



INTERNATIONAL LABOUR ORGANIZATION

Better Work Global Operations

TECHNICAL COOPERATION
FINAL PROGRESS REPORT (FPR)

Basic Information

Countries covered	<u>Better Work countries: Cambodia, Haiti, Nicaragua, and Vietnam</u>
Donor	<u>The Walt Disney Company</u>
Budget	<u>US\$ 583,758.77</u>
TC Symbol	<u>GLO/17/14/DIS</u>
Administrative unit	<u>Better Work</u>
P&B Outcome	<u>Outcome 7: Promoting workplace compliance through labour inspection</u>
Start date	<u>August 2017</u>
End date	<u>30 June 2020</u>

Summary

Building upon the successes of the Disney Workplace Improvement Program on Labour Administration, Better Work and The Walt Disney Company's Supply Chain Investment Program continued their collaboration by implementing a global forum for learning among private and public sector actors to support collaboration under the Building Bridges project.

Through this new funding phase, Better Work was able to establish national platforms for learning and dialogue among private and public sector actors. These forums serve to build capacity, strengthen engagement with one another, and support collaboration with the aim of promoting joint problem-solving and collective action to support sustainable compliance with labour standards. Under the banner of the Building Bridges project, this new funding phase focused on leveraging learnings from Better Work operations to strengthen the capacity of tripartite constituents in Better Work countries to effectively oversee compliance with national laws and international labour standards and further incubate partnerships between the public and private sectors.

In context of Outcome 3 of its global strategic framework, which aims to strengthen institutions at the national level to create an enabling environment for decent work, Better Work's objective for this project has been to bring the public and private sectors together to jointly create a shared vision for the future of the industry and help build the requisite skills to make sustainable change increasingly owned by the public sector.

More specifically, the project aimed to:

- ◆ Address patterns in behaviour and practices of supply chain actors which can help prevent and resolve conflicts;
- ◆ Assess opportunities to leverage technology in both corporate and governmental compliance strategies;
- ◆ Agree on joint approaches to reduce risks in enterprises through prevention and contribution to productivity improvements;
- ◆ Develop, test and implement strategies that foster behavioural change at key levels throughout the supply chain;
- ◆ Identify root causes of persistent non-compliance trends in production markets by aligning private and public sector compliance strategies in order to ensure worker protection, increase competitiveness and optimize resource utilization.

The agreement was signed in September 2017 with implementation starting from January 2018. Based on national level consultations, project activities were targeted at four countries where Better Work operates: Cambodia, Nicaragua, Vietnam and Haiti.

National consultations were held in each country to define national priorities where greater

partnership, capacity building and dialogue were needed. Leveraging the Better Work Academy curriculum, the project provided a forum for learning and collaboration for representatives of national partners including trade unions, industry associations and governments at the national level, as well as other national level actors including manufacturers and local brand representatives. Learning events and materials were tailored to meet the capacity building objectives for these targeted public and private sector actors in light of national priorities.

- ◆ In Cambodia the project focused on strengthening the capacity of the Ministry of Labour and Vocational Training (MOLVT) to collaborate effectively with other national partners to design and implement coordinated interventions to promote Occupational Health and Safety as a model for shared work on other issues affecting the sector. MOLVT senior representatives stated that the forum that was created through the project helped change mind-sets of labour inspectors and improved their understanding of business perspectives.
- ◆ In Vietnam, the project has established a platform for national partners to identify effective strategies to promote sound industrial relations at the local level, in light of the national labour law reform process, which involves ratification of ILO core conventions 87, 98 and 105. In this context, feedback from participants from the Ministry of Labour, Invalids and Social Affairs (MOLISA) and Vietnam General Confederation of Labour (VGCL) has been that they greatly benefited from the opportunities to work with the private sector to understand how the national reform process translated to changes and new opportunities in their work.
- ◆ National partners in Haiti expressed their appreciation of learning and sharing lessons learned, successes and challenges in promoting management-worker dialogue in a similar fashion. The project has been positioned as the main platform for national partners to convene and exchange their views on industry priorities and needs. It should be noted that political turbulence in Haiti slowed down the progress of the project, but the impacts of the increased coordination of the national partners has been evident in their ability to collectively respond to the COVID-19 crisis.
- ◆ In Nicaragua, the project supported accelerated sustainability planning and building capacity with the Ministry of Labour, contributing towards a broader plan to engage the Ministry of Labour, employer association ANITEC and trade union federations in sustaining and scaling the work of the BW Nicaragua programme, with a focus on promoting stronger labour-management structures at the enterprise level.

The project has seen growing participation of and interest from local brand representatives, which has contributed to a greater understanding and interest among brands regarding the mandate and activities of public sector organizations.

As a legacy of the project, platforms are in place at the national level to support industry

stakeholders to work together more closely to enhance the effectiveness and integrity of governance structures.

Going forward, Better Work sees opportunities to build off the foundation that the Building Bridges project has established by supporting government/constituent action in establishing stronger governance frameworks in coordination with the private sector. Through the project, Better Work has seen significant progress in the ability of national partners to exchange information and ideas with the private sector, and created a framework for these actors to come together to share data understand and address governance gaps and compliance trends. National partners in Vietnam have articulated their vision for a shared data platform, while participating organizations in Cambodia and Nicaragua have also highlighted their interest in continued data sharing between public and private sector actors.

SECTION A: RESULTS ANALYSIS

In the four country programs where the project has actively been present, industry stakeholders have strengthened relationships, exchanged skills and experiences, and created an increasingly shared vision for the sector. The four project countries have shared the following common achievements:

- ◆ Alignment amongst national stakeholders on priorities for the apparel sector in their country and an initial agreement on roles and responsibilities of all parties;
- ◆ Enhanced soft and technical skills of national stakeholders, including labor inspectorates, in context of national policy priorities;
- ◆ Increased understanding amongst business, governments, and other national stakeholders of one another's perspectives, priorities, and skills.

In addition to the above commonalities, each country had a slightly different focus based on national priorities. Country specific achievements and activities are summarized below.

Cambodia

Better Factories Cambodia (BFC) worked with the Ministry of Labour and Vocational Training (MOLVT), manufacturers, the employer association (Garment Manufacturers Association of Cambodia), trade unions and brands. The program activities were implemented during the period of August 2018- December 2019.

Given the significant undertaking of making tangible progress on these objectives, stakeholders decided at the outset to focus specifically on occupational health and safety and then use the learnings to inform similar processes with other issue areas. The work started with a gap analysis looking at challenges and opportunities for the industry to address OSH issues. With that as the basis, the national partners moved on to ensure a clear

understanding of global supply chain dynamics and then started to define approaches to improve compliance at the workplace, enhance collaboration between national partners, create online tools, and finally, to conduct training on facilitation/communication Skills, and OSH problem solving skills and techniques.

The following activities took place during the project period:

- ◆ Program's launch event and Module 1 in-person training workshop on Using OSH Data (August 2018)
- ◆ Online Training on Essentials in Occupational Safety and Health (EOSH) with ILO/ITC & BFC (April-July 2019)
- ◆ Factory shadow visits to strengthen OSH assessment and risk identification processes by the MOLVT inspection department (joined by 14 labor officials) (February-April 2019)
- ◆ Module 2 in-person training workshop on Facilitation/Communication skills for OSH Leadership (August 2019)
- ◆ Module 3 in-person training workshop on OSH Problem Solving Skills (October 2019)
- ◆ Module 4 in-person training workshop on OSH Problem Solving Techniques and Continuous Improvement (December 2019)

Cambodia project participants included 16 OSH officials and OSH inspectors, 5 labour inspectors, 5 employers' and manufacturers' representatives, and 3 trade unions in 2018. In 2019, several local brands were included (H&M, Puma, Inditex, Li & Fung, Gap, Marks & Spencer and Primark).

According to feedback from national stakeholders, the project has been instrumental in creating a learning platform for national constituents to meet and exchange ideas and information with the private sector and vice versa. Cambodian stakeholders stated in their feedback that this approach enhanced communication between labour inspectors, manufacturers and their representatives, trade unions and brands.

As an outcome of enhanced collaboration through the project, national partners in Cambodia created a shared vision to promote a culture of sustainable compliance, which included continuous shared learned, co-development of OSH Guidelines for the garment and footwear industry, and to set up an interdisciplinary working group to monitor and address OSH compliance gaps. Better Work will continue to support this process by providing data and expertise through its joint action plan with MOLVT.

Vietnam

The biggest achievement of the project in Vietnam has been to create a regular platform for learning and sharing among national stakeholders (Ministry of Labour, Invalids and Social

Affairs (MOLISA), Vietnam General Confederation of Labour (VGCL), Vietnam Chamber of Commerce and Industry (VCCI), Vietnam Textile and Apparel Association (VITAS) to establish a shared understanding of core labour standards and how their mandates will be shifting light of the national labour law reform process following the ratification of ILO core conventions 87, 98 and 105. The project supported VGCL representatives in unpacking new ways to represent workers in light of the shifting national context. As an outcome of shared learning, participants developed an understanding of changing industrial relations dynamics at the enterprise level.

During the project phase, the following activities took place:

- ◆ Launch event and Module 1 workshop on global supply chains in Hanoi (22-24 August 2018)
- ◆ Launch event and Module 1 workshop on global supply chains in Ho Chi Minh City (28-30 August 2018)
- ◆ Forum on 8 Fundamental ILO Conventions and Implication for Labour Law Revision (Hanoi and Ho Chi Minh City)
- ◆ Module 2 workshop on IR Risk Assessment, Problem Solving, Facilitation in Hanoi (21-22 March 2019)
- ◆ Module 2 workshop on IR Risk Assessment, Problem Solving, Facilitation in Ho Chi Minh City (19-20 March 2019)
- ◆ Half day seminar on 'Collaboration mechanism to strengthen the compliance self-assessment at factory level' (15 and 22 July 2019)
- ◆ Module 3 workshop: lessons learned from grievance mechanisms in BW factories, and identification of effective practices for grievance handling at the district/provincial level), Hai Phong province (combined North and South Vietnam participation) 28-29 November 2019.

In each event, roughly 35-40 participants from national partner organizations in the public and private sector took part. Events generally focused on both technical topics such as global supply chains, industrial relations, and gender-mainstreamed grievance mechanisms for dispute resolution. At the same time, these meetings were used to create opportunities for brands and leading factories to share their thoughts regarding best practices (in particular in the area of in dispute settlement) with provincial level representatives from the Ministry of Labour (MOLISA), the Vietnam Chamber of Commerce and Industry (VCCI) and the Vietnam General Confederation of Labour (VGCL) in Ho Chi Minh City and Hanoi.

After each learning event, a technical workshop was organized to reflect on the current situation in Vietnam and to support national partners in applying acquired skills and insights at a practical level. After the initial learning module a workshop was organized in April 2019

on the revised labour code. A second workshop on “guiding how to use the self-assessment tool for enterprises” was held in July 2019 to reflect on the risk-assessment and preventive approach to compliance and industrial relations.

As an outcome of the project, the by MoLISA Labour Inspectorate introduced the social partners to its online self-assessment framework and its approach to guide enterprises to effectively self-report on compliance levels. In this context, Better Work was able to leverage its own expertise in self-diagnosis offer coaching opportunities for national partners. Participants from other national partner groups shared suggestions to MoLISA and BWV on how to improve the online platform to support enterprises in using the online template and adopting a preventive approach when conducting self-assessments at the factories.

Building of the culture of collaboration and shared learning that the project created, MoLISA and the Vietnam social partners co-conceptualized an online national platform for data sharing. This platform is envisioned to pair MoLISA data from factory self-assessments with BW public compliance data and additional information provided by the trade union VGCL. Such a platform would support national partners in identifying trends and risks, and promote coordinated interventions.

BW and national partners are currently working on a project plan to design and implement such a platform at the national level. Better Work is exploring opportunities to assist national partners in Vietnam in realizing this initiative, and to use its partnerships with global brands and manufacturers to create opportunities for data sharing to promote collaboration to address endemic issues. Better Work is also observing the lessons from this to replicate a collaborative data sharing function within Better Work’s new platform under construction for use by other countries.

Nicaragua

In Nicaragua, the project focused on transferring BW assessment tools and practices to the labour inspectorate. Technical areas covered include grievance mechanisms and sexual harassment prevention, industrial relations including understanding and investigating industrial relations risks as well as problem solving.

With project support, Nicaragua national partners formed a committee, which has one representative of each stakeholder group, to set the agenda for learning and collaboration, and to oversee action plans that have been set as an outcome of the project events.

Two train-the-trainer events were conducted with national partners, focusing on effective collaboration to enhance capacity in the sector in order to improve compliance levels in a sustainable way. The first TOT focused on promoting effective industrial relations and grievance mechanisms. The second TOT focused on Sexual Harassment Prevention.

The project also supported two learning events with national partners in Nicaragua. The initial event took place on 11 July 2019, focused on developing concrete joint action plans to improve garment sector competitiveness based on social dialogue amongst stakeholder participants and following up thereon. Following the initial learning event, each tripartite partner organization selected one representative of their group to attend the follow-up meetings for shared action planning. Three of such follow up meetings took place. A second training workshop took place on 27-28 November 2019 focussing on Problem Solving and Social Dialogue. Due to political unrest the majority of brand partners did not give permission to their representatives to participate, however representatives of two brands participated very actively in both meetings, which deepened their general understanding of the Better Work approach in Nicaragua and its collaboration with social partners. A third in person training workshop module had been planned for March 2020. Unfortunately, due to the spread of the Covid-19 pandemic, this third workshop did not take place.

To support national partners in understanding key concepts and skills in practical context, representatives of participating organizations were given the opportunity to observe the work of the BW team in the factory environment. Four labour inspectors shadowed BW assessments and advisories to deepen their understanding of a standardized methodology to identify non-compliances and other important information. BW advisory services were observed by labour inspectors as well as representatives from three union federations, as well as one representative from Anitec (Employers association). To cement skills uptake, BW provided support to the Labour Inspector Department on a monthly basis. These meetings focused on adopting insights and approaches from Better Work advisory. They also contributed to the development of standardized guidelines for the labour inspectorate inspection process.

During April-May 2020, BWN worked with the National University of Engineering to develop a 32 hour specialization course on HR and OSH management systems implementation with inputs from BW. The aim of the course was to increase capacities and skills among national partners as well as to promote sustainable solutions based on management systems. At the same time this course is envisioned to contribute to make the existing systems of the factories more functional and develop capacities of staff to improve them. The course has been delivered to 60 factory staff and representatives from key project stakeholders. Complementary to the course, a webinar on Covid-19 prevention was delivered jointly with UNICEF and facilitated by a UNICEF doctor took place in Q1 2020 for trade union leaders during the Covid-19 lockdown.

As key project outcomes in Nicaragua, national partner representatives have highlighted the creation of a shared vision for sustained compliance, the development of skills to promote social dialogue, and the transfer of technical skills to the ministry to strengthen workplace inspections. Nicaragua national partners would maintain the platform by taking strong

ownership in it, focusing on information exchanges and joint planning in the areas of discrimination, sexual harassment prevention and dispute resolution.

Haiti

In Haiti, national partners have been open to learning in a similar fashion but given the political turbulence and the general level of constructive collaboration (lack thereof) impact thus far has been limited. In light of this, the project has been positioned as a platform for national partners national partners to convene and exchange their views focused on addressing persistent areas of non-compliance in the areas of social insurance and OSH. Since there are no in-country partner brand representatives the project focused on manufacturers as private sector representatives.

The project launch event took place in November 2018 with events in Caracol and in Port-Au-Prince (9 and 14-15 November 2018 respectively). Based on a discussion on industry compliance trends and challenges, participants jointly diagnosed governance challenges and developed a plan for further learning to translate their vision into action through the program curriculum.

As an outcome, national partners in Haiti identified the following elements as key to their long term vision for the Haitian garment and footwear industry:

- ◆ Finalization of the labor law reform and adaptation to socio-economic realities;
- ◆ Tripartite agreement to ensure that wage increases are predictable, safeguarding the availability of social security and benefits to all workers through the modernization of social security agencies, and general implementation of electronic payments for improved transparency;
- ◆ Maintaining effective platforms for sectoral dialogue and problem solving at the sectoral and national level.

Management and Union representatives from factories participating in the BWH program shared practical lessons learned on their successes and challenges in promoting management-worker dialogue, skill development for workers and realizing improvements in working conditions. These events were joined by 55 participants including representatives of the following organizations participated: Ministry of Labour and Social Affairs (MAST); Office d'Assurance Maladie Maternité (OFATMA); Office National d'Assurance Vieillesse (ONA); InterAmerican Bank of development; Office of the Labor Ombudsperson; CTMO-HOPE; Centrale Autonome des Travailleurs Haïtiens (CATH); Centre de Facilitation des Investissements (CFI) and 15 Haiti-based manufacturers.

The second round of events in July placed an emphasis on identifying and addressing industrial relations risks. These took place in Port-Au-Prince and Caracol on 10-11 and 30-31

July 2019 respectively. 60 participants (tripartite constituents, factory representatives, brands, foundations), including 20 women attended these workshops. Attendance in module 2 was different than in Module 1; about 50 per cent of the participants of the previous workshop were present at the Module 2 event.

Module 2 events focused on identifying ways for national partners to collaborate and contribute to achieve sound industrial relations at the industry and factory level. This included a series of interactive exercises to identify specific industrial relations risks in context of the Haitian garment industry, analysing the possible causes of the risks identified, linking identified risks with consequences, and reflecting on the roles of constituents and joint-collaboration to implement solutions. These exercises were highly appreciated by national partners and noted in the evaluation as the most useful part of the course by the majority of the participants. Consensus emerged that it will be crucial to ensure that all national stakeholders take responsibility within their own mandate and as a collective to improve the competitiveness of Haiti in the global supply chain.

Achievements by project output structure

The project allows public and private sector actors to work together toward creating a shared vision for the future and creating the requisite skills to make sustainable change increasingly owned by the public sector. In context of Outcome 7 of the ILO strategy Policy framework, which focuses on the promotion of workplace compliance through labor inspection, the project contributed towards strengthened capacity of national governments and institutions.

Thee project has been structured around 3 central learning outputs, applied differently based on country context and priorities:

Output 1.1 Training of Trainers are conducted

A Training of Trainers approach was incorporated in the original project plan, with a focus on technical areas such as Workplace Communication, Supervisory and Leaderships Skills, Sexual Harassment Prevention, Negotiation Skills, Risk Management and Problem Solving through a management systems approach.

Based on a consultative process prior to implementation, it was strongly suggested by national partners that the project would leverage existing expertise of Better Work country program staff and focus on subjects agreed to by project participants. As a result, an in-house approach training was deployed to meet project requirements under output 1.2 and 1.3. National partners in Vietnam and Haiti received training on the above mentioned technical areas in shared learning events. In Cambodia and Haiti targeted ToTs were conducted in the following areas:

Cambodia

- ◆ TOT: Better Work Assessment Module for MoLVT senior staff (6-9 May 2019)

Nicaragua

- ◆ ToT for MoL senior staff on IR with Grievance Mechanism (1 Oct 2019)
- ◆ ToT for MoL senior staff on Sexual Harassment Prevention (29 Oct 2019)

Output 1.2: Skills Trainings are conducted

Skills trainings for the labour inspectors and key relevant personnel from the Ministry of Labour and social partners (with extended invitations to promote participation from local brand representatives) in Cambodia, Vietnam, Nicaragua, and Haiti were central to the project approach. The emphasis was placed on implementation in practical context, supporting participants to create actionable goals for increasing overall compliance in the garment industry and beyond.

Priority training topics and focus areas were identified by each country program and the national stakeholders. However, it also includes Better Work skills training on technical areas such as freedom of association investigation skills, as well as generic facilitation and influencing skills.

Each country programme identified its own priority areas based on a consultative process with national stakeholders. The project focused on Occupational Safety and Health in Cambodia whilst in Vietnam, Haiti and Nicaragua emphasis was placed on Industrial Relations.

Parallel to shared learning events with national partners, Better Work provided tailored support to labour inspectorates in Cambodia, Nicaragua and Vietnam to support them at a practical level in applying what they had learned. Technical support has been provided to the Ministries in Nicaragua and Cambodia to strengthen their capacity to inspect and advise factories on health and safety. In Vietnam, Better Work provided technical support to MOLISA to help operationalize its new self-assessment for employers.

In Cambodia, 12 labor officials (5 from Labour Inspection Department and 7 from Department of Occupational Safety and Health) took part in two full-day assessments to observe and learn about BW's assessment process and procedures. The detailed process and assessment approaches well received by participating officials. BFC will accommodate more shadow visits in 2020 to support ongoing learning for MoLVT staff beyond the project's end date.

In Nicaragua labor inspectors observed BW assessments and advisory visit between July and September 2019. Project participants observed meetings of bipartite committees on 21 August and 3 September 2019, which supported them in obtaining an understanding of BW's self-diagnostic process and approach to support root-cause analysis of areas of non-compliance. Participants came from three union federations (1 representative per federation), 7 representatives from the Ministry of Labour, and 1 representative from Anitec (Employers association).

Output 1.3: National tripartite constituents participate in eLearning Course

During the period of April to July 2019, representatives of MOLVT/DOSH and Cambodian social partners, as well as High Performance factories from Indonesia, Vietnam and Cambodia participated in the ILO's International Training Center at Turin's e-Learning course on Essentials in Occupational Safety and Health. The total number of participants from BW national partners in programme countries was 60.

SECTION B: IMPLEMENTATION ANALYSIS

1. Factors affecting implementation

- a) Explain the major challenges faced during implementation and explain how these were dealt with:

In all countries covered, participants broadly expressed their appreciation of the learning platform, as well as their interest to continue and scale up the initiative. The project has created a platform to introduce business perspectives to labour inspectors and trade union representatives, and it gave brands and manufacturers an opportunity to understand and network with the public sector.

In Vietnam the project was most successful due to a strong level of interest from national partners. In context of national labour law reform, the shared learning forums were well timed. Feedback from national partners has been that these were instrumental in establishing a culture of collaboration and trust. In Cambodia, although the project was quite successful, the main area for improvement has been to increase the role that brands have taken in the programme. In Haiti, the program has faced difficulties due to the political and social situation. There has also been tension in the country and between national stakeholders, therefore some activities were suspended. In Nicaragua, the program was introduced only in 2019. While it started late, it supported significant outcomes and has been well received by stakeholders within this limited timeframe. As Nicaragua is the most recent country joining the project, it had planned several activities to take place in early 2020. Unfortunately, most

activities planned for 2020 had to be shifted to online or adapted to another similar type of training as reported in the previous section due to Covid-19 situation. Brand engagement in project events in Haiti and Nicaragua has also been limited as a result of the local political situation which affected corporate travel policies.

b) Describe any lessons learned relating to challenges faced during implementation:

Below are common lessons learned that the project had experienced:

- ◆ A process of collaborative learning and building relationships with and between national actors requires a clear and broad strategic direction that connects with the state of the industry on the ground, and identified challenges and opportunities in local governance frameworks.
- ◆ Is crucial to invest sufficient time in discussions with national partners upfront to manage expectations and necessary commitments to support effective learning and collaboration and continuity throughout the process. This may mean individual engagements prior to bringing participants together and to allow time for trust and relationship building.

2. Management and Institutional arrangements

a) Describe the adequacy of management arrangements:

The project was managed and overseen by the Better Work Global Team. The project's country program teams implemented and coordinated the project activities and managed the project at national and local levels. At the global level it was managed by the Better Work Senior Technical Officer for Operations and Policy, who worked closely with and provided technical advice to country programs in implementing the projects to ensure that the project activities are aligned with the project strategy.

b) Explain the role that partners, including ILO constituents, played during implementation. Identify any alternative arrangements that may have helped increase the effectiveness, efficiency or inclusiveness of the intervention:

The project's key engagement has been with the government (ie Labour Inspectorate of the Ministry of Labour) and social partners (employers and workers organizations) to develop their institutional capacity and strengthen policies to support decent work, business competitiveness and inclusive economic growth. Tripartite constituents have been consulted starting from the project's inception phase to the project implementation and project's next steps. Better Work brought technical expertise and considerable value add to the project by inviting the international business community and their country representatives to attend learning events to exchange ideas and discuss opportunities for collaboration with national

tripartite constituents. A list of actors that participated in the project can be found in Annex 1.

c) Describe any lessons learned related to management and institutional arrangements:

The project's lessons learned are mostly related to the activity and ground level. Better Work has engaged the key stakeholders since the formulation of the project and worked closely with them during the course of the project. The program, internally known as 'Building Bridges' project, does not have to be branded as a separate project. It will be mainstreamed as part of the Better Work country programme's sustainability strategies with training and capacity supported by the Better Work Academy.

SECTION C: SUSTAINABILITY ANALYSIS

a) Analyze the sustainability of results, taking into consideration the institutional and technical capacities and commitment of constituents and partners:

The project in itself has aimed at strengthening the capacity of the government officials as well as the social partners, while at the same time strengthening institutional bodies as to ensure national level ownership and the requisite behavioral change strategies. Based on feedback from the project participants, the project was the very first occasion for private sector actors and constituents to establish relationships, exchange skills and experiences, and create a shared vision for a future of sustained impacts and increasing ownership by the public sector at this scale. Participating organizations in all four countries expressed their wishes to continue learning and working together in a similar fashion to strengthen their collaboration at the national level.

As a legacy of the project, platforms are in place at the national level to support Better Work and industry stakeholders to continue convening to work on stronger governance frameworks for the industry. In all countries covered by this project, participants expressed their appreciation of the learning platform, as well as their interest to continue and scale the initiative.

The project has paved ways to scaling up the impact of the project itself, as well as the impact of the programmes that BW has in place in these countries. Building upon this foundation, Better Work has conceptualized a next phase, which is envisioned as a combination of interventions that support implementation of nationally owned sustainability roadmaps to promote strategic collaboration between partners. It would focus on reinforcing the capacity of governments, employers' and workers' organizations to exchange data, to inform joint strategic action in partnership with international buyers and manufacturers.

Better Work is presently creating a platform for that enables private sector actors,

governments and workers' and employers' organizations to access and interact with data. This would help create an industry wide platform to provide 1) measurement of performance against national labor laws and international labor standards, 2) joint remediation by international brands and manufacturers focused on a common and consistent foundation, 3) sharing of trends and gaps for government/constituent action, working in coordination with the private sector.

BW sees a role for itself, in partnership with other ILO units, to create a technological infrastructure to host and implement big data solutions and to facilitate that its national and industry partners use the data effectively. Ultimately, this would help build national centers of excellence for governments and social partners to take the lead in promoting sustainable compliance and stronger governance.

- b) Describe any major internal or external factors that may affect the sustainability of project results in the future:**

Internal Factors:

Better Work has submitted to the Walt Disney Company's Supply Chain Investment Program a concept note for a second phase of this project, which would focus on the creation of national centers of excellence for Governments and social partners to take the lead in promoting sustainable compliance and stronger governance. For such a continued intervention, Better Work proposes a combination of interventions that support implementation of nationally owned sustainability roadmaps to promote strategic collaboration between governments, social partners and other industry actors to enhance supply chain governance through public-private sector collaboration. A next phase would focus on reinforcing the capacity of inspectorates and social partners to absorb and utilize data, as well as the development of the technological infrastructure with national partners to host and implement big data solutions. This would be a key building block to further drive effective coordination between the private and public sector in order to promote strategic interventions through collaboration.

External Factors:

- Political situation of the country
- Economic situation of the country
- Government policy

SECTION D: MONITORING, EVALUATION AND KNOWLEDGE SHARING

<i>M&E self-assessment:</i>	YES	NO
Progress was regularly reported both internally (within the ILO) and externally (to donors and partners) against the logical framework	<input checked="" type="checkbox"/>	<input type="checkbox"/>

A progress monitoring system was supported by data collection and analysis	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Cost effectiveness of activities and outputs was monitored	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Constituents were able to use M&E for discussion and decision-making in their own organizations	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Baselines and data were adequate to document progress towards results	<input checked="" type="checkbox"/>	<input type="checkbox"/>

a) Reflect on the approach to performance measurement and describe mechanisms in place for monitoring and evaluation:

The activities have been regularly monitored throughout the project implementation period both by the Better Work country programs and Better Work Global Operations. Quarterly calls with Disney took place on a regular basis to update on project progress.

b) If any evaluations were carried out, briefly describe how findings and recommendations were addressed by the intervention:

Better Work's comprehensive monitoring and evaluation system is applied to the project. Better Work has a record of accomplishment in investing in research to demonstrate its impact and to inform both its evolving operational model and policy debates. The Better Work mid-term external evaluation is currently taking place (July-September 2020); preliminary findings reaffirm that the project has been a value add in scaling the impact of the program on the industry.

Annex 1 – List of national partners participating in the project

Cambodia

Government

- ◆ Department of Occupational Safety and Health (DOSHS), Ministry of Labour and Vocational Training (MoLVT)
 - Deputy Director
 - Vice Chief of Bureau
 - Officials
- ◆ Department of Labour Inspectorate, MoLVT
 - Director
 - Deputy Director

Trade unions

- ◆ Coalition of Cambodian Apparel Workers Democratic Union
- ◆ Cambodian Union Federation
- ◆ Cambodian Federation of Independent Trade Union

Employers

- ◆ Garment Manufacturers Association in Cambodia
- ◆ JDU Manufacturing Co.,Ltd
 - Corporate Social Responsibility/Code of Conduct Auditor
 - Corporate Social Responsibility Department

Brands

- ◆ Marks & Spencer
- ◆ H&M
- ◆ Puma
- ◆ Inditex
- ◆ Zhen Tai
- ◆ YTC Corporation
- ◆ Li & Fung (Cambodia) Limited
- ◆ Gap Inc

Others

- ◆ OSH Youth Champions

Vietnam

Government

- ◆ Ministry of Labour, Invalids and Social Affairs
 - Department of Labour Inspectorate

Trade unions

- ◆ Vietnam General Confederation of Labour (VGCL)

Employers

- ◆ Vietnam Chamber of Commerce and Industry (VCCI)
- ◆ Vietnam Textile and Apparel Association (VITAS)

Brands

- ◆ PVH
- ◆ Target
- ◆ Li & Fung
- ◆ Gap Inc
- ◆ New Balance

Nicaragua

Government

- ◆ Ministry of Labour

Employers

- ◆ Asociación Nicaragüense de la Industria Textil y de Confección (Anitec)

Trade unions

- ◆ Pending names of the three unions
- ◆ Central Sandinista de Trabajadores (CST)
- ◆ Confederación de unificación sindical (CUS)
- ◆ Confederación de Unidad de trabajadores (CUT)

Haiti

Government

- ◆ Ministry of Social Affairs and Labour (MAST)
- ◆ Office of the Labour Ombudsman (BMST)

- ◆ National Insurance and Pensions Office (ONA)
- ◆ Office for Employment Injury, Illness and Maternity (OFTMA)
- ◆ Ministry of Commerce (MCI)
- ◆ Office of the State Secretary for the Integration of People with Disabilities (BSEIPH)

Trade unions

- ◆ All trade unions active in the country garment sector including SOTA-BO and Gottra.

Employers

- ◆ Association of Haitian Industries (ADIH)
- ◆ Economic Forum