

Inception report

FINAL INDEPENDENT EVALUATION

Protecting garment sector workers: occupational
safety and health and income support in response to
the COVID-19 pandemic

Lotta Nycander

Independent evaluator

Table of Contents

ABBREVIATIONS AND ACRONYMS.....	3
1 BACKGROUND.....	4
1.1 PURPOSE AND OBJECTIVES OF THE EVALUATION	4
1.2 EVALUATION SCOPE, CLIENTS, TIME FRAME, WORK PHASES AND DELIVERABLES	4
2 CONTEXT AND DESCRIPTION OF THE PROJECT	7
2.1 THE CONTEXT	7
2.2 THE PROJECT – SOME BASIC FACTS.....	8
3 EVALUATION FRAMEWORK	16
3.1 EVALUATION CRITERIA	16
3.2 KEY EVALUATION QUESTIONS.....	16
3.3 METHODOLOGY	19
3.4 EVALUATION NORMS AND STANDARDS.....	23
4 STRUCTURE OF THE EVALUATION REPORT.....	24
ANNEX I. PLANNED PROVISIONS FOR THE TARGET GROUP.....	25
ANNEX II. DATA COLLECTION INSTRUMENTS.....	27
GUIDE TO EVALUATION QUESTIONS TO DIFFERENT CATEGORIES OF STAKEHOLDERS	27
ANNEX III. IMPLEMENTATION PARTNERS	30
ANNEX IV. DOCUMENTS CONSULTED.....	32
ANNEX V. SOURCES OF DATA AND METHODS	33
ANNEX VI. LISTS OF STAKEHOLDERS AND PARTNERS	34

List of Tables

TABLE 1. EVALUATION PROCESS: ACTIVITIES, AND TIME SCHEDULE (SEE SECTION 3.3 METHODOLOGY FOR DETAILS)	5
TABLE 2. SUMMARY STATUS OF PROJECT ACTIONS AT OCTOBER-NOVEMBER 2021	13

ABBREVIATIONS AND ACRONYMS

BFC	Better Factories Cambodia
BGMEA	Bangladesh Garment Manufacturers and Exporters Association
BKMEA	Bangladesh Knitwear Manufacturers and Exporters Association
BMZ	German Federal Ministry for Economic Cooperation and Development
EA	Evaluability Assessment
EC-INTPA	European Commission-International partnerships
GSC	Global and domestic supply chains
ILO	International Labour Organization
LABADMIN/OSH	Labour Administration, Labour Inspection and Occupational Safety and Health Branch
LSSO	Lao Social Security Organization
MTE	Mid-Term Evaluation
ODA	Official Development Assistance
OSH	Occupational Safety and Health
PAC	Project Advisory Committee
PSC	Project Steering Committee
RMG	Ready-Made Garments
SOCPRO	Social Protection Department
TA	Technical Assistance
ToR	Terms of Reference
VZF	The Vision Zero Fund

1 BACKGROUND

This is the Inception report of the independent final evaluation of the project titled ‘Protecting garment sector workers: occupational safety and health and income support in response to the COVID-19 pandemic’ (GLO/20/20MUL) – herein referred to here as “the garments project” or “the Project”.

It is implemented jointly by SOCPRO and LABADMIN/OSH (VZF) in collaboration with BetterWork; with SOCPRO as the lead administrative unit.

The report outlines the conceptual framework and operational work plan for undertaking the evaluation and aims to reflect the understanding among the Project’s implementors and key partners regarding the evaluation process and methodology to be applied.

The evaluation is managed by Ms. Yoshie Ichinohe, certified ILO Evaluation Manager.

1.1 PURPOSE AND OBJECTIVES OF THE EVALUATION

Evaluations in ILO are for the purpose of accountability, learning, planning and building knowledge. The specific **purpose** for this Project evaluation is to provide an independent assessment of the progress achieved during the project’s entire life, through an analysis of relevance and design, effectiveness, efficiency, coherence, impact and sustainability of the project.

There are several purposes of the evaluation mentioned in the Terms of Reference (ToR):

- Assess progress achieved towards the outcomes of the project at the end of the implementation period for both OSH and income support component.
- Assess the relevance and validity of project design and the efficiency, effectiveness and sustainability of its outcomes
- Identify the key strengths and shortcomings in the design and implementation of both components.
- Assess how well the intervention-level actions have supported COVID-19 response strategies and policies.
- Provide in-depth reflection on the strategies and assumptions that have guided the interventions at country level
- Make recommendations towards design and implementation management for future projects from the perspective of emergency response in the area of OSH and through cash transfer modality.

1.2 EVALUATION SCOPE, CLIENTS, TIME FRAME, WORK PHASES AND DELIVERABLES

The chronological scope of the evaluation is to assess and evaluate the Project implementation for the entire duration of (3 September 2020 - 31 March 2022) and the thematic scope include assessing its progress, its implementation, partnerships, achievements, challenges, good practices, and lessons learned during the project’s life. Geographically the scope includes all seven project countries: Bangladesh, Cambodia, Ethiopia, Indonesia, Lao PDR, Madagascar and Viet Nam.

The evaluation is taking place between end of December 2021 and March 2022.

The clients of this evaluation are the ILO constituents, the development partner (donor), the project teams at global and country levels, and their implementing partners across the project countries. The **direct**

beneficiaries are selected garment and textile factory workers and garment and textile factories and **indirect beneficiaries** are their family members.¹

The key deliverables of this evaluation are as follows:

- Desk review and inception report; and interviews with the project team and key stakeholders (deliverable 1);
- Evaluation report (draft), workshop agenda and presentation of preliminary findings (deliverable 2)
- Stakeholder workshop (deliverable 3)
- Final evaluation report and evaluation summary (in a separate template) and PPT (deliverable 4)

The evaluation will apply a set of mixed methods analysing both quantitative and qualitative data, and ensure triangulation of information. The evaluation will provide findings, conclusions, lessons learned, good practices and recommendations that are evidence-based.

An **evaluation team of 8 persons** will conduct the evaluation, consisting of an international independent evaluator (team leader) and seven national independent consultants residing in the seven project countries. The consultants will work for 10 days in the 5 countries where the Project implements *both* income support and OSH, namely Bangladesh, Cambodia, Ethiopia, Indonesia and Lao PDR. They will work 6 days in the two countries where *only* the *OSH* component is part of the Project's activities, namely in Madagascar and Viet Nam. The details of work will be worked out in the coming weeks (when writing this report the consultants' contracts are in the process of being finalised and discussions with the Project teams are about to start).

Based on the scope of the evaluation, the steps and timeline are proposed in Table 1.

Table 1. Evaluation process: Activities, and time schedule (see section 3.3 Methodology for details)

Steps	Activities	Dec 2021	Jan 2022	Feb 2022	March 2022
0	International Evaluator/Team Leader's contract signed				
1	Briefing - Evaluation Manager (EM), SOCPRO				
2	Discussion on admin & practicalities (EM, Project mgt, Hqs)				
3	Contacts & briefings with consultants and project staff in 7 countries				
4	Desk review & Inception report				
5	Key Informant Interviews (KII) with Project staff, stakeholders/partners (Team Leader and national consultants in 7 countries)				
6	If/where feasible, national consultants visit factories; conduct interviews; Focus Group Discussions (FGDs) & submit report to the International Evaluator/Team leader				
7	Mini questionnaire survey (project staff) (timing to be TBD/flexible)				

¹ Source: The Project document.

2 CONTEXT AND DESCRIPTION OF THE PROJECT

This chapter gives a brief overview of the evaluation context and some basic facts of the Project including its objectives, outcomes, outputs, key activities and institutional set up.

2.1 THE CONTEXT

The COVID-19 pandemic is threatening livelihoods and well-being of people around the world. According to the ILO it is the greatest public health and socioeconomic crisis, globally, in the century, and it has led to worsened inequalities that already were systemic before it started spreading in early 2020.² The pandemic has resulted in momentous disruptions of global and domestic supply chains (ToR). In the garments industry, many workers lost their jobs and/or incomes because of lock downs and orders that were cancelled, with a lack of full, or partial, incomes paid for workers, and often lack of severance payment or unemployment benefits. This situation has greatly impacted a large number of workers (and their families) in the industry, the majority being women, who already may be vulnerable and/or living in poverty – although the extent of which may differ in the seven countries involved in the Project.

and many factories had to close their businesses, at least temporarily. Globally it is estimated that there are 60–70 million garment workers worldwide. The vast majority are engaged in informal employment and about 75 per cent are women, many who live in poverty having low incomes.³

Social protection is a crucial part of inclusive development and social justice and can reduce poverty and inequality. It promotes domestic consumption and contributes to economic growth. It is a powerful instrument to prevent and mitigate economic crises, natural disasters and conflicts. However, only 46.9 per cent of the global population are effectively covered by at least one social protection benefit. The remaining 53.1 per cent (4.14 billion people) do not have any protection. “Social protection” is a current term used to refer to “social security” and generally used interchangeably by the ILO.⁴ It consists of policies and programmes that include benefits for individuals and families to cushion shocks that may be faced throughout the life cycle. It covers child and family benefits, maternity benefits, unemployment benefits, employment injury, sickness, old age, disability, survivors, as well as health protection. It can be a set of policies and programmes that are specifically designed to prevent people/families including children to fall into poverty. The social protection/security schemes and programmes are contributory schemes (social insurance) and non-contributory tax-financed benefits, including social assistance.⁵

COVID-19 has generated an increased global interest in extending and strengthening social protection systems as it has been realised that both employers and employees were losing out heavily- and that many employers in the garment producing countries in e.g. Asia and Africa, do not offer severance payment or (partial or full) unemployment benefits/insurance or wage supplements to their workers in crisis situations, such as the one brought on by the pandemic.

The BMZ, the key donor agency for this Project, initiated contact with Vision Zero Fund (VZF)⁶ at the ILO. VZF supports sustainable, safe and healthy supply chains and is part of ‘Safety and Health for All’, an ILO flagship programme, promoting safe and healthy work environments. The contact was a bid to identify ways and means to act urgently to support suppliers and secure their business continuity temporarily, and help alleviate the situation for both employers and employees in selected garment-producing countries. As

² Secretary-General’s Policy Brief Investing in Jobs and Social Protection for Poverty Eradication and a Sustainable Recovery, 28 September 2021.

³ Source: *Garment Worker Sector Focus*, <https://16dayscampaign.org/campaigns/garment-worker-sector-focus/>

⁴ Source: *World Social Protection Report 2020-22: Social protection at the crossroads – In pursuit of a better future*, p. 226. ILO Geneva 2021.

<https://www.ilo.org/global/research/global-reports/world-social-security-report/2020-22/lang--en/index.htm>

⁵ Source: Ibid.

⁶ VZF was launched by the G7 and endorsed by the G20. Source: <https://vzf.ilo.org/>.

the VZF does not have much experience in cash transfers it was decided that it would join hands with other departments in the ILO, to implement the Project.

The ILO has provided support in the context of various humanitarian crisis and emergency situations, such as the Haiti earthquakes, the Tsunami in 2004, the financial crisis in 2008-2009, the Typhoon Haiyan in the Philippines, however it has limited experience in delivery of emergency humanitarian cash transfers. The aim of the ILO is to build the capacities of national stakeholders and national institutions to be able to respond to crises and deliver cash transfers through the institutions.

Its development/technical assistance are normally designed and implemented within a tripartite arrangement involving governments, employers and workers organisations aiming at long-term institution-building goals and sustainability – arrangements that not easily render quick actions or humanitarian-oriented assistance when calamities strike. The nature of the project under evaluation is of a pilot nature, or experimental, precisely because of these reasons.

2.2 THE PROJECT – SOME BASIC FACTS

The “Protecting garment sector workers: occupational safety and health and income support” project has been implemented in 7 countries, namely Bangladesh, Cambodia, Ethiopia, Indonesia, Madagascar, Lao PDR and Vietnam. It should be seen in the context of the COVID-19 pandemic as was *designed* to respond to the socio-economic effects of the pandemic, for owners, managers and workers in the garments industry in those countries.

The Project’s two immediate goals are:

- i) Strengthening safety and health protection measures, to ensure that employers, workers, and their families are protected from the direct and indirect health risks of COVID-19 and that workplaces are not negatively impacted by further outbreaks due to a poor management of OSH hazards; and
- ii) Cushioning enterprises against immediate income losses; and compensating workers for the loss of income due to COVID-19 by providing wage subsidies and other cash transfers – to help prevent a chain of supply shocks (e.g. losses in workers’ productivity capacities) and demand shocks (e.g. suppressing consumption among workers and their families) that could lead to a prolonged economic recession.

It is a technical assistance project implemented jointly by SOCPRO and LABADMIN/OSH (VZF) in collaboration with Better Work of the International Labour Organization (ILO) and partner organisations. The Project was signed in August 2020 with a project start date of 3 September 2020 and actual implementation starting in November 2020. It was designed as a multi-donor project with the German Federal Ministry for Economic Cooperation and Development (BMZ)⁷ being the key donor agency. The planned amount for the Project is a total allocation of €14.5 million (\$ 17,180,095). It was foreseen to come to an end on 31 October 2021 but was extended through a “no-cost” extension until 31 March 2022, thus it will be implemented for a total of 17 months.

The main problems that the Project is tackling are the consequences of the COVID-19 pandemic in the garments industry in the seven countries that will be covered by the evaluation i.e. the consequences for both factory owners and workers due to the disruptions on the industry’s supply chain and the health and safety risks in the working environment.

The Project’s activities are expected to have direct impact on both suppliers and workers in the context of the COVID-19 pandemic – in helping to secure their businesses by helping them pay wages of their workers, and simultaneously also ensuring their safety and health.

⁷ Bundesministerium für wirtschaftliche Zusammenarbeit und Entwicklung (BMZ)

The key activities are designed to produce the Project's outputs and reach outcomes; such as drawing agreements with the partners; raising awareness and building capacity; designing databases; devising mechanisms to facilitate cash transfers; working at policy level to strengthen social protection systems, and advising and support constituents in various ways. From a learning perspective the project is regarded as important as it is expected to generate information and valuable lessons for the future particularly to strengthen ILO's capacity/ability to act respond to crisis and/or similar situations in the world of work.⁸

The Project conducted an internal Evaluability assessment-cum-Mid-term evaluation during March-June 2021, which included six recommendations.⁹ This final evaluation will (among other) assess to what extent the Project was able to follow the recommendations.

Strategies for implementing OSH and income support

Two key components constitute the structure of the Project, namely **Occupational Safety and Health (OSH)**¹⁰ and **Income support**, e.g. in the form of cash transfer.¹¹ OSH and income support are part of the activities in Bangladesh, Cambodia, Ethiopia, Indonesia, Lao PDR – while in Madagascar and Vietnam, OSH is implemented as a single component. The two key components are described below:

Occupational Safety and Health

Rapid activities are part of the OSH component – aided by small grants to key selected partners to mitigate negative OSH impacts of the COVID-19 pandemic in global supply chains and prepare for future epidemics/pandemics with particular attention to vulnerable workers in the garment GSC. There are 3 sub-components¹²:

- 1) Prevention of exposure to SARS-CoV-2 and transmission of COVID-19 in the workplace;
- 2) Ensuring that policies are in place for future epidemics; and
- 3) Providing support to workers and their families through the employment injury insurance system

Income support (social protection)

Income support (as part of social protection) being the other major project component is directed at garments factory workers, to enable employment retention and contribute to sustainable social protection systems.

Here the Project applies a two-pronged strategy - to be adjusted to each country's context to build on existing social protection mechanisms and to develop, or further strengthen, existing unemployment insurance initiatives, as follows:

- 1) Extending existing social security benefits or implementing rapid compensation mechanisms for workers who had lost partially or fully their income, while promoting employment retention.
- 2) Ensuring that the rapid intervention is aligned with the principles enshrined in International Social Security Standards, and can serve as a basis for the development of more complete and sustainable social protection systems.¹³

⁸ Source: Interview with ILO.

⁹ Midterm Evaluation Report, "Protecting garment sector workers: occupational safety and health and income support in response to the COVID-19 pandemic" project, June 2021.

¹⁰ The Vision Zero Fund (VZF) is implementing the OSH component, closely in close collaboration with the *Better Work Programme*.

¹¹ See Annex I for details of planned provisions of income support/cash transfer.

¹² There are seven outputs under these sub-components. All the seven project countries proposed one or more outputs under sub-component 1; three countries – Indonesia, Madagascar, and Viet Nam – proposed outputs under sub-component 2; and only Ethiopia proposed to work on sub-component 3.

¹³ International Social Security Standard and principles include:

Project management, staff and institutional framework

The Project staff at HQ include a Social Transfers Expert, an M&E officer, a Legal officer, an MIS officer, and a Communication Officer, working under the supervision of the Head of the Actuarial Services Unit of the Social Protection Department (SOCPRO), as the Project's Chief Technical Adviser (CTA). Currently 19 staff members, based in the 7 project countries are providing support to the project.

Technical backstopping is drawn from SOCPRO and LABADMIN/OSH in the ILO Headquarters, Geneva.

Theory of Change, project outcomes and outputs

The Project's Theory of Change (ToC) as stated in the ToR is as follows:

“Global and domestic supply chains (GSC) across the world have been affected by significant disruptions due to the COVID-19 pandemic, linked to the barriers of lockdown and the cancellation of orders. In the garment GSC many factories in producing countries have reduced, temporarily suspended their activities and some have closed, leading to partial unemployment of workers or layoffs. Most of the affected workers do not receive any severance payment or (partial or full) unemployment benefits. This has left a large number of poor workers, primarily women, without any source of income. Urgent action was needed to support suppliers during this period and secure their business continuity when it is still possible, by helping companies paying wages of their workers. In addition to providing direct income support to these workers, it was imperative to simultaneously address the issue of occupational safety and health. It is clear that if appropriate OSH actions were not taken when countries have started easing lockdowns or other exceptional measures, there would have been a heightened risk of new infections in workplaces, which in turn would have resulted in increased absenteeism and possibly (re)suspension of operations.”

The evaluation has not been able to identify any Logical Framework Analysis (LFA) Matrix as such, while the Project has a results framework and a separate risk matrix, clarifying which sub-outputs are intended to contribute to outputs; and which 16 outputs are intended to lead to the 7 outcomes (different outcomes and outputs for each involved project country, except for Madagascar and Viet Nam for which the outcome formulation are identical). The achievement of the 7 outcomes is expected to contribute to the 2 immediate goals, mentioned in this section, namely strengthened safety and health protection measures; and enterprises cushioned against immediate income losses and workers compensated for the loss of income.

This logic is explained below in detail:

Outcome 1- Bangladesh: the garment sector workers in BANGLADESH are protected in response to the COVID-19 pandemic.

Outputs:

Output 1.1: RMG sector's workers received wage subsidy and retained employment relation in response to the impact of the COVID-19 pandemic.

Sub-output 1.1.1: Database of potential underemployed and unemployed RMG workers developed.

Sub-output 1.1.2: A mechanism to facilitate cash transfers in the form of wage subsidy from third parties to RMG workers is developed and made operational.

Output 1.2: Policy options and e-payment mechanism available for the government and global supply chain partners to develop an Unemployment Insurance for the formal sector.

i) Pursuing the objective of universal and rights-based social protection; ii) Consolidating the responsibility of the State as the primary guarantor of the right to social security; 3) The principle of social dialogue and active engagement of the social partners; and 4) Making Overseas Development Aid (ODA) part and parcel of the principle of solidarity in financing.

Sub-output 1.2.1: Policy advice on Employment and Social Protection Measures based on the experience from the wage subsidy disbursement to 45,000 workers and international best practices.

Sub-output 1.2.2: Support the constituents and the endorsees to the Call to Action in their advocacy with International Brands & Buyers.

Output 1.3. Reinforced OSH measures in the enterprises of the garment sector

Sub-output 1.3.1. Practical workplace prevention and mitigation measures

Sub-output 1.3.2: PPE and Disinfection

Sub-output 1.3.3 Awareness Raising and Communication

Outcome 2- CAMBODIA: Workers, in particular female workers, in the garment factories are better equipped to deal with the impact of the crisis

Output 2.1 – Maternity allowance to every garment female workers (with children between 3 months and 27 months) in factories that have suspended operations, through NSSF

Sub-output 2.1.1 – A one-off benefit of US\$70 (25% of the monthly minimum wage) to approximately 26,000 female garment factory workers are provided by September 2020

Sub-output 2.1.2 – A mechanism to allow transfers from third parties to garment sector workers are in place

Sub-output 2.1.3– Operational capabilities of NSSF in managing e-payments to beneficiaries are enhanced

Output 2.2 – Employers and workers in the garment sector benefit from better employment protection measures through RGC measures

Sub-output 2.2.1 – Closer relationship between garment factory workers, garment factory employers and the social security provider are fostered

Sub-output 2.2.2 – Policy Options to improve Employment and Social Protection Policy Options (including wage subsidies) for workers, including those in the garment sector and informal sector, are developed and shared with the Royal Government of Cambodia

Output 2.3. OSH measures in the garment factories are reinforced

Sub-output 2.3.1: Prevention of exposure to SARS-CoV-2 and transmission of COVID-19 in the workplace

Outcome 3- ETHIOPIA: Targeted garment and textile enterprises are able to sustain business continuity through retaining their workers

Output 3.1: Workers incomes temporarily protected from the impact of COVID-19

Sub-output 3.1.1: Parameters and institutional set-up of the benefit package and communication on the benefit

Sub-output 3.1.2: Selection of factories, implementation agreements signed and cash payments to workers

Sub-output 3.1.3: Monitoring and evaluation reports and recommendations for scaling up

Output 3.2: Selected factories are supported to repurpose their production to COVID-19 prevention products

Sub-output 3.2.1: National and international standards of PPEs apply

Sub-output 3.2.2: Established demand for use of PPEs by workers in target factories and workers

Output 3.3: Health and Safety of workers protected

Sub-output 3.3.1 PPE to prevent COVID-19 procured and distributed

Sub-output 3.3.2 Practical workplace prevention and mitigation measures

Sub-output 3.3.3 Awareness Raising and Communication

Outcome 4- INDONESIA: Workers in the garment and footwear sectors are better protected through wage subsidies

Output 4.1: Workers are protected through temporary and partial income replacement and employment retention in the garment sector in Indonesia.

Sub-output 4.1.1: Design details of the scheme including criteria, operation flows and delivery mechanisms, and organize consultations with constituents

Sub-output 4.1.2: Communicate and identify beneficiaries through assessments of applications against requirements

Sub-output 4.1.3: Approve claims and deliver subsidies to employers that paid leave compensation and maintained employment based on collective agreements

Output 4.2. Strengthened OSH measures in the garment industry

Sub-output 4.2.1: Prevention of exposure and transmission in 220 factories

Sub-output 4.2.2: Policy development and guidance for future epidemics

Outcome 5- LAO PDR: Workers in the garment sector are better equipped to deal with the impact of the crisis

Output 5.1: All garment factory workers registered in NSSF (aprox. 18'500) receive a wage subsidy

Sub-output 5.1.1 : Two months wage subsidy to all working in the garment sector registered in NSSF

Sub-output 5.1.2 : A mechanism to allow transfers from third parties to garment sector workers are in place

Sub-output 5.1.3: Operational capabilities of NSSF in managing payments to beneficiaries are enhanced

Output 5.2 : Employers in the garment sector are supported to maintain their operations during the crisis

Sub-output 5.2.1 – Closer relationship between garment factory workers, garment factory employers and the social security provider are fostered

Sub-output 5.2.2 – Policy Options to improve Employment Policy Options (including wage subsidies) for workers, including those in the garment sector and informal sector, are developed and shared with the Government

Output 5.3: Strengthened OSH measures in the garment industry

Sub-output 5.3.1: Prevention of exposure and transmission in 220 factories

Sub-output 5.3.2: Policy development and guidance for future epidemics

Outcome 6 – MADAGASCAR: COVID-19 Response - Protection for Garment Factory Workers**Output 6.1: OSH Support**

Sub-output 6.1.1 Prevention of exposure to SARS-CoV-2 and transmission of COVID-19 in the workplace

Sub-output 6.1.2 Ensuring that policies are in place for future epidemics

Outcome 7 – VIETNAM: COVID-19 Response - Protection for Garment Factory Workers**Output 7.1: OSH Support**

Sub-output 7.1.1 Prevention of exposure to SARS-CoV-2 and transmission of COVID-19 in the workplace

The following shows some of the progress and status of the work in the respective countries¹⁴ which will be kept updated through the interviews with the national project staff:

Table 2. Summary status of project actions at October-November 2021

Project country	Actions	Note on progress/status
Bangladesh	<p>Income support/cash transfer TCC¹⁵ created a sub-group to provide guidance and oversight of the process. Agreements signed with Bangladesh Garment Manufacturers and Exporters Association (BGMEA) and Bangladesh Knitwear Manufacturers and Exporters Association (BKMEA) but payments are pending.</p> <p>OSH: Training materials on COVID 19; and 29 National Master trainers (11 female) 2000 staff & workers trained in 251 factories.</p>	<p><u>Cash component</u> is still pending approval from the Government.</p>
Cambodia	<p>Income support/cash transfer Tripartite consultations done. Implementation agreement was signed (Oct- 21)</p> <p>OSH Social media campaign targeting workers re. attitude and behaviour covered 450 factories/ 400,000 workers. Social media based campaign reached out to nearly 1,800,000 people. Used “Champions” in campaign (Better Factories Cambodia).</p>	<p>Project design was <i>changed</i>. <u>Cash for training</u> will link to new support programme launched by the government.</p>
Ethiopia	<p>Income support/cash transfer Started in August 2021 to last for 5 months (until 31 March 2022).</p> <p>OSH Focus on awareness-raising and behaviour change. 29,000 workers & 130,000 community members reached. 126</p>	<p>Started in August 2021 to last for 5 months (until 31 March 2022)</p>

¹⁴ Source: ToR, Annex 2: Current status of the intervention. Information received by project management, Nov. 2021.

¹⁵ Ready-Made Garments (RMG) Technical Consultative Council

Project country	Actions	Note on progress/status
	garment factories reached with disinfection training, PPE kits and masks etc. 108 labour inspectors trained (risk assessment, emergency preparedness). Approximately 345 OSH committee members & constituents trained on COVID 19. Media messages (TV, city administration's Facebook).	
Indonesia	<p>Income support/cash transfer</p> <p>Partnership at Work Foundation (Better Work¹⁶) transferred through the employers wages subsidies to workers & in partnership with labour union representatives income support to workers who had lost their jobs.</p> <p>OSH</p> <p>Materials to 198 factories. Virtual messages: Webinars, social media, awareness reached approximately 350,000 beneficiaries. Facilitated the vaccination of approximately 10,000 workers in in Java with Employers. Published in collaboration with the Ministry of Manpower a Labour Inspection manual (OSH protocol practice).</p>	
Lao PDR	<p>Income support/cash transfer</p> <p>The Lao Social Security Organization was responsible for transferring the project subsidies to eligible workers; & implementing an outreach campaign. Payments started in Feb-March 2021, and ended in Fall 2021.</p> <p>OSH</p> <p>Prevention equipment to 19,108 garment workers (16,185 female) across 55 garment factories. OSH committee members from 44 garment factories received trainings on Covid-19 emergency preparedness & response plan. Managers from 47 factories trained on COVID-19 infection prevention measures.</p>	
Madagascar	<p>OSH</p> <p>Strengthened knowledge: 2000 people. In partnership with the Ministry of Labour, designed a strategic plan to respond to Covid-19 in the textile sector. 35 labour inspectors & controllers visited 113 companies (ca 63 900 workers) in three regions & shared assessment with enterprise management on COVID-19.</p>	
Vietnam	OSH	

¹⁶ Better Work Indonesia is part of the Better Work global programme, a partnership between the ILO and the International Finance Corporation (IFC).

Project country	Actions	Note on progress/status
	<p>Provided advisory and training services (employers, trade union and workers) to prevent COVID-19 risks & develop response plans at the workplace. With MoH: Developed training materials and delivered courses to 60 enterprises (in north and south regions). Trade Unions trained on virtual facilitation skills to enable them to further train their members to promote safe and hygienic work environment. Advisory support to approximately 400 factories to improve working conditions, including safety and hygiene at work (345 of which are included in the Better Work Vietnam programme).</p>	

3 EVALUATION FRAMEWORK

The evaluation criteria are instruments to assess/gauge the achievements and results of the Project. This chapter lists and defines the criteria that the evaluation will use to determine the level of achievements. The evaluation questions are also listed - that will guide the evaluation in its desk review work, discussions, virtual interviews and questionnaire survey. The methodology to be used is also described, followed by an account of the evaluation norms and standards that the evaluation team will adhere to.

3.1 EVALUATION CRITERIA

The following evaluation criteria¹⁷ will be applied in assessing the Project: **Project relevance, effectiveness, efficiency, results/impact and sustainability**. Cross-cutting concerns such as gender equality, disability inclusion and other non-discrimination issues, ILO standards, social dialogue and tripartism, and medium and long-term effects of capacity development initiatives will be part of the evaluation methodology and all deliverables throughout the evaluation process, including the final report.¹⁸

3.2 KEY EVALUATION QUESTIONS

The following key evaluation questions, sorted under each evaluation criteria, will guide the evaluation's data gathering process and analysis:

Relevance and validity of the Project design

1. How does the Project fit within the ILO's P&B Policy Outcomes and in the framework of DWCPs where available? How has it advanced the ILO's flagship programme on Building Social Protection Floors for All and Safety + Health for all/VZF? How does it fit with the COVID-19 Call to Action in the Garment Sector?
2. Has the specific context of each country been sufficiently taken into account in the design of the project, including in response to comments from the ILO supervisory mechanisms (where applicable)?
3. How does the project interface with other partners or interventions in the country that were related to social protection and/or OSH?
4. To what extent has the Project provided a timely and relevant response to the three constituents' needs and priorities in the COVID-19 context? To what extent were they consulted and involved in the design of the scheme?
5. To what extent were the issues and concerns raised by various stakeholders during the design process taken into account?
6. Did the project follow a sound theory of change and logical connect between its levels of results? Was the design suitable to serve an emergency response situation? Are there specific logics and assumptions that did not work well?
7. To what extent does the Project implementation strategy ensure synergies between the different components of the project?
8. Have the risk factors and assumptions been adequately taken into account and updated, including on any liability issues for the ILO concerning the cash transfer modality?

¹⁷ These are the OECD-DAC evaluation criteria for evaluating development assistance projects. Source: <https://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm>. They are also defined in the ILO Policy Guidelines for results-based evaluation, 2020 (https://www.ilo.org/eval/Evaluationpolicy/WCMS_571339/lang--en/index.htm).

¹⁸ Source: ToR.

9. To what extent did the project design take into account concerns relating specifically gender equality and non-discrimination and to the inclusion of persons with disabilities?
10. How responsive was the project design to national sustainable development plans for the SDGs?

Effectiveness

1. To what extent have the overall Project objectives and expected outputs, been achieved? Is the project likely to achieve its outputs and outcomes by the end of the project?
 - a. Is the intervention targeting the right group of stakeholders to achieve its objectives (incl. the most vulnerable ones)?
 - b. To what extent has the cash transfer/wage subsidy/income contributed to retaining workers in the months following distribution and/or effectively helped employers pay for wages?
 - c. To what extent was the OSH component effective in terms of being timely, flexible and useful to factories and workers?
2. How effective are the project management arrangements? How effectively do the COs, ROs, DWTs and HQ departments co-ordinate and complement each other in timely delivery of project outcomes?
3. Has the project fostered ILO constituents' active and continuous involvement through social dialogue in articulating, implementing and sustaining coherent response strategies to mitigate the effects of the pandemic on the world of work?
4. Did the mainstreaming of ILO principles, including of R202- Social Protection Floors Recommendation, 2012 (No. 202), in all social protection activities contribute to a more efficient implementation of the project?
5. What progress has been made under the project in terms of the crosscutting issues of standards; social dialogue and tripartism; gender equality and non-discrimination; and environmental sustainability?
6. Is the Project implementation coordinated with other ILO, UN and governments initiatives in social protection and OSH, as required?
7. What are the key factors that constrain/potentially constrain achieving the project's intended results?
 - a. How has the cash transfer been targeted to and used by workers? Are there any unintended results among the recipients and/or those workers in vulnerable situations who were excluded?
 - b. How adequate have the operational processes been, including training, stakeholders including employers and workers sensitization, beneficiary outreach, enrolment, payments, and the complaints and feedback mechanism?
 - c. How effective have the Programme delivery mechanisms been, with recommendations for any necessary amendments?
8. Were there any unplanned effects (negative or positive)?
9. What are the noteworthy good practices and lessons learned, including on the cash transfer modality?
10. What are the areas for further reinforcement of the project achievements?
11. What innovative/creative approaches have been applied under this project to be flexible, fast and agile in mitigating the immediate effects of the pandemic on the world of work?

12. Are administrative modalities sufficiently flexible to support this novel approach of linking short term assistance with long term development objectives?
13. Did the project receive adequate political, technical and administrative support, including from the national constituents and any other partners?
14. How effectively does the project management monitor performance and results? To what extent did the project take into account the findings of the EA/MTE exercise to strengthen the monitoring and evaluation aspects of the project?

Efficiency

1. Have project's funds and outputs been used and delivered in a timely manner? Why or why not?
2. Are ILO administrative modalities adequate to facilitate good results and efficient start-up and delivery of the project? Are there areas where management processes could be improved or where there is a misfit with the organization? How is the project's management approach perceived by ILO technical units, implementing partners, constituents, and others?
3. To what extent did the project budget factor-in the cost of specific activities, outputs and outcomes to address gender equality and non-discrimination?
4. To what extent did the project leverage partnerships (with constituents, national institutions and other UN/development agencies) that enhanced projects relevance and contribution to priority SDG targets and indicators? (explicitly or implicitly)

Impact

1. What are key results achieved by the project vis a vis its committed outcomes and outputs?
 - a. How well did the project address the root causes of the vulnerabilities arising at the country-level as a result of COVID-19?
 - b. To what extent has the cash transfer/wage subsidy/income been linked into, and contributed to the development of national social protection systems?
 - c. Has the project contributed to building medium to longer-term institutional capacities for social dialogue in articulating, implementing and sustaining coherent strategies to mitigate the effects of the pandemic on the world of work?
2. What are the impacts of the project?
 - a) To what extent has the project made a significant contribution to broader, longer term development impact in the project countries, including with respect to the institutional capacities of constituent organizations and the livelihoods of the end beneficiaries e.g. workers who received cash transfers?
 - b) What elements/result areas of the project are likely to have a longer term impact (in terms of further policy dialogues and reforms concerning Social protection and OSH)?
3. To what extent did the project use gender disaggregated data and take into consideration gender specific analysis?
4. What are the good practices and lessons learned noteworthy of documentation?

Sustainability

1. What are the main risks for sustainability of the project and the immediate actions/interventions required by the ILO and the development partner to ensure that the achievements of the project can be met and sustained?
2. To what extent has it been possible to achieve tripartite involvement in the project implementation and thus increase ownership of the project, and to what extent have tripartite constituent capacity been enhanced to take forward the outcomes of the project?
3. Are there indications that the mainstreaming of ILO principles in all social protection activities can contribute to increased sustainability of the short-term crisis response compared to other humanitarian interventions? Is the Project on track to create the link between short term measures and long-term development of social protection systems?
5. The Project has been designed as a multi-donor project that can receive contributions from additional donors. Is the structure and current status of the project appropriate to scale up?
6. To what extent are the results of the intervention likely to have a long term, sustainable positive contribution to the SDG and relevant targets? (explicitly or implicitly)

3.3 METHODOLOGY

This section outlines the methodology to be applied during the evaluation, including data collection methods to collect mainly qualitative data, but also some quantitative information, and reasons for selecting certain methods – and their possible limitations. It also addresses data sources to be used and sampling. Online/e-mails and questionnaires, interviews via zoom (or similar other platforms), telephone interviews will be in English and *when translation/interpretation in communicating with stakeholders is required ILO will provide such services*. This will be determined after consultations with the Project staff in the respective countries.

Documentation review

The documentation review phase includes developing data collection instruments and writing this Inception report. It is not unlikely that reviewing documentation will continue throughout the data collection period, in parallel with the interview session period as “new” relevant documents may surface in the course of interviewing the stakeholders. These are key documents for the desk review:

- Project Document;
- Various agreements, including funding agreements (2020);
- Project Monitoring Framework (PMF); results frameworks, logframe/logic models and/or Theory of Change;
- Work plans and progress reports;
- Implementation agreements at country level;
- Key project finance documents and records (estimates of expenditures, and contributions by the Partners);
- Evaluability assessment – cum - mid-term review report;
- Minutes of key meetings such as Minutes from Project Steering Committees (PSC) or Project Advisory Committees (PAC);
- Mission reports;

- Other reports and publications undertaken by the project including policy briefs, country case studies, and materials such as brochures, newspaper articles and PPTs.
- Documentation related to the COVID Call to Action in the Garment Sector;
- Documentation on ILO principles for strengthening of social protection systems (C102, R202, papers on invest better);
- Detailed lists of stakeholders to be contacted; and
- Any other available relevant documents related to the project.

Briefing sessions (virtual and face-to-face)

Briefing session (virtual) have been held with the Evaluation Manager and Headquarter staff (SOCPRO and LABADMIN/OSH) and will continue during January also with the ILO Project staff in the seven countries. Practical matters concerning field trips and logistics, and the Stakeholder workshop will also be discussed in these briefing sessions.

Key informant interviews (KII)

The KII will consist of semi-structured in-depth interviews (see Annex VI. List of stakeholders and Partners, for details). When/if appropriate in view of the Covid-19 pandemic, the national consultants (team members) will conduct face-to-face interviews (45-60 minutes) with key partners, adhering to social distancing with logistic support provided by the respective ILO project offices. If not appropriate - the interviews will be held virtually only.

It is expected that each of the evaluation team members (national consultants) will interview around 6-10 stakeholders and make at least one factory visit for Focus Group Discussions (FGD) with beneficiaries who are female workers, mainly. A preliminary interview guide with questions for each category of stakeholder, including beneficiaries, is found in Annex II. Data collection instruments.

The number of interviews depends on whether the Project is implementing OSH activities, only, or both income support and OSH activities. Reporting will be done to the evaluation team leader, and will consist of interview records/notes and a summary report.

The team leader will also conduct interviews (virtually only) from home base, and will focus on interviews with English-speaking ILO Project staff at country level and staff at HQs and regional offices.

KII, as evaluation method, is selected because it can clarify and/or rectify data obtained from the documentation review. The method allows for information to be received either face-to-face, or virtually, for both factual/content-related issues, and to address sensitive issues if they exist.

To date, the evaluation team does not have lists of beneficiaries but expect this will be provided in good time. The (purposive) selection of interviewees to participate in the evaluation will be done in consultation with the Project managers and staff in each country. ILO's tripartite partners should be interviewed along with the organizations below.

The interviewees for the KII represent the following organisations:

Bangladesh: Department of Inspection for Factories and Establishments (DIFE); Bangladesh Garment Manufacturers and Exporters Association (BGMEA); Bangladesh Knitwear Manufacturers and Exporters Association (BKMEA); Bangladesh Employers' Federation (BEF);

Cambodia: Ministry of Labour and Vocational Training OSH Department; Garment Manufacturing Association in Cambodia (GMAC), National Employment Agency;

- Ethiopia:** Industrial Park Development Corporation (IPDC); Hawassa Industrial Park Investors Association (HIPIA); Bureau of Labour and Social Affairs (SNNPR); Private Organizations Employees Social Security Agency (POESSA); Ministry of Labour and Social Affairs;
- Indonesia:** Ministry of Manpower, EOs and WOs;
- Lao PDR:** Association of Lao Garment Industries (ALGI), Lao Social Security Organization;
- Madagascar:** General Directorate of Labour and Social Laws (DGTLS) of the Ministry in charge of Labour; Department of Workers' Social Security (DSST); Labour Inspectorate in the Analamanga, Vakinankaratra and Southwest Regions and various OSH institutions (a Tripartite Project Technical Committee is in place); and
- Vietnam:** Viet Nam Health Environment Management Agency, Ministry of Health, Vietnam General Confederation of Labour (VGCL).

KIIs can also provide information about internal arrangements, distribution of roles and tasks among staff within an organisation – and can allow for a better appreciation of various challenges faced within the particular organisation, or by the individual interviewee, e.g. dysfunctional internal systems, mismanagement of resources, and staff movements that may have hindered planned activities or events, or attaining project outcomes.

The topics that the evaluation will address, will relate to perception and knowledge; processes, content of the Project under evaluation; achievements and impact (and lack thereof); systems; work environment; challenges limitations; as well as stakeholders' visions of longer term development. The interview questions to be used for different categories of stakeholders, including beneficiaries are found in Annex II. Data collection instruments.

Field visits

As part of the data collection phase and if COVID -19 pandemic circumstances “allow”, the Project will assist the national consultants in the respective countries, with logistic support to conduct field visits, i.e. visits to garment factories. These visits should first and foremost be devoted to meeting beneficiaries of the Project for Focus Group Discussions (FGDs) and conduct interviews with factory managers/staff within the garment industry and textile factory workers – as both categories are beneficiaries of the project. Should factories be closed and beneficiaries not be present there, efforts should be made to meet workers in other locations. *If the Project has benefitted workers with disabilities – the Projects should encourage/facilitate their participation in the FGD and/or interviews.*

Field visits (visits to factories) - if they can be arranged - should tentatively be done around mid-February, and the exact dates will be decided at a later stage in close consultation with the evaluation team leader and Project staff in the respective countries. Authorization from the respective ILO Country Office Directors will be necessary.

Questionnaire Survey

A brief questionnaire survey will be designed and used preferably towards the end of the data collection phase. This will serve the purpose of picking up on issues that may remain unclear after interviews and meetings – thus these questions will be formulated at a later stage. The questionnaire will be part of an annex in the evaluation report.

A limitation with a questionnaire survey is that it usually is difficult to get replies from non-ILO stakeholders, i.e. from the government and social partners. Therefore, it is proposed that only ILO staff will be the respondents of this questionnaire. There is a risk of bias here which has to be mitigated with triangulation.

Quality Assurance

To ensure credibility and validity of the results, methodological triangulation of the data/information from the various above-mentioned methods will be applied, i.e. information received will be cross-checked from more than one source. The methods described above will be relevant for the evaluation team to find answers to the specific evaluation questions (listed in section 3.2) and the team will make efforts to ensure data quality and evidence - to enable reliable assessments contributing to the conclusions. In the planned Stakeholder workshop towards the end of the evaluation process, the evaluation team will ask for reactions/comments vis-à-vis the preliminary findings through a Question & Answer session and open discussions, following the presentation. The draft evaluation report that will be circulated to the ILO and stakeholders for review/comments – providing another opportunity to make corrections and clarifications. The Evaluation Manager and SOCPRO Evaluation focal point will also provide quality assurance of all deliverables.

Sample selection criteria: Respondents/beneficiaries and sites

The selection of sites will be done in consultation with the Project staff (purposive selection). Regarding the selection of participants in the KIIs this will also be purposive. To the extent possible the evaluation team will (through triangulation) mitigate any bias arising from the risk involved in having a purposive sampling in the selection of the interviewees at central level.

The (mainly) female workers/beneficiaries to participate in the FGDs will preferably be randomly selected - thus the evaluation will request to get lists of workers, as well as managers/owners.

Regarding the questionnaire survey – this will be sent only to Project staff.

When assessing the relevance and validity of the Project's design, implementation and follow-up, the evaluation will be mindful of gender equality and discrimination issues – as well as the other cross-cutting concerns mentioned in section 3.1.

Processing/analysing qualitative and quantitative data

The ToR foresees that the evaluation mainly will collect and analyse qualitative data, which will be analysed through a deductive approach to form the basis for preparing the conclusions. The collected qualitative data from the interviews and FGDs will be subject to thematic content analysis (i.e. determining patterns, categories and themes) and be organised and interpreted to determine any links with the evaluation's objectives. The steps in this process involve transcription, organisation, validation of the data and finally presentation of the conclusions. Some quantitative data will also be collected and drawn mainly from secondary sources with clear references. They will be organised and presented in a logical way in the evaluation report. Descriptive and/or inferential statistics will be used.

Stakeholder workshop

ILO will organise a Stakeholder workshop for stakeholders and partners, in which the evaluation team will present its *preliminary findings* using a detailed PPT – to be shared with the Evaluation Manager beforehand for any comments/corrections. The presentation will be followed by a participatory Question & Answer session and discussion, including aspects of sustainability and the way forward. This is a good opportunity to collect more data and have findings corrected, if necessary. The evaluation will in close cooperation with the Project management decide whether there is an option to have ONE workshop for all countries, which is preferable. If this would not at all be feasible, due to the time and language differences, two workshops will be organised.

The Stakeholder workshop agenda is proposed to include

- i) Brief introduction (Project CTA) (10 min);

- ii) Preliminary findings presented by the by the evaluation team leader (40 minutes) assisted by national consultants.
- iii) Question & Answer session; (20-30 minutes)
- iv) Closing by the Evaluation Manager.

3.4 EVALUATION NORMS AND STANDARDS

The United Nations Evaluation Group (UNEG) norms and standards for evaluations (revised in 2020) will be adhered to in the evaluation process¹⁹, as well as OECD/DAC Evaluation Quality Standards (2010), which are followed by the ILO.

The ILO's policy guidelines for results based evaluations (2020)²⁰ and relevant Guidance Notes will also be observed in the evaluation process, such as Checklist No. 3 (writing the inception report); Checklist No. 5 (Preparing the evaluation report, including the two templates for Lessons learned and Emerging good practices); and Checklist No. 7 (Filling in the title page).

Regarding gender issues these ILO guides are relevant:

- Guidance 1.1 Integrating Gender Equality in Monitoring and Evaluation; and
- ILO Action Plan for Gender Equality (2018-2021).

¹⁹ Source: <http://www.unevaluation.org/document/detail/2866>) revised in 2020

²⁰ ILO policy guidelines for results-based evaluation: Principles, rationale, planning and managing for evaluations 4th Edition, 2020.

4 STRUCTURE OF THE EVALUATION REPORT

The following is the basic structure of the Final Evaluation report:

- Table of contents and list of figures and tables
- List of acronyms
- Acknowledgements
- Executive Summary
- Context and description of the project including key reported results
- Purpose, scope and clients of the evaluation
- Methodology and limitations
- Findings (organised around evaluation criterion)
- Conclusions
- Recommendations
- Lessons learned and good practices

Annexes:

- Annex I. Terms of Reference
- Annex II. Theory of Change
- Annex III. Evaluation matrix: Sources of data & methods
- Annex IV. Lessons learned & emerging good practices
- Annex V. Evaluation schedule
- Annex VI. List of interviewed stakeholders and FGDs held
- Annex VII. Documents consulted
- Annex VIII. Data collection instruments

ANNEX I. PLANNED PROVISIONS FOR THE TARGET GROUP

The below text is from section 1.2, Project Document (p.22), explaining the early plans for provisions in terms of cash transfer/income support for the target groups (direct and indirect beneficiaries) in five countries (Bangladesh, Cambodia, Ethiopia, Indonesia and Lao PDR).

In Bangladesh

Direct beneficiaries: The proposed intervention will provide a one-off wage subsidy payment of USD 40 (approx. 40% of the monthly minimum wage) to 45,000 RMG factory workers (female and workers with disability) whose employers would be struggling to pay wages because of the COVID-19 crisis but intend to retain employment. Beneficiaries will be identified at the grade 7 level (i.e. minimum wage recipients/mainly machine operators) in close cooperation with RMG industry associations, Department of Inspection for Factories and Establishment (DIFE) and Better Work Bangladesh. An agreed basis for the payment of wage subsidies will include the retention of beneficiaries on a full or part-time basis.

It is assumed that the factories benefitting from the wage subsidy will be able to continue their work and re-establish productivity as the demand situation improves. The intervention also assumes that labour unrest would be mitigated through this form of income support.

Indirect beneficiaries: 180,000 (approx.) immediate family members dependent on the income of the aforementioned 45,000 workers. Retention of the workers in employment also supports surrounding communities including rickshaw pullers who transport the workers to factories, street vendors, vegetable sellers and small grocery storekeepers in the community.

In Cambodia

Direct beneficiaries: female garment factory workers who have given birth between 1st January 2018 to 31st January 2020, in factories that have been furloughed. Female garment factory workers with young children and are currently suspended are highly vulnerable during this COVID-19 crisis. They suffer double the financial stress of keeping their jobs and supporting a young child. In choosing to protect the most vulnerable of all garment factory workers, the income support provided will provide immediate relief, protect the children from long term irreversible harm, and further strengthen the perception of garment factory work as decent work to secure their families. The choice of the target group is also driven by implementation concerns. In this crisis, the response needs to be immediate. NSSF currently have a database of garment factory workers who have given birth since 2018. The original policy proposal from the UN was to cover all women who benefited from the Baby Bonus since January 2018 which will allow to cover mothers with children up to 28 months. However, considering the scope of the current funding opportunity the strategy is to focus on mothers with young children and have been furloughed, allowing for a benefit of US\$70. This payment is expected to be a top up in relation to other measures that the Government is currently implementing and other policy measures being discussed that will protect businesses and workers income in the garment sector.

Indirect beneficiaries: This programme benefits dependent family members of the targeted workers and in particular young children as means to reduce the possibility of under nutrition which will have a severe long-term implication on the growth and development outcomes of children. Furthermore, the intervention will keep supporting the policy discussion in terms of employment protection measures for workers in the garment sector. ILO is already working with the RGC in the definition of policy measures for businesses and workers affected by COVID-19 both in the formal and informal sector. Workers in the garment sector will be among those covered by the measures proposed.

In Ethiopia

Direct beneficiaries: Workers of selected garment and textile factories. This support covers their two-month salary that ensures income security during the benefit period. In addition, it will bring immediate relief to financial stress of the workers in keeping their jobs and prevent them from sliding into unemployment. It will also support the workers to retain the skills. Factories are also direct beneficiaries as the wage subsidy will help them to retain their workforce and sustain their businesses during the

crisis period. This in turn helps ensure industrial peace and stability in the country in general and in the factories in particular.

Indirect beneficiaries: This programme benefits dependent family members of the targeted workers to lead the usual social economic lives without losing their income. It also serves as a top up in relation to other initiatives that the Ethiopian government is implementing and other policy measures to reduce the adverse impact of the pandemic on the economic growth.

In Indonesia

Direct beneficiaries: approximately 109,000 affected workers from the BWI garment and footwear export factories. Factories are also direct beneficiaries as the wage subsidy will help them to retain their workforce and sustain their businesses during the crisis period. This in turn helps ensure industrial peace and stability in the country in general and in the factories in particular.

Indirect beneficiaries: This programme benefits dependent family members of the targeted workers protecting family income, and thereby reducing household poverty and preserving their purchasing power and consumption

In Lao PDR

Direct beneficiaries: all garment factory workers who are active contributors of NSSF. From the estimated 18'500 workers, 85 per cent are female workers. The choice of the target group is driven by implementation concerns. In this crisis, the response needs to be immediate and NSSF currently have a database of garment factory workers.

Indirect beneficiaries: This programme benefits dependent family members of the targeted workers protecting family income, and thereby reducing household poverty and preserving their purchasing power and consumption. Furthermore, the intervention will keep supporting the policy discussion in terms of employment protection measures for formal and informal workers. ILO is working with the UN in the production of a one UN policy note on the SP response to COVID-19 and in April 2020 prepared a preliminary Financial Impact Assessment Note which proposes the option of a "Government Partial Unemployment Approach". As the note underlines partial unemployment benefits should not be funded from NSSF funds, but alternative sources.

In addition, under the social protection component, stakeholders will include, in general, the Government, Employer's and Worker's Organizations as well as others including at times the private sector, with the precision per country as follows.

To support the above-mentioned beneficiaries, the ILO will leverage its private sector networks to promote a coordinated approach between stakeholders to problem-solve and identify long-term solutions. This approach fosters shared accountability between the private and the public sector.

ANNEX II. DATA COLLECTION INSTRUMENTS

This Annex includes a **guide**, with interview questions, to be posed to the **different kinds/categories of stakeholders** during the data collection phase.

An **interview guide** and **report template** are sent to the national consultants before they start their data collection which will commence 1st and 2nd week in February 2022, depending on the country.

GUIDE TO EVALUATION QUESTIONS TO DIFFERENT CATEGORIES OF STAKEHOLDERS

Development partner (donor agency)

- To date, how satisfied are you regarding the Garments project performance vis-à-vis its plans?
- To what extent is the Project relevant to your (BMZ, other) strategies for development cooperation in the (respective country)?
- To what extent has ILO/the Project been responsive to your comments/concerns (if any) regarding the current Project's progress/performance?
- To what extent has this Project complemented other BMZ supported initiatives in the (respective country) and/or in the region?
- Are there any particular issues or concerns that you have, or have had, regarding the Project's implementation, reporting and/or accountability?
- To what extent has the Project, from your perspective, delivered value for money as planned? If not please explain.
- Are you planning, or expecting to provide further financing for a continuation of this Project, or to start up another similar Garment project - under ILO)? If yes, which countries would you like to see involved?
- Is there anything that should have been different regarding this Project (design, staff recruitment, implementation, follow-up/evaluation, cooperation with stakeholders/international partners and/or reporting - in order to successfully deliver on the overall outcomes and goals?

ILO Staff

- To what extent have representatives of (donor, constituents, partners) been involved in the Project design?
- Looking back - which were the main hurdles and challenges of this Project? How were they addressed/solved? Which have been the main successes and highlights?
- Which were the successful aspects of the Project?
- According to you - to what extent has the Project *achieved its planned outcomes/outputs* (qualitatively and quantitatively?). (10, 30, 50, 70, 100 %) Or: not at all/partially/a lot/completely.
- According to you – to what extent has the Project partnered with other ILO or UN organisations; and/or government or non-government initiatives in the area of garments industry, social protection, income support/cash transfer?
- Are you aware of any unplanned effects (negative or positive)?
- To what extent have the key stakeholders/constituents (government, and employers and workers organisations) been active in contributing to the outcomes of the Project? Have they taken part in follow-ups or evaluations of the Project?

- Are there any particular gender issues that have been considered in the Project design and implementation? If yes, what are these? If no – why not?
- How has the Project addressed issues relevant for Persons with Disabilities (PWD)- especially women with disabilities? If not being adequately addressed – what would be the reason/s? Please explain.
- To what extent has the Project been able to (involve/communicate with/engage/consult) with the ILO constituents/social partners? What is the extent of their (respective) ownership of the Project's activities?
- If constituents/social partners have not been much involved/engaged – what is the reason do you think?
- To what level have you (Project staff) received adequate technical and administrative support from the ILO (country-, regional- and/or headquarters in Geneva)?
- Have you identified or noted any particular lessons learnt?
- According to you, what impact has the Project had so far? Could there be any longer term impact of the Project?
- Looking back – is there anything that should have been differently regarding this Project (more relevant, effective, and/or sustainable) - in order to successfully deliver on the overall outcomes and goals? (examples: design, staff recruitment, implementation, follow-up/evaluation, cooperation with stakeholders/international partners and/or reporting).
- Do you have any suggestion for ILO, and stakeholders, for future similar projects in the garments sector?

NB: The questions below are generic and will be made *more country specific*, i.e. adapted to each country/project context before used in interviews. This will be done in closely with the national consultants and after interviews have been held with project staff in the respective countries.

Key stakeholders (government, employers, workers organisations, training institutions, garment sector managers NGOs)

- What is your organisation's role in the implementation of the garments project? Is your role in contributing to the project clearly defined?
- To what extent has your collaboration with the project team been satisfactory (very/quite/not very/not at all)?
- To what extent have there been drawbacks, or obstacles (if any) that have slowed down implementation, or impeded the progress? Please explain.
- Does your organisation have any dedicated liaison staff (focal point) to follow/monitor this Project's activities?
- To what extent were you involved in the design and implementation of the garments project?
- If you were consulted at an early (design) stage of the garments project - do you feel that your inputs/views were appreciated and taken into account by the ILO?
- According to you, how has the Project managed to undertake the activities and produce intended results?
- Could you mention any lesson learnt that you have learnt from the Project?
- If you have been involved in building capacity or developing skills of the Project beneficiaries or factory management/staff - which subjects have you trained on?
- According to you, to what extent have the trainees benefitted from the training - Do you have any knowledge about how they have use new learning?

- Are you aware of any achievements or results coming out of the Project?
- What factors (if any) have contributed to satisfactory achievements or results?

Garment factory workers (beneficiaries)

- Are you aware of the ILO garments project? Yes/No.
- Are you currently employed in the (garments factory/industry)? Yes/No

OSH component

- Have you participated in any training on occupational safety and health from this Project? If yes, explain the type/s of training you received. //NB: Here it must be made clear that the questions relates to the ILO OSH training – not any other OSH training//
- If you did *not* participate in any training on occupational safety and health – do you know what you were not asked to participate?
- How practical/relevant was the training to you?
- What did you like most about the training?
- Could the training have been done better to be more useful? If yes, what could have been done better?
- How has the learning from the training improved your work environment and helped make your work more sound and “safe” from COVID-19?
- If your work environment has not become more “safe” from COVID-19 after the training, please explain why not.
- Apart from training – in what way have you benefitted from the ILO garment project?

Income support/cash transfer component:

- Are you employed and if yes, what job do you do now? Is it fulltime or parttime?
- If you have had employment in the garments industry/factory but *lost* your job – what is the reason? Have you received any unemployment benefit/insurance?
- Have you received any income support/wage subsidy/employment retention (through the ILO garments project)?
- If yes, how many times have you received it? How do you/did you receive the money (mobile phone/digital, bank account/other)?
- How satisfied are you with the (income support/wages/other) provided? (Very satisfied/Rather satisfied/Medium/Not satisfied)?
- Has the income support (wage subsidy) you received made any difference in your, or your family’s daily life/wellbeing? *How* has it made a difference? Please explain.
- If “not satisfied” what should have been different?
- If you have *not* received any (income support/wage subsidy/employment retention) have your employer/manager informed you that such support *will* be provided to you? Yes/no.

ANNEX III. IMPLEMENTATION PARTNERS

Below is a table showing implementation partners, OSH and types of income support related to the 7 countries (Source: ToR Table 1).

Country	Implementing partner/partner institutions OSH component	Implementing partner for income support/ wage subsidy/ Job Retention programmes	Other projects/ partnerships
Bangladesh	Department of Inspection for Factories and Establishments (DIFE), BGMEA, BKMEA, BEF	Employment retention External mechanism	EC-INTPA on Social Protection (SP) and Public Finance Management (PFM)
Cambodia	Ministry of Labour and Vocational Training / Department of OSH, Garment Manufacturing Association in Cambodia (GMAC)	Ministry of Labour and Vocational Training/National Employment Agency	
Ethiopia	Industrial Park Development Corporation (IPDC); Hawassa Industrial Park Investors Association (HIPIA); Bureau of Labour and Social Affairs (SNNPR), POESSA	Employment retention Ministry of Labour and Social Affairs	EC-INTPA on SP and PFM
Indonesia	Ministry of Manpower, EOs and WOs.	Wage subsidy (phase 1) + income support (phase 2) Partnership at Work Foundation (“Better Work Foundation”)	Fast retailing project on Unemployment Insurance
Lao PDR	Association of Lao Garment Industries (ALGI)	Income support Lao Social Security Organization	
Madagascar	General Directorate of Labour and Social Laws (DGTLs) of the Ministry in charge of Labour; Department of Workers' Social Security (DSST); Labour Inspectorate in the Analamanga,	N.A (OSH component only)	

Country	Implementing partner/partner institutions OSH component	Implementing partner for income support/ wage subsidy/ Job Retention programmes	Other projects/ partnerships
	Vakinankaratra and Southwest Regions and various OHS institutions (a Tripartite Project Technical Committee is in place)		
Viet Nam	Viet Nam Health Environment Management Agency, Ministry of Health, VGCL	N.A (OSH component only)	

ANNEX IV. DOCUMENTS CONSULTED

These are relevant documents for the desk review – a reading list:

- Project Document for “Protecting garment sector workers: occupational safety and health and income support in response to the COVID-19 pandemic” project
- Technical Progress Report (October 2020 to March 2021) and updates: “Current situation”
- Midterm Evaluation Report, “Protecting garment sector workers: occupational safety and health and income support in response to the COVID-19” project, 2021
- ILO Programme & Budget for 2018/19 and 2020/21
- World Social Protection Report 2020-22: Social protection at the crossroads – In pursuit of a better future
- Project’s “Implementation Agreement” between ILO and the National Employment Agency in Cambodia, 29 November to 28 February 2022
- WHO COVID-19 updates
- Protecting garment sector workers: Occupational safety, health, and income support in response to the COVID-19 pandemic. Short updates for briefing to donor and to VZF Steering Committee (reporting period September 2020 to September 2021) (all seven countries)
- COVID-19: Action in the global garment industry, ILO 22 April 2020
- Protecting the garment industry in Indonesia in response to the Covid-19 crisis
- The ILO – BMZ Wage Subsidy Programme (Brochure)
- Sustainable textiles: What German development policy is doing, BMZ publication
- Protocol on collecting evaluative evidence on the ILO's COVID-19 response measures through project and programme evaluations 9 October 2020, EVAL office, ILO
- From emergency response to social protection systems development, BMZ and ILO’s programme, supporting workers during COVID-19, SOCPRO, ILO briefing, December 2021
- Technical progress report, Vision Zero Fund, Reporting period: 1 October 2020 – 30 September 2021
- Application of adequacy of benefits principles to income security programmes for workers affected by COVID-19: Bangladesh, ILO Country Brief 2022
- The role of social dialogue in formulating social, protection responses to the COVID-19 crisis, Social Protection Spotlight, SOCPRO, ILO.
- Secretary-General’s Policy Brief Investing in Jobs and Social Protection for Poverty Eradication and a Sustainable Recovery, 28 September 2021

Evaluation guidelines:

- Implications of COVID-19 on evaluations in the ILO - Practical tips on adapting to the situation, EVAL office, ILO
- ILO Eval Checklist No. 3: Writing the inception report
- UNEG Ethical Guidelines for Evaluation

ANNEX V. SOURCES OF DATA AND METHODS

Evaluation questions 21	Sources of data	Method
1-10 relevance	Project Document; ILO P&B, national policy documents; UNDAFs; Vision documents; DWCP documents; BMZ strategy (draft), Information about other ILO projects, ILO and UN websites, Theory of Change matrix, LFA	Document review, KII, FGDs, observations, Triangulation,
1-10 of relevance	Project Document	Document review, KII, discussions and Questionnaire, Triangulation
1-14 of effectiveness 1-4 of efficiency	Technical progress reports, correspondence with donor, budget & expenditure statements, Project indicators in PMF, Trainers and assessment reports and MTE report	Document review KII with ILO, stakeholders and partners, and ILO staff (including non-project staff) FGDs with beneficiaries Correspondence, Document review, Triangulation
1-14 of effectiveness 1-6 of sustainability 1-4 of impact	MTE report, statements by stakeholders and partners, ILO and donor, Progress reports, statements by trainers and beneficiaries	KII with stakeholders, partners, and ILO staff (including non-project staff) FGDs with beneficiaries Correspondence, Document review, Observation, Triangulation
1-10 of relevance 1-4 of efficiency 1-10 of effectiveness 1-4 of impact	Actual policy change Resource mobilisation by Governments and/or other relevant agencies	KII with stakeholders and partners, and ILO staff (including non-project staff and other UN Projects) FGDs with beneficiaries, Corresponding, Document review, Triangulation

²¹ This refers to the evaluation questions numbering, see section 3.2.

ANNEX VI. LISTS OF STAKEHOLDERS AND PARTNERS

Name	Designation and organization
International Labour Organization - Headquarters	
Ms. Valérie Schmitt schmitt@ilo.org	Deputy Director, SOCPRO
Ms. Karuna Pal pal@ilo.org	Head, Programming, Monitoring and Knowledge Management (Evaluation Focal Point), SOCPRO
Mr. André Picard picard@ilo.org	Head, Actuarial Services Unit (SOC/PFACTS in SOCPRO) CTA for the Project (Protecting garment sector workers: occupational safety and health and income support in response to the COVID-19 pandemic)
Ms. Rim Nour nour@ilo.org	Social Transfers Expert, SOC/ASU in SOCPRO reporting to André and covering the <u>cash transfer</u> component
Ms. Mini Thakur thakur@ilo.org	M&E officer (LABADMIN/OSH) – covering the <u>OSH</u> component
Ms. Yoshie Ichinohe	Evaluation Manager
Mr. Ockert Dupper dupper@ilo.org	Programme Manager (VZF), LABADMIN/OSH
Mr. Joaquim Pintado Nunes nunesjp@ilo.org	Branch Chief, LABADMIN/OSH
Ms. Laetitia Dumas dumasl@ilo.org	Sr Administrator (Operations Specialist), LABADMIN/OSH
Ms. Maria Munaretto munaretto@ilo.org	Technical Officer, LABADMIN/OSH
Mr. Dan Rees rees@ilo.org	Better Work/ Call to Action
Ms. Deborah Schmidiger <i>(To be confirmed)</i>	Sr Programme & Partnership Officer, BETTERWORK
Mr. Kesava Murali Kanapathy murali@ilo.org	Technical Officer, Advisory Services, RO-Asia and the Pacific
Mr. Peter Rademaker rademaker@ilo.org	PARDEV
Ms. Erlien Wubs wubs@ilo.org	PARDEV
Mr. Henrik Moller moller@ilo.org	ACT/EMP
Mr. Ursula Kulke kulke@ilo.org	ACTRAV
Ms Theresa Schumacher Theresa.Schumacher@bmz.bund.de Stresemannstraße 94	Federal Ministry for Economic Cooperation and Development (BMZ) (Division 121 – textile supply chain, sustainable consumption)

Name	Designation and organization
10963 Berlin Tel.: + 4930 18535 -2174	
ILO Country office level (19 persons)	
Bangladesh	Noushin Shah, National Programme Coordinator SP, shahnoushin@ilo.org
	Mr. Abu Yousuf, National Operations Manager OSH, yousuf@ilo.org
Cambodia	Jie Yu Koh, Programme Manager SP, koh@ilo.org
	Ms. Sara Park, Programme Manager Better Work, park@ilo.org
	Jenny Anne Hickey (<i>on long -term leave until mid/end Feb</i>), Technical Officer OSH, hickey@ilo.org
Ethiopia	Kidist Chala, Head of ILO Textile and Apparel Programme, kidist@ilo.org
	Fantahun Melles, National Project Coordinator SP, fantahun@ilo.org
	Mr. Evans Lwanga, CTA, SIRAYE/VZF, lwanga@ilo.org
	Mr. Yassin Adil, NPC, yassina@ilo.org
Indonesia	Ippei Tsuruga, Technical Officer SP, tsuruga@ilo.org (<i>not involved in Ph. 2</i>)
	Mr. Christianus Panjaitan, National Project Officer SP, christianus@ilo.org
	Mr. Markus Ruck, Regional Specialist SP, ruck@ilo.org
	Ms. Julia Lusiani, Programme Officer OSH, lusiani@ilo.org
	Ms. Savitri Pipit, Better Work, Indonesia, pipit@ilo.org
Lao PDR	Loveleen De, Programme Manager SP, del@ilo.org
	Khemphone Phaokhamkeo, National Coordinator, khemphone@ilo.org
	Bounmy Bounthavy, Programme Officer, bounmy@ilo.org
Madagascar	Mr. Bernard Foe Andegue, foeandegue@ilo.org , Technical Officer OSH
Vietnam	Ms. Lien Pham Thi Hoang, hoanglien@ilo.org , National Operations Manager OSH

Draft list of potential constituents/stakeholders/partners for interviews - subject to further updates.

For further confirmation/modification by CTAs

Name	Designation and Organisation	Income support component	OSH component
ILO CO Indonesia			
Ms. Maria Vasquez	CTA of Better Work Indonesia (BWI)	Yes	Yes
Ms. Pipit Savitri	BWI Communication and Partnership Officer and National Programme Officer	Yes	Yes
Abdul Hakim	National Project Officer ILO Jakarta	??	??
Mr. Moh. Anis A. Nugroho	Operations Manager, Partnership at Work Foundation	Yes	Yes
Pak Arif	Factory Manager Human Resource and Compliance Manager, PT Unnga Saridarman	??	??
Mr. Yuli Adiratna	Director of Legal Norms and OSH examination	No	Yes
Ms. Agatha	Head of International Cooperation Bureau, Directorate General of Industrial Relations and Social Security	Yes	Yes
Mr. Ghazmahadi	Former Director of OSH (MOM)	Yes	No
Mr. Danang Girindrawardana, danang@apindo.or.id	Executive Director, Employers' Association of Indonesia (APINDO)	Yes	Yes
Mr. Edi Kustandi	Official, TSK-KSPSI	Yes	No
Mr. Helmy Salim	Official, TSK-KSPSI (Reconciliation)	Yes	No
Mr. Ari Joko Sulisty	Official, GARTEKS	Yes	No
Mr. Ippei Tsuruga	Technical Officer, Unemployment Protection in Indonesia Quality Assistance for Workers Affected by Labour Adjustments	Yes	No
Mr. Christianus Panjaitan	National Officer, Social Protection Programme, ILO CO Jakarta	Yes	No
Ms. Lusiani Julia	Senior Programme Officer, ILO CO Jakarta	No	Yes
ILO Cambodia			
Sara Park	Program Manager, Better Factories Cambodia	x	x
Mr Finn Koh	Programme Manager SOCPRO	x	
Ken Loo	Secretary- General, Garment Manufacturers Association Cambodia (GMAC)	x	
Athit Kong	C.CAWDU union President	x	
Dr Yi Kannitha	Deputy Director of Department of Occupational, Safety and Health (OSH), Ministry of Labour		x
Mr. Hay Hunleng	Director General of National Employment Agency (NEA is the implementing partner of the project)		
Mr. Bour Samnang	Apple Apparel management (factory)		x
Mr Sharma Ruchin	Risk Communications, WHO Cambodia (might not be with WHO early next year anymore but we can keep him here until then to see)		x
ILO Bangladesh			
Mr. Tuomo Poutiainen	ILO Bangladesh Country Director		
Mr. Yousuf Abu	National Operations Manager ILO- Better Work Programme		
Ms. Noushin Safinaz	National Programme Coordinator		
Mr. Shamim Ehasan	Vice President BKME		
Ms. Farzana Sharmin	Programme Coordinators, BKME		

	Mr Humayun Kabir	Ministry of Labour and Employment – Under Secretary		
	Mr Naimul Ahsan Jewel	Adviser NCCWE National Coordination Committee Workers Education		
	Mr. Faisal	M-World; Mr. Faisal, M world Email: mworldglobal@gmail.com		

ILO Vietnam

	Ms. Nguyen Hong Ha	BWV CTA	NA	yes
	Nr. Nguyen Ngoc Trieu	ILO CO Program Officer	NA	yes
	Ms. To Phuong Thao	Ministry of Health	NA	yes
	Ms. Bui Thi Ninh	VCCI HCMC	NA	
	Factory Representative	TBC		yes
	Trade Union Representative	TBC	NA	yes
	Worker	TBC	NA	yes

ILO CO – Madagascar

1	Bernard Foe Andegue foeandegue@ilo.org	Project Manager/ ILO - VZF	NA	Yes
2	Mr. Lauréat Rasolofoniainarison rasolofoniainarison@ilo.org	National Project Coordinator / ILO VZF	NA	Yes
3	Madame. Raboanaly Emma raboanaly@ilo.org	Sr Communication and Information Management Assistant / CO-Antananarivo	NA	Yes
4	Ms. Hanitra Fitiavana Razakaboana hanitra.razakaboana@gmail.com	Director General of Labour and Social Law	NA	Yes
5	Mme Miamina Miamina Rajoely dsstmintrav@gmail.com	Director of Worker's Social Security (Ministry of Labour)	NA	Yes
6	Mr. Botoudi Emi Henri rbotoudi15@gmail.com	National Coordinator / Madagascar Labour Conference (CTM)	NA	Yes
7	Ms Beatrice CHAN kingdeermadagascar@yahoo.com	Vice President of the Social Commission, Madagascar Export Processing companies and Partners Association (GEFP)	NA	Yes
8	Mme Agnes ONANA agnesanona@gmail.com	Director of Development and Partnership / National School of Administration of Madagascar (ENAM)	NA	Yes
9	Dr Maddy Rabeniary maddyraben@gmail.com	Public Health Specialist/ WHO Madagascar	NA	Yes
10	Dr Holy RABEMIHOATRA holy.rabemihotra@ostie.mg	Head of Occupational Safety and Health/ Organisation Sanitaire Tananarivienne Inter-entreprise	NA	Yes

ILO Ethiopia

	Kidist Chala	Decent Work Ethiopia	Yes	Yes
	Fantahun Melles	Decent Work Ethiopia		
	Dr. Zerihun	Senior Adviser for Ministry of Labour and Social Affairs and Technical Committee Chairperson – Wage Subsidy.		
	Evans Lwanga	OSH Component		
	Fitsum Altaye (Fitsum Altaye fitsumhipia@gmail.com)	Communications Coordinator, Hawassa Industry Park Investors Association		Yes
	Ayele Mekassa (ayele.mekassa@yahoo.com)	Director, Oromia Region Bureau of Labour and Social Affairs		Yes
	Hassen Abdurahman (hassen Abdurahman hassenabdurahman826@gmail.com);	Senior Capacity Building and Labour Officer, SNNPR Region of Labour and Social Affairs		Yes

Mulugeta Enserno (mulugeta arega ergino mulugetaarega25@yahoo.com)			
---	--	--	--

ILO CO - Laos				
	Khemphone Phaokhamkeo khemphone@ilo.org	ILO Coordinator in Lao PDR	Yes	Yes
	Bounthanvy Bounmy bounmy@ilo.org	OSH Coordinator		Yes
	Xaybandith Rasphone xaybandith@gmail.com	President, Association of Lao Garment Industries (ALGI)	Yes	yes
	Ms. Daovading daovading79@gmail.com	Deputy Secretary General of LNCCI	YES	YES
	Mr. Bountham Chanthavong bountham06@gmail.com	ALGI coordinator for implementation of BMZ funds	yes	Yes
	Ms. Keo Chanthavisay likayya_souk@yahoo.com	Director General of LSSO	Yes	
	Mr. Boungnorth Chanthavone bgchanthavone@gmail.com	Permanent Secretary of MoLSW (former DDG of LSSO)	Yes	
	Ms. Phaeng souk Likayya likayya_souk@yahoo.com	Director of Division of LSSO	Yes	
	Mr. Athilath Oudomdeth athilathoudomdeth@gmail.com	Deputy Director of labour protection of LFTU	Yes	Yes
	Dalavanh Insilath athilathoudomdeth@gmail.com	Deputy Director of OSH Division LFTU		Yes

