitivity and pay particular attention to protocols, codes and recommendations that may be relevant to their interactions with women. The [United Nations Evaluation Group \(UNEG\) Ethical Guidelines for Evaluation](#) will be applied in the evaluation and has to be followed. The consultant should not have any links to project management, or any other conflict of interest that would interfere with the independence of the evaluation. The evaluator will follow ILO EVAL's Code of Conduct for carrying out the evaluations.

A.1.2. Confidentiality and non-disclosure

All data and information received from the ILO or other stakeholders for the purposes of this assignment shall be treated as confidential and shall be used for the purpose of this independent evaluation.

All intellectual property rights for this evaluation and its product are attributed to the ILO and may not be disclosed to third parties or published without the prior written consent of the ILO.

A.1.3. Essential documents for conducting ILO evaluations

Evaluators are expected to familiarize themselves and seek guidance from 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
- ILO Code of Conduct Agreement for Evaluators (to be signed along with the contract): [wcms_746806.pdf](#)
- DAC Criteria for Evaluating Development Assistance: <https://www.oecd.org/dac/evaluation/revised-evaluation-criteria-dec-2019.pdf>
- Norms and Standards for Evaluation in the UN System: <http://www.unevaluation.org/document/detail/1914>
- Code of Conduct for Evaluation in the UN System: <http://www.unevaluation.org/document/detail/100>
- UNEG Ethical Guidelines for Evaluation (2008): <http://www.unevaluation.org/document/download/548>

- Checklist 4.2 Preparing the evaluation report: [wcms_746808.pdf \(ilo.org\)](#)
- Checklist 4.3 Filling in the Evaluation Title Page: [wcms_746810.pdf \(ilo.org\)](#)
- Checklist 4.4 Preparing the Evaluation Report Summary: [wcms_746811.pdf \(ilo.org\)](#)
- Checklist 4.5 Documents for project evaluators: [wcms_746812.pdf \(ilo.org\)](#)
- Checklist 4.8 Writing the inception report: [wcms_746817.pdf \(ilo.org\)](#)
- Checklist 4.9 Rating the quality of evaluation reports: [wcms_746818.pdf \(ilo.org\)](#)
- Guidance note 3.1 Integrating Gender Equality in the Monitoring and Evaluation of Projects: [wcms_165986.pdf \(ilo.org\)](#)
- Guidance Note 3.2 Adapting evaluation methods to the ILO's normative and tripartite mandate: [wcms_746717.pdf \(ilo.org\)](#)
- Guidance Note 3.3 Strategic clustered evaluations: [wcms_746718.pdf \(ilo.org\)](#)
- Guidance Note 4.3 Data collection methods (includes Checklist 4.1 Validating methodologies): [wcms_746722.pdf \(ilo.org\)](#)
- Guidance note 4.5 Stakeholder engagement: [wcms_746724.pdf \(ilo.org\)](#)
- Template 4.1: Lessons learned: [wcms_746820.pdf \(ilo.org\)](#)
- Template 4.2: Emerging good practices: [wcms_746821.pdf \(ilo.org\)](#)

ANNEX 2. EVALUATION TIME SCHEDULE

Table 6. Steps in the evaluation process October 2024 - February 2025

Steps	Activities	Oct 2024	Nov 2024				Dec 2024				Jan 2025			
		w3/4	w1	w2	w3	w4	w1	w2	w3	w4 (holiday week)	w1	w2	w3	w4
0	Introductory talks/briefings (ILO Hqs & BKK & Project countries)	X												
1	Contracts signed	TL		NCs										
3	Discussion on admin & practicalities (field trip & programme)	X	X	X										
4	Desk review & submit Inception report (draft & final)		X	X										
5	Key Informant Interviews (KII)					X								
6	5- 6 FGDs					X	X	X						
7	Questionnaire survey						X	X						
8	Data processing/analysis, prepare the draft evaluation report					X	X	X						
9	Submit the draft evaluation report								X					
10	TL/team receives consolidated written comments & prepare draft evaluation report.								X					
10	Submission of 1 st & 2 nd 0-draft evaluation Report & Presentation at Stakeholder workshop (virtual)								X			X		
13	Submit the draft final evaluation report addressing written comments received.													X

ANNEX 3. BIBLIOGRAPHY

ILO publications, technical progress report and other

- *Project Document*, “Safety + Health for All Plantation Workers in South Asia project in India, Nepal and Sri Lanka”
- *Project Implementation Agreements*, Safety + Health for All Plantation Workers in South Asia project in India, Nepal and Sri Lanka
- *Technical Progress Reports*, Safety + Health for All Plantation Workers in South Asia project in India, Nepal and Sri Lanka (2021, 2022, 2023, 2024).
- *Analytical summaries of five diagnostic studies*: Assessments of the realisation of the fundamental right to a safe and healthy working environment in three sectors in Sri Lanka (rubber sector, coconut and tea); and two sectors in Nepal (tea and cardamom), ILO publications.
- *Decent Work Country Program*, Sri Lanka 2018-2024
- *ILO Action Plan for Gender Equality* (2018-2021)
- *ILO Disability Inclusion Policy and Strategy* (2024- 2027), ILO publication
- *ILO Programme and Budget for the biennium 2022–23*
- *Improving conditions in tea plantations in Assam Market Systems Action Research* (https://www.ilo.org/sites/default/files/2024-05/india_wcms_619601.pdf), ILO, India
- *Independent strategic evaluation of the ILO Flagship Programme Safety + Health for all* (2016-2023)
- *Integrating gender equality in ILO monitoring and evaluation* (2023), Supplementary Guidance Note:3.1: Integrating Gender Equality in Monitoring and Evaluation (2013)
- *10 Keys for Gender Sensitive OSH Practice – Guidelines for Gender Mainstreaming in Occupational Safety and Health*, ILO publication, 2013
- *Technical Progress Reports*, Safety + Health for All Plantation Workers in South Asia project in India, Nepal and Sri Lanka
- *When OSH is Good for Business: A Guidance Note on Using Market Systems Development to Advance Occupational Safety and Health among MSMEs*, ILO publication, 17 February 2022
- *Work Improvements in Neighbourhood Development (WIND) / Work Improvements in Small Enterprises (WISE)*, Safety+Health for All in South Asia, Flipbook – II (Training material), ILO publication.

UN documents

- *Sustainable Development Goals, 2030 Agenda*
- *UNEG Ethical Guidelines for Evaluation*
- *United Nations Development Assistance Framework (UNDAF)*, 2018-2022, Nepal
- *United Nations Sustainable Development Cooperation Framework 2023-2027*, India
- *United Nations Sustainable Development Cooperation Framework 2023-2027*, Sri Lanka

Papers, Roadmaps, Meeting Minutes/Records, Circulars, Workshop reports, Concept Notes, Videos, draft programme proposals

- *Developing State Profiles and Programmes on Occupational Safety and Health*, ILO Project ‘Safety And Health for All in South Asia’ (**India** Component), Hotel The Royal Plaza, Ashoka Road, New Delhi. 19 April 2024. **Workshop report**, New Delhi.
- *Envisioning Nepal 2030, Proceedings* of the International Seminar, National Planning Commission, Asian Development Bank and ADB. <https://nepaleconomicforum.org/key-highlights-from-nepals-long-term-economic-vision-fy2020-fy2044-and-nepals-15th-five-year-plan-fy2020-fy2024>.
- *Finalisation of the National Occupational Safety and Health Programme of Nepal for the final endorsement*, Organized jointly by Ministry Of Labour, Employment and Social Security and ILO, Safety +Health for All Project, Hotel Himalaya Kupondol, **Nepal**, Date: 23-24 November 2024, **Working Group Meeting Minutes** with OSH Tripartite Committee.
- *First National Occupational Safety and Health (OSH) Programme of India (2025 – 2029), draft proposal* (matrix and table), Ministry of Labour and Employment and DGFASLI
- *Key achievements of the Safety + Health for All Plantation Workers in Sri Lanka project*, a Briefing Paper, ILO project, Colombo, **Sri Lanka**
- *Learners’ Workbooks*, ILO Facilitators’ Guides to training packages; WIND/WISE
- *Meeting between Tea Board of India and International Labour Organization 27 June 2024*, TBI Office, Kolkata, **India, Minutes**.
- *National Conference on Safety, Health and Wellbeing of Workers in Tea Industries* 21st – 22nd November 2024; IIT Guwahati, **India. Action Plan – 2025**.
- *Needs assessment and Orientation of Labour Inspectors on Occupational Safety and Health*, 29 August 2023, Kolkata, West Bengal, **India. Workshop report**, ILO publication.
- *Participatory training improves occupational safety and health in the plantation sector in Sri Lanka* – YouTube Global Safety + Health for All Strategy , a **video** showcasing the capacity building component of the project, ILO, **Sri Lanka**
- *Process document*, by Pallavi, ILO NPC, **India**
- *Roadmap and Action Plans for Assam, India. Presentations and Minutes* from the Commissioner’s Office, 25th November 2024
- *Safety And Health for All, Assam, India. Roadmap* of Action
- *Safety And Health for All, West Bengal, India. Roadmap* of Action
- *Safety and Health Programme project*, ILO and Ministry of Labour and Employment, **India. Meeting Record**, 10 September 24.
- *State Level one-day consultation on Occupational Safety and Health Priorities in the State of Assam*. Organized by: Department of Labour, Government of **Assam**, In collaboration with: International Labour Organization (ILO) Staff Administrative College, Guwahati, **India**. 17 July 2024 A **Brief Report**, ILO.
- *State Level one-day consultation on Occupational Safety and Health Priorities in the State of West Bengal*, Organized by: Department of Labour, Government of **West Bengal**, In collaboration with: International Labour Organization– at Biswa Bangla Convention Centre, Kolkata, **India**. 9 August 2024. **Workshop report**, ILO.
- *Sustainable Sri Lanka – 2030 Vision and Strategic Path* (<https://www.effectivecooperation.org/sri-lanka-national-development-vision-and-plans>).

- *Training for Strengthening Labour Inspection System with focus on OSH*, Organized by: ILO Project 'Safety And Health for All in South Asia' (India Component), Iora Resort, Kaziranga, Assam, **India**. 21-23 August 2024. **Workshop report**.
- *Training of Trainers Workshop on Occupational Safety and Health for Tea Plantations*, 24 to 25 September 2024, Jorhat, **India** and *Refresher training*, Darjeeling 25 October 2024, A Brief Report **Workshop report**.

Other documents

- *COVID-19 and its Impact of Sri Lanka Economy*, by Dharmarajah Rishandani, Uva Wellassa University of Sri Lanka, Faculty of Business Management. 1 Sep 2021
- *End of Project Evaluation Empowering Sri Lanka's Tea Plantation Communities Project*, by Inoka Priyadarshani, **Sri Lanka** 2021
- *Flyers and Posters related to the Safety + Health for All Plantation Workers in Sri Lanka project*
- *Gender Equality and Social inclusion (GESI) strategy, 2021-2023*, Nepal (November 2021), Government of Nepal, Ministry of Federal Affairs and General Administration, Provincial and Local Governance Support Programme (PLGSP)
- *National Policy Framework (NPF)*, A Summary, Government of Sri Lanka
- *Trouble brews in Bengal's tea gardens*" While India is the second largest producer of tea in the world, the tea gardens in Bengal face many issues. A few initiatives will help the tea gardens thrive. Rangeet Mitra Apr 26, 2024 West Bengal Source: <https://www.villagesquare.in/trouble-brews-in-bengals-tea-gardens/>
- *Socio-Cultural Life of the Tea Plantation Workers in Assam: A Study from Historical Perspective* Biraj Jyoti Kalita Assistant Professor, Department of History, C.K.B. College, Assam, article in Research Guru, Vol. 12, Issue 2, 2018
- *A Year After Mass Protests, Sri Lanka's Governance Crisis Continues*, by Nishan de Mel; Nilanthi Samaranayake; Ambika Satkunanathan. <https://www.usip.org/publications/2023/07/year-after-mass-protests-sri-lankas-governance-crisis-continues>).

ANNEX 4. INTERVIEWEES, FGD, WORKSHOP PARTICIPANTS

ILO staff

Name	Designation	Organisation	F/M
Laetitia Dumas	Laetitia Dumas, Team Lead, Programme and Operations	OSHE Branch, ILO Headquarters, Geneva	F
Mini Thakur	M&E Officer	OSHE Branch, ILO Headquarters, Geneva	F
Justine Tillier	Programme Operations Specialist/Project Coordinator	ILO Bangkok	F
Satoshi Sasaki	Deputy Director	ILO New Delhi	M
Numan Özcan	Director	ILO Nepal	M
Joni Simpson	Director	ILO Sri Lanka	F
Bharti Birla	Enterprise Specialist (Former project CTA)	ILO DWT New Delhi	F
Tsuyoshi Kawakami	Sr. Specialist, OSH and Labour Inspection	ILO DWT New Delhi	M
Pallavi <u>Mansingh</u>	NPC, S+H project	ILO, New Delhi	F
<u>Kanagarani Selvakumar</u>	NPC, S+H project	ILO, New Delhi	F
Bandana Aryal	NPC, S+H project	ILO, Nepal	F
Dasun Kodithuwakku	NPC, S+H project	ILO, Sri Lanka	M
Balasubramanian Devarajan	Finance Admin Officer, S+H project	ILO, India	M
Salma Banu	Finance Admin Officer, S+H project	ILO Nepal	F
Kalaiventham Sinnathamby	Finance Admin Officer, S+H project	ILO Sri Lanka	M
Yasuo Ariga	Donor representative, Japan Government	ILO Bangkok	M

INDIA

KIIs in India with ILO, Stakeholders and Partners			
Name	Title/position	Organisation & e-mail	F/M
Samir Pandey	Director (Satefy)	Directorate General Factory Advice Service and Labour Institutes (DGFASLI), Ministry of Labour and Employment	M
Anamika Tewari	Labour Commissioner	State Department of Labour	F
Kalyan Chakrabarthy	Additional Chief Secretary	Department of Labour, Government of Assam	M
	(large meeting!)	(Meeting in Udalgudi) All Bodoland Small Tea Growers Association	
12 Managers at Abita Office		ITA, Dibrugarh	M (12)
Mr. Sandip Ghosh	Secretary, Sustainability	ITA, Dibrugarh	M
Shaon Sen	Additional secretary	State Labour Dept, Gov of West Bengal	F
Ashish Kumar Shit	Director of Factories,	State Labour Dept, Gov of West Bengal	M
Unnikrishnan Unnithan		BMS Kerala (Trade Union)	M
Karnail Singh		Dattopanth Thengadi National Board for Workers Education and Development	M
V. Veluswamy		Labour Progressive Federation (Trade Union)	M
Shahnaz Rafique		INTUC (National level Trade Union)	F
S. K. Hazara		Tea Board of India	M
Mili Oraon		UTUC trade union	F

FGDs in India

FGD with Sondang Women SHG/ trainers on 26 Nov 2024 Location

	Name of the participants	Sex	Type of organization
1	Rina Daimadei – President	Female	SHG
2	Kareen Daimate – Secretary	Female	SHG
3	Lima Daimate – Member	Female	SHG
4	Jita Daimate – Member	Female	SHG
5	Bijoul Daimate – Trainer	Male	SHG
6	Ashim Daimatei - Trainer	Male	SHG

FGD with Himgiri SHG group of Bodoland Small Tea Growers Association on 26 Nov 2024

	Name of the participants	Sex	Type of organization
1	Gunendu Kalita	Male	SHG
2	Pankaj Kalita	Male	SHG
3	Dipu Malakar	Male	SHG
4	Biku Basumatary	Male	SHG

FGD with Managers/trainers on 27 Nov

	Name of the participants	Sex	Type of organization
1	C.P.Sharma (Ass Man – Baswatia)	Male	Tea Estate
2	Piku Kanwar (Ass Man – Dikom)	Male	Tea Estate
3	Raja Rao Bugala (Sr Ass Man – Desam)	Male	Tea Estate

FGD with Trainers/OSH committee at Dikon Tea Estate on 28 Nov 2024

	Name of the participants in FGD	Sex	Type of organization
1	Rupam Sharma – Field staff	Male	Tea Estate
2	Indrajit Khalsi – Fitter	Male	Tea Estate
3	Khirud Pator – Health assistant	Male	Tea Estate
4	Ranjit Pator – Supervisor	Male	Tea Estate
5	Bablu Etawa – Supervisor	Male	Tea Estate
6	Noresh Boraik – Factory worker	Male	Tea Estate
7	Suresh Pator – Factor worker/ Trade union secretary	Male	Tea Estate
8	Birchi Murda - Plucker	Female	Tea Estate

FGD with Trainers/OSH committee at Basmatia Tea Estate on 28 Nov 2024

	Name of the participants in FGD	Sex	Type of organization
1	Nikadin Minz – field supervisor	Male	Tea Estate
2	Ranjit Tirker – Field supervisor	Male	Tea Estate
3	Alex Minz – Factory supervisor	Male	Tea Estate
4	Sanjib Tirker - Electrician	Male	Tea Estate
5	Helena Tirker – Health worker	Female	Tea Estate
6	Promila Kerketa – Health assistanat	Female	Tea Estate

FGD with the trainers of ACMS trade union members on 28 Nov 2024

	Name of the participants in FGD	Sex	Type of organization
1	Bansilal Sahu, Secretary ACMS Tingrai Branch	Male	Trade union
2	Rahul Tanti, Secretary ACMS DoomDooma Branch	Male	Trade union
3	Balaram Tanti, Secretary ACMS Naharkatia Branch	Male	Trade union
4	Bharat Tanti, Accountant ACMS Central Office Dibrugarh	Male	Trade union
5	Hironmoy Chanda, Accountant ACMS Panitola Branch	Male	Trade union
6	Sunil Sawashi, Organiser ACMS Dibrugarh Branch	Male	Trade union
7	Ramesh Kumar, Feild Organiser ACMS Dibrugarh Branch	Male	Trade union
8	Tulsi Boraik, Field Organiser ACMS Dibrugarh Branch	Male	Trade union
9	Sunil Tutty Secretary ACMS Tezpur Branch	Male	Trade union
10	John Paul Tirkey, Consultant ACMS Central Office Dibrugarh	Male	Trade union

NEPAL

KIIs in Nepal with ILO, Stakeholders and Partners			
Name	Title/position	Organisation & e-mail	F/M
Hari Adhikari (Focal Person)	Project Coordinator	GEFOND Hari.adhikari85@icloud.com	M
Chandra Bahadur Loktam (CTCT – Focal Person)	Project Coordinator	CTCT Chandra.ctcf@gmail.com	M
Sita Sapkota (ANTUF – Focal Person)	Project Coordinator	ANTUF antuf.jhapa@gmail.com	F
Devi Prasad Koirala from FNCCI (Focal Person)	Trainer / Factory Manager	FNCCI – Sana Kisan Tea Processing Factory dpg.koirala@gmail.com	M

KIIs in Nepal with ILO, Stakeholders and Partners			
Name	Title/position	Organisation & e-mail	F/M
Stakeholders Consulted in Kathmandu			
1.Rejina Shakya	Assistant Director -	Federation of Handicraft Association of Nepal (Project Coordinator) fhan.rejina@gmail.com	F
2.Sanam Shakya	Senior Vice President -	Federation of Handicraft Association of Nepal (Focal Person) Fhan.sanam@gmail.com	M
3. Bipin Rajbhandari	Deputy Director General	-Department of Labour and Occupational Safety – Ministry of Labour, Employment and Social Security Bipin.rajbhandari@nepal.gov.np	M
4. Er. Mani Nath Gope	Technical Director	-Department of Labour and Occupational Safety – Ministry of Labour, Employment and Social Security Maninath159@gmail.com	M
6. Khagendera Basnet	President	- OSHPN Oshpn2020@gmail.com	M
7.Prajjwal Raut	Board Member	- OSHPN oshpn@gmail.com	M
8. Tanka Pd. Bhattarai	General Secretary/Executive Director	- OSHPN Oshpn2020@gmail.com	M
9. Mr Dhan Bahadur Bishwakarma	Focal Person of ILO Project - Senior Vice President ANTUF	ANTUF dbantuf@gmail.com	M
10. Mr. Durga Bahadur Tamang	Program Manager – ANTUF	ANTUF durgadimdong@gmail.com	M

KIIs in Nepal with ILO, Stakeholders and Partners			
Name	Title/position	Organisation & e-mail	F/M
11. Bidur Karki	Vice President – GEFONT	GEFONT	M
12. Shankar Ghimire	Project Coordinator – GEFONT	GEFONT ghimire4s@yahoo.co.uk	M
13. Baburam Koirala	Finance Manager – GEFONT	GEFONT	M
14. Hari Paudel	Assistant Director – FNCCI	hari@fncci.org	M
15. Er. Prativa Gautam	OSHC – Chief , Ministry of Labour	Ministry of Labour Employment and Social Security Oshc.prativa@gmail.com	F
16. Jitendra Prasad sharma	Undersecretary (Technical)	MOLESS Jitendrapsharma2020@gmail.com	M
Stakeholders consulted Outside Kathmandu			
17. Indra Prashad Adhikari	Tea and coffee board – government of Nepal Acting Regional Director, Jhapa	Tea Board – government of Nepal Indraadhikari2038@gmail.com	M
18. Suman Trikhatri	Accountant – Tea and coffee Board, Jhapa	sumemtrikhatri@gmail.com	M
19 Krishna Raj Sanyraula	Administration – Tea and Coffee Board , Jhapa		M
20. Ananta Dhungana	Technician – Tea and Coffee Board , Jhapa	Anantadhungana2@gmail.com	M
21. Min Bahadur Aguwa	Administration – Tea and Cofee Board , Jhapa	minbahaduraguwa@gmail.com	M
22. Amrendra Kumar Karna	Manager – cardamon processing and packaging factory, Jhapa	elcmizajnepal@gmail.com	M
23. Parbata khanal Bimal	Cardamom Processing factory , Jhapa	parubimal@gmail.com	F
24. Bharat Chaudhary	Cadamon processing factory , Jhapa		M
25. Santa Kumar Rai	Tea and Coffee Labour Union President – GEFONT , Jhapa	Santarai4111@gmail.com	M
26. Sahi Kumar Rai	Tea and Coffee Labour Union Vice –		M

KIIs in Nepal with ILO, Stakeholders and Partners			
Name	Title/position	Organisation & e-mail	F/M
	President GEFONT, Jhapa		
27. Hari Adhikari	GEFONT – Jhapa (Project Focal Person)	Hari_adhikari85@icloud.com	M
28. Narendra Prashad Shivakoti	Tea Processing Factory, Jhapa		M
29. Devi Prasad Koirala	Sana Kishan Tea factory , Jhapa	Dpg.koirala@gmail.com	M
30. Chandra Loktam	CTECT – Program Coordinator (Project Focal Person)	Chandra.ctcf@gmail.com	M
31. Bogendra Niroula	Kanyam Tea Coops – Manager , Fikkal Ilam	Kanyamteacooperativ135@gmail.com	M
32. Tikaram Giri	Kanyam Tea Coops – Secretary , Fikkal Ilam	Tikaramgiri019@gmail.com	M
33 Surya Khadka	Kanyam Tea Coops – Chairperson , Fikkal Ilam	Khadkasurya@gmail.com	M
34. Bishnu Prashad Rijal	Employment Coordinator – Suryodaya Municipality	bishnuprijal@gmail.com	M
35. Milan Bhattarai	CAO, Suryodaya Municipality		M
36. Bipul Adhikari	Public Health Inspector, Health desk , Suryodaya Municipality	Bipul.com@gmail.com	M
37. Meghraj Katuwal	Trishakti Pathivara Chiya Udhyog , Fikkal Ilam	Meghrajkatuwal604@gmail.com	M
38. Binod Pradhan	Trishakti Pathivara Chiya Udhyog , Fikkal Ilam	bs391968@gmail.com	M
39. Kedar Thapa	Mayor – Illam Municipality		M
40. Ram Kumar Shah	Focal Person – Municipality (Formal administrative head)	Ramshah.257@gmail.com	M
41. Sita Sapkota	ANTUF – Focal Person	Antuf.jhapa@gmail.com	F
42. Bhupal Sapkota	ANTUF – Vice President Central	Bhupalsapkota33@gmail.com	M

KIIs in Nepal with ILO, Stakeholders and Partners			
Name	Title/position	Organisation & e-mail	F/M
	level (Former President Tea and Cardamom sector)		
43. Indra Chand Bindal	Jagadamba Trading Deals in Large Cardamon and Hill Products (Business Man and – Executive Committee Member of Cardamon association)- Exporter	bindal.inder@gmail.com	M
44. Shyam Pd. Pokhrel	Ass. Manager – Satighatta Tea Estate Pvt. Ltd.		M

FGDs in Nepal

Date	Name	F/M	Organisation (specified)	Position/Title
ANTUF (All Nepal Trade Union Federation) – Central office – Kathmandu, Nepal				
13/11/2024	Mr Dhan Bahadur Bishwakarma	M	ANTUF (All Nepal Federation of Trade Union)	Senior Vice President ANTUF – Focal Person for ILO
	Mr Durga Bahadur Tamang	M	ANTUF (All Nepal Federation of Trade Union)	Program Manager

Date	Name	F/M	Organisation (specified)	Position/Title
GEFONT – Central office Kathmandu Nepal				
15 th Nov 2024	Bidur Karki	M	GEFONT	Vice President
	Shankar Ghimire	M	GEFONT	Project Coordinator
	Baburam Koirala	M	GEFONT	Finance Manager

Date	Name	F/M	Organisation (specified)	Position/Title
Department of Labour and Occupational Safety, Ministry of Labour, Employment and Social Security – Min Bhawan, Kathmandu				
17 th November 2024	Bipin Raj Bhandari	M	Department of labour, Employment and Social Security	Deputy – Director General
	Er. Mani Nath Gope	M	Department of labour, Employment and Social Security	Technical Director

Date	Name	F/M	Organisation (specified)	Position/Title
Federation of Handicraft Association of Nepal (FHAN), Upama Marga, Thapathali, Kathmandu Nepal				

17th November 2024	Rejina Shakya	F	Federation of Handicraft Association of Nepal (FHAN)	Assistant Director
	Sanam Shakya	M	Federation of Handicraft Association of Nepal (FHAN)	Senior Vice President

Date	Name	F/M	Organisation (specified)	Position/Title
OSHPN , Kathmandu Nepal				
18th November 2024	Khagendera Basnet	M	Occupational Safety and Health Professionals Nepal (OSHPN),	President
Bhaktapur Nepal	Prajjwal Raut	M	Occupational Safety and Health Professionals Nepal (OSHPN),	Board Member
	Tanka Pd. Bhattarai	M	Occupational Safety and Health Professionals Nepal (OSHPN),	General Secretary/Executive Director (focal person)

Date	Name	F/M	Organisation (specified)	Position/Title
Illam Municipality , Illam Bazar				
November 22 Friday 2024	Kedar Thapa	M	Illam Municipality	Mayor
	Ram Kumar Shaha	M	Illam Municipality	Consultant for municipality (Former administrator) (involved in OSH related activities)

Date	Name	F/M	Organisation (specified)	Position/Title
Illam Bazar (Oldest Tea ESTATE – Illam Tea Estate)				
Friday November 22				
	Man kumara Chuwan	F	Illam bazar ward -7	Workers – tea pluckers
	Hari Maya Basynet	F	Illam bazar ward -7	Workers – tea pluckers
	Chandrakala Gajmer	F	Illam bazar ward -7	Workers – tea pluckers
	Chandrakala Rai	F	Illam bazar ward -7	Workers – tea pluckers
	Dhanmaya B.K	F	Illam bazar ward -7	Workers – tea pluckers
	Sarshwoti Chamlagain	F	Illam bazar ward -7	Workers – tea pluckers
	1. Man kumara Chuwan	F	Illam bazar ward -7	Workers – tea pluckers
	2. Hari Maya Basynet	F	Illam bazar ward -7	Workers – tea pluckers
	3. Chandrakala Gajmer	F	Illam bazar ward -7	Workers – tea pluckers

Date	Name	F/M	Organisation (specified)	Position/Title
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Satighatta Tea Estate Pvt. Ltd. , Kakarbhitta, Jhapa District (south eastern Nepal)				
	A. Aatmaram Dhakal	M	Satighatta Tea Estate	Assistant Manager
	1. Tea pluckers (women) – (35 in number – large group consultation)	F	Satighatta Tea Estate Pvt Ltd	
	2. Tea trimmer/cutter- (one person)	M	Satighatta Tea Estate Pvt Ltd	
	3. Fertiliser sprayer (10 person) – large group	M	Satighatta Tea Estate Pvt Ltd	
	4. Factory Worker Men (6 persons)	M	Satighatta Tea Estate Pvt Ltd	
	5. Factory Workers – (5 women)	F	Satighatta Tea Estate Pvt Ltd	

SRI LANKA

KII – Mr. Amalka Dilshan, Deputy Manager, Radella Estate, NE

KIIs in Sri Lanka with ILO, Stakeholders and Partners				
#	Name	Title/position	Organisation & e-mail	F/M
1	Vajira Ellepola	Director General	Employers' Federation of Ceylon vajirae@empfed.lk	M
2	Prasad De Silva	Senior Assistant Director General	Employers' Federation of Ceylon prasads@empfed.lk	M
3	Yashoravi Bakmiwewa	Head of Training / Senior Assistant Director General	Employers' Federation of Ceylon yashob@empfed.lk	F
4	Ruwan Dinesh Kumara	Senior HR Advisor	Employers' Federation of Ceylon ruwand@empfed.lk	M
5	Gaya Kariyawasam	Manager (OSH)	Employers' Federation of Ceylon gayak@empfed.lk	F
6	Amalka Dilshan	Deputy Manager	Radella Estate, Nuwara Eliya Amalkadilshan111@gmail.com	M

KIIs in Sri Lanka with ILO, Stakeholders and Partners				
#	Name	Title/position	Organisation & e-mail	F/ M
7	Mr. K Marimuttu	Chief Legal Advisor	Ceylon Workers Congress cwc-global@sltnet.lk	M
8	Rajamaney	Senior Director – Industrial Relations	Ceylon Workers Congress rajamaneycwc@gmail.com	M
9	Ramesh Ramachandran	Accountant	Ceylon Workers Congress	M
10	A.W. Mohamed Ajlan	Labour officer	District Labour office, Nuwara Eliya ajlan22@gmail.com	M
11	Dhammika Kumari	Coordinator	Lanka Jathika Estate Workers' Union dhammikakumari2015@gmail.com	F
12	Dr. Prasad Dharmasena	Director/Chief Executive Officer	National Institute of Plantation Management directornipm@gmail.com	M
13	Sanjeeva Subasinghe	Training Specialist	National Institute of Plantation Management sanjeevauscb@gmail.com	M
14	R. Vasanthakumari	OSH Trainer/ Senior Women Coordinator	Ceylon Workers Congress, Hatton office	F
15	S. Annalakshmi	OSH Trainer/ Asst. Dist. Representative	Ceylon Workers Congress, Hatton office	F
16	K. Senthamilselvi	OSH Trainer / Dist. Representative	Ceylon Workers Congress, Hatton office	F
17	R. Nishanthini	OSH Trainer/ Junior Women Coordinator	Ceylon Workers Congress, Hatton office nishanthini266@gmail.com	F
18	P. Paarkavi	OSH Trainer / Asst. District Representative	Ceylon Workers Congress, Hatton office	F
19	Joni Simpson	Director	ILO Country Office for Sri Lanka and the Maldives simpson@ilo.org	F
20	Dasun Kodithuwakku	National Project Coordinator	ILO Country Office for Sri Lanka and the Maldives kodithuwakku@ilo.org	M
21	Lal Perera	Director General	Plantations Human Development Trust dg@phdt.lk	M
22	K. Krishani	Health Manager / Project Coordinator	Plantations Human Development Trust hmp@phdt.lk	F
23	Anura Ekanayake	Regional Director- Badulla	Plantations Human Development Trust rd_bdu@phdt.lk	M

KIIs in Sri Lanka with ILO, Stakeholders and Partners				
#	Name	Title/position	Organisation & e-mail	F/ M
2 4	Chinthani Rathnayake	Manager Health Badulla	Plantations Human Development Trust mh_bdu@phdt.lk	F
2 5	Chandana Gunasekera	Superintendent	Haputala Estate, Lankem Plantations, Badulla haputale.estate@lankemplantations.lk	M
2 6	Wasantha Rathnayake	Estate Medical Assistant	Haputala Estate, Lankem Plantations, Badulla	M
2 7	Muthukrishnan Bala	Welfare officer	Haputala Estate, Lankem Plantations, Badulla	M
2 8	Amila Gunnathilake	Manager	Glenanore Estate, Badulla amila.gunathilake@lankemplantations.lk	M
2 9	Thanuja Dilrukshi Gamage	Welfare Officer	Glenanore Estate, Badulla dilrukshit012@gmail.com	F
3 0	Dr. Champika Amarasinghe	Director General	National Institute of Occupational Health and Safety champi_amara@yahoo.com	F
3 1	Engr. E. D. Abesiriwardena	Head of Industrial Safety Division - Assistant Commissioner General of Labour-Engineering	Department of Labour edmanabeysiriwardena@gmail.com	M
3 2	Engr.W.M.R.C.A. Wijekoon	District Factory Inspecting Engineer - Avisawella	Department of labour rasikachinthanie@gmail.com	F
3 3	R. V. A. N. P. Wijeratne	Regional Director- Ratnapura	Plantations Human Development Trust rd_rtp@phdt.lk	M
3 4	J. Chandana Weerasekera	Regional Director- Galle	Plantations Human Development Trust rd_gal@phdt.lk	M
3 5	Manori Amarasinghe	Project Officer – Health - Galle	Plantations Human Development Trust	F
3 6	B.M. Maduka	Community Development Officer – Galle	Plantations Human Development Trust	F
3 7	A.M.A.C. Nawarathna	District Factory Inspecting Engineer -Badulla	Department of Labour, Badulla dfie.badulla@labourdept.gov.lk	M
3 8	Nilan Dandeniya	Senior Manager	Elpitiya Estate, Elpitiya Plantations, Galle nilan@aitkenspence.lk	M

(Females - 16 Males – 22)

KII – Ajlan, Labour Officer, NE

Nov 29, 2024 – 3.00 pm at the Government Agent’s office, Nuwara Eliya.

Name	Title/position	Organisation & e-mail	F/M
A.W. Mohamed Ajlan	Labour officer	Ajlan22@gmail.com District Labour office, Nuwara Eliya	M

KII – Dr. Prasad Dharmasena, Director/CEO NIPM

2.30 pm – 10/12/2024 at NIPM, Athurugiriya

Name	Title/position	Organisation & e-mail	M/F
Dr. Prasad Dharmasena	Director/Chief Executive Officer	National Institute of Plantation Management directornipm@gmail.com	M
Sanjeeva Subasinghe	Training Specialist	National Institute of Plantation Management sanjeevauscb@gmail.com	M

FGDs Sri Lanka

FGD with EFC

Name	Title/position	Organisation & e-mail	F/M
Mr. Vajira Ellepola	Director General	vajirae@empfed.lk Employers' Federation of Ceylon	M
Mr. Prasad De Silva	Senior Assistant Director General	prasads@empfed.lk Employers' Federation of Ceylon	M
Mrs. Yashoravi Bakmiwewa	Head of Training / Senior Assistant Director General	yashob@empfed.lk Employers' Federation of Ceylon	F
Mr. Ruwan Dinesh kumara	Senior HR Advisor	ruwand@empfed.lk Employers' Federation of Ceylon	M
Ms. Gaya Kariyawasam	Manager (OSH)	gayak@empfed.lk Employers' Federation of Ceylon	F

FGD – Radella Estate – 10.30 am – 29/04/2024

OSH Team

Total number of members in OSH team = 29:

Category	F	M	Total
Management	-	3	03
Staff	5	5	10
Workers	9	6	15
	14	14	28

FGD participants:

No.	Name	Occupation	F/M
1.	T. Sivakumar	Factory worker	M
2	Papathy	Factory worker	F
3.	P. Sivachandran	Factory worker	M

4	S. Jeyalalitha	Factory worker	F
5	N. Praveen	Factory Officer	M
6	J.I. George	Factory worker	M
7	S. Valarmathy	Trainee Factory Assistant	F
8	V. Vanipriya	Welfare officer	F
9	S. Sasikumar	Kankani (Supervisor)	M

Female – 4. Male – 5

FGDs in Sri Lanka

SN	Name	Geographical area/location	Affiliated to?/belong to committee, group, or other	F/M
1	Sajith Gunawardene	Frocestor Estate, Govinna, Horana	Manager of the estate/Chair-OSH Committee	M
2	G.L. Gunasinghe	Frocestor Estate, Govinna, Horana	Member of OSH Committee	M
3	B.M. Sanjeevani	Frocestor Estate, Govinna, Horana	Member of OSH Committee	F
4	A.D.L. Kamal	Frocestor Estate, Govinna, Horana	Member of OSH Committee	M
5	U.D. Malkanthi	Frocestor Estate, Govinna, Horana	Member of OSH Committee	F
6	Surangi Sanjeevan	Frocestor Estate, Govinna, Horana	Member of OSH Committee	F
7	Swarnathilaka Athukorale	Frocestor Estate, Govinna, Horana	Member of OSH Committee	F
8	K.R. Dhammika	Frocestor Estate, Govinna, Horana	Member of OSH Committee	F
9	T. Sivakumar	Radella Estate, Nuwara Eliya	Member of OSH Committee	M
10	Papathy	Radella Estate, Nuwara Eliya	Member of OSH Committee	F
11	P. Sivachandran	Radella Estate, Nuwara Eliya	Member of OSH Committee	M
12	S. Jeyalalitha	Radella Estate, Nuwara Eliya	Member of OSH Committee	F
13	N. Praveen	Radella Estate, Nuwara Eliya	Member of OSH Committee	M
14	J.I. George	Radella Estate, Nuwara Eliya	Member of OSH Committee	M
15	S. Valarmathy	Radella Estate, Nuwara Eliya	Member of OSH Committee	F
16	V. Vanipriya	Radella Estate, Nuwara Eliya	Member of OSH Committee	F
17	S. Sasikumar	Radella Estate, Nuwara Eliya	Member of OSH Committee	M
18	Arumugam Mallika	Wattegoda Estate, Nuwara Eliya	Member of OSH Committee	F
19	S.A. Deepani	Wattegoda Estate, Nuwara Eliya	Member of OSH Committee	F
20	K. Jothimalar	Wattegoda Estate, Nuwara Eliya	Member of OSH Committee	F
21	M. Manonmani	Wattegoda Estate, Nuwara Eliya	Member of OSH Committee	F

SN	Name	Geographical area/location	Affiliated to?/belong to committee, group, or other	F/M
22	S. Chandrakumar	Wattegoda Estate, Nuwara Eliya	Member of OSH Committee	M
23	K. Paramasivam	Wattegoda Estate, Nuwara Eliya	Member of OSH Committee	M
24	K. Arunachalam	Wattegoda Estate, Nuwara Eliya	Member of OSH Committee	M
25	R. Shanthini	Wattegoda Estate, Nuwara Eliya	Member of OSH Committee	M
26	P. Gandhimathi	Wattegoda Estate, Nuwara Eliya	Member of OSH Committee	M
27	N. Gabriel	Kelliewatte Estate, Kotagala	Member of OSH Committee	M
28	P. Kanagaraja	Kelliewatte Estate, Kotagala	Member of OSH Committee	M
29	M. Banushobana	Kelliewatte Estate, Kotagala	Member of OSH Committee	F
30	S. Deivendran	Kelliewatte Estate, Kotagala	Member of OSH Committee	M
31	K. Chandrakumari	Kelliewatte Estate, Kotagala	Member of OSH Committee	F
32	S. Mallika	Kelliewatte Estate, Kotagala	Member of OSH Committee	F
33	S. Logeswaran	Kelliewatte Estate, Kotagala	Member of OSH Committee	M
34	K. Vijayakumari	Kelliewatte Estate, Kotagala	Member of OSH Committee	M
35	M.W.Deepika Jayakanthi	Kelliewatte Estate, Kotagala	Member of OSH Committee	F
36	I. Panchavarnakili	Glenanore Estate, Badulla	Member of OSH Committee	F
37	A.T.S. Chaminda	Glenanore Estate, Badulla	Member of OSH Committee	M
38	Samantha Abeysundera	Glenanore Estate, Badulla	Member of OSH Committee	F
39	S. Rajendran	Glenanore Estate, Badulla	Member of OSH Committee	M
40	U. Jayachitra	Glenanore Estate, Badulla	Member of OSH Committee	F
41	V. Rebecca	Glenanore Estate, Badulla	Member of OSH Committee	F
42	K.M. Thilini Madhushika	Avissawella Tea Factory, Avissawella	Member of OSH Committee	F
43	Naleen Senaka	Avissawella Tea Factory, Avissawella	Factory Manager/Member of OSH Committee	M

SN	Name	Geographical area/location	Affiliated to?/belong to committee, group, or other	F/M
			atf.naleen@gmail.com	
44	M.H.I.M. Thisera	Avissawella Tea Factory, Avissawella	Member of OSH Committee	F
45	Lahiru Niroshana	Avissawella Tea Factory, Avissawella	Member of OSH Committee	M
46	Asiri Pathum	Avissawella Tea Factory, Avissawella	Member of OSH Committee	M
47	Pathum Perera	Avissawella Tea Factory, Avissawella	Member of OSH Committee	M
48	K.B. Chandraseeli	Avissawella Tea Factory, Avissawella	Member of OSH Committee	F
49	Seetha Pathmini	Avissawella Tea Factory, Avissawella	Member of OSH Committee	F
50	Malani Mendis	Avissawella Tea Factory, Avissawella	Member of OSH Committee	F
51	R.A.D. Rajapaksha	Avissawella Tea Factory, Avissawella	Tea small holder/ Member of OSH Committee	F
52	R.P. Jayathilaka	Avissawella Tea Factory, Avissawella	Tea small holder/ Member of OSH Committee	F
53	Darshana Diyagama	Galbode estate, Gallella, Ratnapura	Senior Manager/OSH Chair	M
54	S.J. Uluvita	Galbode estate, Gallella, Ratnapura	Member of OSH Committee	M
55	D.S. Gunawardhana	Galbode estate, Gallella, Ratnapura	Member of OSH Committee	M
56	P. Parameswary	Galbode estate, Gallella, Ratnapura	Member of OSH Committee	F
57	M.S.L. Kumara	Galbode estate, Gallella, Ratnapura	Member of OSH Committee	M
58	W.M.P.L. Herat	Galbode estate, Gallella, Ratnapura	Member of OSH Committee	M

SN	Name	Geographical area/location	Affiliated to?/belong to committee, group, or other	F/M
59	W.D. Samantha	Galbode estate, Gallella, Ratnapura	Member of OSH Committee	F
60	G.W.C. Thamali	Galbode estate, Gallella, Ratnapura	Member of OSH Committee	F
61	P. Sundaraj	RTS-Hiddellana Tea Factory, Ratnapura	Factory Manager/Chair of OSH Committee	M
62	K.V.G. Samaraweera	RTS-Hiddellana Tea Factory, Ratnapura	Member of OSH Committee	F
63	Niroshan Dinesh	RTS-Hiddellana Tea Factory, Ratnapura	Member of OSH Committee	M
64	U. Bandara Abeysinghe	RTS-Hiddellana Tea Factory, Ratnapura	Tea small holder/Member of OSH Committee	M
65	S. Chandrawathi	RTS-Hiddellana Tea Factory, Ratnapura	Tea small holder/Member of OSH Committee	F
66	Priyantha Premakumara	RTS-Hiddellana Tea Factory, Ratnapura	Member of OSH Committee	M
67	Sarath Ranasinghe	RTS-Hiddellana Tea Factory, Ratnapura	Member of OSH Committee	M
68	Sarath Thilakarathne	RTS-Hiddellana Tea Factory, Ratnapura	Member of OSH Committee	M
69	B. Kumari	RTS-Hiddellana Tea Factory, Ratnapura	Member of OSH Committee	F
70	W. Niroshani	RTS-Hiddellana Tea Factory, Ratnapura	Member of OSH Committee	F
71	Thusahara Dhammika	RTS-Hiddellana Tea Factory, Ratnapura	Member of OSH Committee	M
72	P.K.A. Harshana Thilakarathna	Palmgarden Estate, Ratnapura	Estate Manager/Chair of OSH Committee	M
73	T. Kokileshwari	Palmgarden Estate, Ratnapura	Member of OSH Committee	F
74	Lakshman Nandakumara	Palmgarden Estate, Ratnapura	Member of OSH Committee	M

SN	Name	Geographical area/location	Affiliated to?/belong to committee, group, or other	F/M
75	P.S.N. Pathirana	Palmgarden Estate, Ratnapura	Member of OSH Committee	M
76	K. Suren	Palmgarden Estate, Ratnapura	Member of OSH Committee	M
77	M.A.S. Dayavansa	Palmgarden Estate, Ratnapura	Member of OSH Committee	M
78	A. Nagaratna	Palmgarden Estate, Ratnapura	Member of OSH Committee	M
79	J.M.U.S. Danawardana	Palmgarden Estate, Ratnapura	Member of OSH Committee	M
80	M.A. Sunil Dayawansa	Palmgarden Estate, Ratnapura	Member of OSH Committee	M
81	H. Thanura	Palmgarden Estate, Ratnapura	Member of OSH Committee	M
82	M.R. Priyantha	Palmgarden Estate, Ratnapura	Member of OSH Committee	M
83	Prasan Konara	Salawa Estate, Avissawella	Manager / Chair of OSH Committee	M
84	Indrani Rajapaksha	Salawa Estate, Avissawella	Member of OSH Committee	F
85	Ajith Kumara	Salawa Estate, Avissawella	Member of OSH Committee	M
86	Suresh Rathnapala	Salawa Estate, Avissawella	Member of OSH Committee	M
87	Dilshan Madhuranga	Salawa Estate, Avissawella	Member of OSH Committee	M
88	Namal Sanjeewa	Salawa Estate, Avissawella	Member of OSH Committee	M
89	M. Balachandran	Salawa Estate, Avissawella	Member of OSH Committee	M
90	Chandhani Shriyalatha	Salawa Estate, Avissawella	Member of OSH Committee	F
91	Sandya Shyamani	Salawa Estate, Avissawella	Member of OSH Committee	F
92	G. Kanthilatha	Salawa Estate, Avissawella	Member of OSH Committee	F
93	H. Thilakawathi	Salawa Estate, Avissawella	Member of OSH Committee	F
94	Manel Sakunthala	Salawa Estate, Avissawella	Member of OSH Committee	F
95	P.A.D. Muniappan	Elpitiya Estate, Galle	Member of OSH Committee	M
96	Udaya Jagath Kumara	Elpitiya Estate, Galle	Member of OSH Committee	M
97	Gayan Malwatte	Elpitiya Estate, Galle	Member of OSH Committee	M

SN	Name	Geographical area/location	Affiliated to?/belong to committee, group, or other	F/M
98	Jeewana Sampath	Elpitiya Estate, Galle	Member of OSH Committee	M
99	R.L. Geetha	Elpitiya Estate, Galle	Member of OSH Committee	F
100	K.G.N. Dilshan	Elpitiya Estate, Galle	Member of OSH Committee	M
101	G. Samantha Gunawardhana	Elpitiya Estate, Galle	Member of OSH Committee	M
102	M.D. Nishanka	Elpitiya Estate, Galle	Member of OSH Committee	M
103	A.G. Suneetha	Elpitiya Estate, Galle	Member of OSH Committee	F
104	M.D. Kamal Prasanna	Elpitiya Estate, Galle	Member of OSH Committee	M
105	L.A.D. Maleesha	Elpitiya Estate, Galle	Member of OSH Committee	M
FGDs with Tea Small Holders				
106	P.A. Premadasa	Thavalama, Galle		M
107	M.K.K. Seneviratne	Thavalama, Galle		M
108	S. Jothiratne	Thavalama, Galle		M
109	E.V. Ruwan Kumara	Thavalama, Galle		M
110	K. Gunawathi	Thavalama, Galle		F
111	Rukmani Jothiratne	Thavalama, Galle		F
112	Leela Gamage	Thavalama, Galle		F
113	E.N. Manjula	Thavalama, Galle		M
114	J.S.N. Shamali Ramyalatha	Thavalama, Galle		F
115	Champa Priyadharshani	Thavalama, Galle		F
116	Gunawardena Bodipaksha	Thavalama, Galle		M
117	Lathika Darshani	Thavalama, Galle		F
118	Gunathilake Weerasinghe	Thavalama, Galle		F
119	K.L. Amitha	Thavalama, Galle		F
120	M.G. Nimal	Thavalama, Galle		M

(Females – 52 Males – 68)

IA	District	Estates	Sector	
			Tea	Rubber
EFC	Kalutara	Procestor Estate		✓
	Nuwara Eliya	Radella Estate	✓	
PHDT	Badulla	Glenanore Estate	✓	
	Ratnapura	Avissawella Tea Factory	✓	

		Galbode Estate	✓	✓
		Hiddellana Estate	✓	
		Salawa Estate		✓
		Palmerston Estate		✓
	Galle	Elpitiya Estate		
		Thavalama Tea Small holder Societies		
CWC (Trade Union)	Nuwara Eliya	Wattegoda Estate	✓	
		Kelliewatte Estate	✓	

FGD with Trainers of the regional office of CWC

November 30, 2024 @ 2.45 pm – Hatton

#	Name	Title/position	Organisation & e-mail	F/M
1	R. Vasanthakumari	OSH Trainer/ Senior Women Coordinator	Ceylon Workers Congress, Hatton office	F
2	S. Annalakshmi	OSH Trainer/ Asst. Dist. Representative	Ceylon Workers Congress, Hatton office	F
3	K. Senthamilselvi	OSH Trainer / Dist. Representative	Ceylon Workers Congress, Hatton office	F
4	R. Nishanthini	OSH Trainer/ Junior Women Coordinator	Ceylon Workers Congress, Hatton office nishanthini266@gmail.com	F
5	P. Paarkavi	OSH Trainer / Asst. District Representative	Ceylon Workers Congress, Hatton office	F

Females – 5

FGD at Watagoda Estate (CWC trained workers)

Nov 30, 2024 – Watagoda estate, Talawakelle. 9.30 am

SN	Name	Geographical area/location	Affiliated to?/belong to committee, group, or other	F/M
1	Arumugam Mallika	Watagoda Estate, Talawakelle	Member of OSH Committee	F
2	S.A. Deepani	Watagoda Estate, Talawakelle	Member of OSH Committee	F
3	K. Jothimalar	Watagoda Estate, Talawakelle	Member of OSH Committee	F
4	M. Manonmani	Watagoda Estate, Talawakelle	Member of OSH Committee	F

5	S. Chandrakumar	Watagoda Estate, Talawakelle	Member of OSH Committee	M
6	K. Paramasivam	Watagoda Estate, Talawakelle	Member of OSH Committee	M
7	K. Arunachalam	Watagoda Estate, Talawakelle	Member of OSH Committee	M
8	R. Shanthini	Watagoda Estate, Talawakelle	Member of OSH Committee	F
9	P. Gandhimathi	Watagoda Estate, Talawakelle	Member of OSH Committee	F

Females – 6, Males – 3

FGD at Kelliewatte Estate (CWC trained workers)

Nov 30, 2024 – Kelliewatte estate, Kotagala 11.30 am

SN	Name	Geographical area/location	Affiliated to?/belong to committee, group, or other	F/M
1	N. Gabriel	Kelliewatte Estate, Kotagala	Member of OSH Committee	M
2	P. Kanagaraja	Kelliewatte Estate, Kotagala	Member of OSH Committee	M
3	M. Banushobana	Kelliewatte Estate, Kotagala	Member of OSH Committee	F
4	S. Deivendran	Kelliewatte Estate, Kotagala	Member of OSH Committee	M
5	K. Chandrakumari	Kelliewatte Estate, Kotagala	Member of OSH Committee	F
6	S. Mallika	Kelliewatte Estate, Kotagala	Member of OSH Committee	F
7	S. Logeswaran	Kelliewatte Estate, Kotagala	Member of OSH Committee	M
8	K. Vijayakumari	Kelliewatte Estate, Kotagala	Member of OSH Committee	F
9	M.W.Deepika Jayakanthi	Kelliewatte Estate, Kotagala	Member of OSH Committee	F
10	N. Gabriel	Kelliewatte Estate, Kotagala	Member of OSH Committee	M

Females – 5, Males – 5

Participants in the Evaluation Stakeholder's Workshop 20 December 2024

ANNEX 5. ACHIEVEMENT IN NUMBERS

India

- A total of 5,215 workers (3557 men and 1658 women) participated in 158 trainings organized by WOs, Eos.
- A total of 19 organizations of employers, workers and small tea growers have been trained on OSH (Employers (5); Trade unions (12); and Small Tea Growers Organizations (2)).
- Workplace dialogues were initiated in 195 large estates and 80 STG collectives through OSH committees.
- A total of 156 workplace improvements have been reported.
- A total of 392 persons have undergone ToT on OSH trainers.

Year wise Meeting Details	Men	Women	O	Total Participants
2021	52	11	0	63
Meeting/Consultation	52	11	0	63
2022	407	122	0	529
Meeting/Consultation	68	26	0	94
Trainings	339	96	0	435
2023	2870	962	0	3832
Meeting/Consultation	1563	534	0	2097
Trainings	1220	402	0	1622
TOT	87	26	0	113
2024	2981	1510	0	4491
Meeting/Consultation	1070	376	0	1446
Trainings	1681	1086	0	2767
TOT	230	48	0	278
Grand Total	6310	2605	0	8915

Nepal

- Comprehensive workplace level interventions in the tea and large cardamom industries, as well as with smallholder farmers, resulted in the setup of bipartite OSH committees in 55 tea and cardamom enterprises.
- These committees developed action plans and reported 3 to 4 low-cost improvements in each enterprise, benefiting at least 10,623 workers.
- The project reached 87 tea and cardamom enterprises.
- Voluntary guidelines on OSH for the plantation sectors were adopted by 25 cooperatives, affiliated with CTCF and 30 enterprises, affiliated with FNCCI. These enterprises then conducted OSH risk assessments and prepared subsequent action plans to improve OSH conditions. A total of
- A total of 2,450 workers working in these enterprises participated in the ILO participatory action programmes (called WIND and WISE) to help create home-grown, low-cost/no-cost solutions for immediate improvements based on locally sustainable measures.

- The project has reached out to the total 8,336 participants (3385 male, 2471 female), 715 government officials, 5,468 workers and 1746 employers, through awareness sessions, WIND/WISE/WISH³⁷ trainings, unions awareness, employers awareness training, consultation workshop in the process of the OSH programme development and awareness on C155 and C187, OSH committee training, OSH committee orientation sessions, and sectoral dialogue events, etc. A total of 292 workplace level improvement showcases were reported among 87 enterprises.

Sri Lanka

- Workplace dialogues were initiated in 195 large estates, 56 Factories and 80 Small Tea Grower associations 80 executive committee members through OSH committees.
- 31 Small Holder Societies / cooperatives covering 3100 small holders on board and trained and established OSH sub-committees under their executive committees.
- A total of 1800+ workplace improvements have been reported.
- A total of 392 persons have undergone ToT on OSH from Government, Employer Organisations, Trade Unions and Private Sector Organizations.
- By September 2024, over 252 OSH committees were formed/strengthened and 500 OSH committee members were trained, with women representing over 60% of participants.
- 300 workplace-level cascading trainings, pocket meetings and awareness sessions were conducted by OSH committee members covering more than 8000 workers.

³⁷ Work Improvements for Safe Homes manual (WISH), ILO.