



Evaluation Summary



International
Labour
Office

Evaluation
Office

Joint ILO-EU Project to Improve Knowledge Base and Safety and Health in Global Supply Chains to Support G20 Work on Safer Workplaces

Final internal evaluation

Quick Facts

Countries: *Colombia, Indonesia and Madagascar*

Final Evaluation: *16 March 2018*

Evaluation Mode: *Internal*

Administrative Office: *LABADMIN/OSH*

Technical Office: *LABADMIN/OSH*

Evaluation Manager: *Ricardo Furman (Mr)*

Evaluation Consultant(s): *Esther Gomez*

Project Code: *GLO/15/39/EUR*

Donor(s) & Budget: *European Commission –
600,000 EUR & International Labour Office –
209,000 EUR*

Keywords: *Occupational safety and health; data
collection and analysis; working conditions; OSH in
global supply chains.*

Background & Context

Summary of the project purpose, logic and structure

Within the framework of the Occupational Safety and Health - Global Action for Prevention (OSH-GAP) Flagship Programme, the project identified constraints and drivers for the improvement of occupational safety and health (OSH) in global supply chains (GSCs).

The project undertook pioneering work on OSH improvements in supply chains which required an in-depth understanding of the situation in a given context. To this end, the ILO proposed to work with international research partners through subcontracting arrangements in order to carry out background research, define the methodology and implement the analytical work. As a result, three case studies were commissioned in order to identify the main issues and underpinning causes and processes: one case study per country, covering each one sector. A high-level meeting was convened in Geneva bringing together G20 members as well as other relevant partners at international level to discuss the findings of the case studies.

In essence, through the project's immediate objective 1, the project took steps to improve the knowledge base on working conditions and OSH in selected global supply chains in target developing countries, by carrying out case studies in Colombia, Indonesia and Madagascar. A research methodology for the case studies was designed with research partners, allowing for cross-country comparisons. Throughout its implementation, the project coordinated closely with other relevant ILO projects at global and country levels. The project's immediate objective 2 aimed at providing recommendations to develop coherent actions among public and private stakeholders to improve compliance with OSH standards –this was done through the development and publication of a global report on the basis of

the findings of the three case studies. The project finally aimed to disseminate these findings and encouraged the adoption of the global report's recommendations via a global meeting and country-level consultations.

Present Situation of the Project

The project ran from 1 March 2016 to 31 December 2017, and completed both an inception phase report and an interim report. The countries covered by the project are Colombia, Indonesia and Madagascar, where the following supply chains were selected –coffee in Colombia; palm oil in Indonesia; and lychee in Madagascar.

Purpose, scope and clients of the evaluation

While the ultimate beneficiaries of the project are men and women workers in selected sectors of the supply chains mentioned above –who are at risk of being injured at work or become ill from work-related exposures in their working life—the direct recipients of the project's interventions are government representatives, namely relevant Ministries, employers' and workers' organizations, as well as factories and companies in selected global supply chain sectors.

The main objective of the project was to address the governance gap on OSH in sector supply chains by enhancing data collection and analysis and proposing recommendations to improve working conditions. The project followed a two-pronged approach: a) improve the knowledge base on working conditions and OSH in selected global supply chains; and b) provide key recommendations capable of ultimately improving compliance to OSH standards.

Methodology of evaluation

The evaluation methodology was anchored in a desk review to be followed by interviews in person, by phone and/or through Skype for the three targeted countries' stakeholders, the resource partner and other relevant stakeholders identified. During the evaluation, data was available from progress reports, meeting minutes, records from national workshops and high level meetings, as well as from the project's outputs. Through the

desk review (October 20 – November 10), and a series of interviews conducted (18 January – 12 February) data was gathered on both the findings and results of the project.

Main Findings & Conclusions

Design: The project design met the ILO guidance on results-based project design –providing SMART, and gender sensitive indicators and targets, describing assumptions and identifying mitigation measures for each assumption with a high, or medium, risk rate. The project document also described a strategy for sustainability of project results. Stakeholders' and resource partners' consultations –for example, via the support of the project idea and validation of certain decisions during the design—later increased the level of ownership by the target groups. The project document described also an exit strategy and identified potential interventions where efforts could continue after the project's end. The project's objectives were considered to be clear, realistic and likely to be achieved within the established time schedule and with the allocated resources.

Relevance: The contribution to the OSH GAP Flagship Programme, particularly its strategic fit, is evident. When the Flagship Programme was developed, the Vision Zero Fund did not exist, therefore work in the area of OSH in GSCs was done under the flagship programme. With the creation of the Vision Zero Fund, now the Office has a fund that focus on OSH and global supply chains. In this way the relevance of this project has expanded, as now there is an initiative with a very specific focus on OSH in GSCs.

The project contributed to ILO's objectives as well as to the priorities envisaged by key stakeholders. For example, through interviews, it was evident that the research project was able to fill key knowledge gaps in OSH deficits and governance. This was extremely appreciated, since OSH in global supply chains has been little documented or

studied in a general fashion. It was also highlighted as very positive that the research methodology for the case studies was designed with research partners. This allowed for cross-country comparisons and a sense of ownership by the direct recipients of the project. The project presented a timely tool because both OSH and GSCs are key priorities for the Office, as it combines two initiatives in one and allows the Office to provide an explanation for vulnerabilities to OSH risks. Many interviewees declared that the element of assessing first the situation (through the methodology developed) helped to make available an intelligence that was not there previously; it provided the know-how to design interventions that are not only nuanced and targeted but also sustainable.

Efficiency: The project reached the results obtained with the allocated resources. In general, it was stated that the results obtained justify the costs incurred. The project was extended for three months (a no cost extension), where 20% of internal LABADMIN/OSH Branch resources, were used to package the tool and guides so that the methodology could be disseminated to others. The financial and technical support from the regular budget (25% - (209,000€) of the branch shows as well the commitment of the branch and the project staff toward reaching results beyond the scope of the project. Many praised the project for not being excessively dependent on the use of consultancies; in this regard, inside expertise was employed to the highest degree and served to move the project forward.

Effectiveness: The project achieved its specific objectives. The development of the methodology; the report of the three case studies and the global research report, describing the findings and recommendations for scale-up/ replication of the intervention models, allowed a) to increase the knowledge base on working conditions and OSH in the selected global supply chains, and b) provided recommendations among public and private stakeholders to improve OSH management

strategies. The outputs were considered of high quality; however, many interviewees highlighted that these documentations, though of high academic value, were heavy and dense for the reader, making it more difficult to take the theory and findings to the practice. To mitigate this, the project developed executive summaries, and translated them in English, Bahasa, French and Spanish, so the key highlights of the research will be easily accessible and understood. These executive summaries were developed as independent products –allowing for a more straight-forward communication and dissemination of the project’s results.

During the interviews, there was an overall good rating of the contribution of local, international, public and private actors, particularly during data collection and analysis, and joint-construction of the intervention models. One unexpected result is that the project methodology was automatically embedded in a broader intervention, the Vision Zero Fund, and that it was recognized as the tool to be used systematically before any intervention aimed at identifying constraints and drivers for the improvement of occupational safety and health (OSH) in global supply chains (GSCs). Beyond the methodology and the vast knowledge and information gathered, the project proved that there is an interest to build further on the findings, and that resource partners see an added value in investing in this work. Through the Vision Zero Fund, there is now a strong potential to continue the work started by the research and move forward on implementation of the intervention models.

Sustainability: The project results have continued after the support from the European Commission ended. A standardized toolkit for implementers has been developed to make available the research tools developed by the project to practitioners assessing drivers and constraints for OSH in GSCs. This deliverable will be part of the branch work plan for biennium 2018-2019. The Vision Zero Fund adopted the approach and methodology in order to scope its interventions at country level;

for instance, the tools are currently being used in Myanmar (ginger and garment value chains) and in Madagascar (textile value chain). In Madagascar, the Vision Zero Fund is implementing with the stakeholders of the lychee value chain pilot interventions to improve OSH based on the recommendations of the case study. In Indonesia, the findings of this project provided the inputs to develop further and reinforce the work plan and strategy of other ILO interventions, such as the project [Promoting Decent Work on Oil Palm Plantation in Indonesia](#) (funded by the Kingdom of the Netherlands), which started in March 2017. In Colombia, a concept note was submitted to the Vision Zero Fund Steering Committee in November 2017 aiming at implementing the intervention models developed by the project in collaboration with the National Federation of Coffee Growers and the Ministries of Labour and Trade. The same Federation has already integrated the results of the study within an OSH capacity building programme, conceptualized at the national level, to raise awareness about a new OSH law in the country. A synthesis of the results of the interviews conducted with over fifty multinational companies and private sector initiatives on OSH on sustainable sourcing policies will also be published as part of the branch work plan for the biennium 2018-19, and it is expected that those results will feed the Vision Zero Fund private sector engagement strategy.

Recommendations

Main recommendations and follow-up

Considering existing systems for data collection and indicators in a rural setting: Through the desk review and the interviews, it was clear that stakeholders and project staff alike recognized the untapped potential to advocate for OSH in a rural setting. The lack of consolidated, comprehensive and reliable OSH data at the various stages of the production of supply chains creates a barrier to raising awareness and building consensus on priority prevention actions.

In a rural setting, the issue of informality and the detachment of certain actors from an institutional supporting environment on OSH can exacerbate this situation and create greater deterrent to understand and stimulate OSH-compliance. However, it is in these situations where the Office should continue to work, to face and try to address these challenges – by proposing activities to increase and/or improve availability of OSH services, such as health surveillance for example.

Prioritizing communication and dissemination: The level of appreciation for the translations and the development of the executive summaries spoke of the outreach of the research findings, and how the readers are using these products. It also brought to the forefront the need to provide clear and concise information; where extraneous details is absent; where the information is available in the practitioners' language; and where the core ideas are written in a straightforward manner. A great number of interviewees remarked on the effective coordination between the project staff and the resource partner, as an example to follow in order to nurture both transparency and information sharing, which in turn facilitates processes and requirements at the time of reporting.

Considering other value chains: During the interviews, it was underscored that future interventions on this same topic could envisage other supply chains, such as coal mining in China, the informal economy, etc. which represent a significant amount of OSH risks and practices. Greater clarity on what the Office defines as global supply chains was also underscored, as a point to tackle before projects in this sector, as opposed to trade, can be implemented. The leverage, spotlight or pressure from some companies –due to their own standards—could be a useful entry point for the Office to develop projects aimed at improving OSH practices in a particular country or sector, but caution was given that this should not mean that those OSH risks or practices are unique to only exporters, as opposed to the domestic industry. It is essential to point out, however, that this analysis is more suitable for policy level work –which goes beyond the boundaries and scope of the project.