EU-ILO Project
ENHANCING THE LABOUR ADMINISTRATION CAPACITY
TO IMPROVE WORKING CONDITIONS AND TACKLE UNDECLARED WORK

State Labour Service information system
and its modernization

Technical workshop

18-19 September 2019
1. Modernization of the Spanish Labour Inspection Information System
2. Status of the State Labour Service information system and recommendations for its modernization
3. State Labour Service information system modernization - Project Concept Note Design
4. Project concept note – example
5. Problem tree – example
6. Objective tree – example
7. Logical framework – example
Modernization of the Spanish Labour Inspection Information System

Technical workshop on the State Labour Service Information System

18-19 September 2019

Manuel Carbajo Amigo
Spanish Labour and Social Security Inspectorate
Project Start

- 2004 ITSS IT
- Province Based Solution
- Different Approach in Each Province
- Obsolete Hardware
- Uniform Workflow
- Reactive Work
- Lack of Communication with Citizens

Lack of Efficiency

2004 – 2008 Modernization Plan

Management
- Planning
- Control

Inspection
- Service Order Management
- Infringements Reports, etc.

Administrative Staff
- Administrative Management

Citizens
- E-Admin
- Information

Linc-e Objectives
Project Plan

**MAIN SYSTEMS**

- **Gestiona**
- **Help Desk**
- **Optic Fiber & ADSL**
- **Web ITSS**
- **Hardware Renovation**
- **LINCE CELIN**
- **Portal ITSS**

**TECHNOLOGICAL CONCEPTS**

- Centralized Systems
- Web Technology
- Browser Access
- Control by ITSS

**PROJECT SCHEDULE**

- **2004**
  - State of the art
  - Set up of a Project Office
  - Requirements analysis
  - Technological architecture definition

- **2005**
  - Development of Critical applications INTEGRA

- **2006**
  - Pilot Project

- **2007**
  - Final Deployment
  - Data Quality analysis & Performance Improvement
  - Evaluation and Control (WebFocus)

- **2008 January, 1 the new System is Fully Operational**
Software Applications

**LINCE Applications**
- Fraud Mailbox
- Knowledge Forum
- Registry of Documents
- Productivity
- INTEGRA
- HLF

**Other Government Departments Applications**
- eSil
- Adextra
- Portal ITSS
- Cepross
- SilcoiWeb
Integra – Inspection activity management

- Planning and Campaigns
- Inspection Activity
- Administrative follow up activities

Evaluation and Control
HLF (Fraud Investigation System)

SAS Fraud Framework

DB Specific for Fraud

More than 80 Rules Defined by ITSS
Automatic discovery

SS Data
Tax Data
Other Data

Campaigns

Integra
Intranet of the ITSS (Portal)

- Portal (ITSS Intranet): News, etc.
- Unique point to access the applications
### Annual Planning per Province

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Integra for Management
Evaluation & Control (Dashboard)
### Integra for Inspector

#### Integra - Inspector Dash Board

![Bar Chart](image)

**Número de Ordenes de Servicio pendientes.**

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OS Finalizadas y Puntos en el Trimestre

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13
Integra - Service Order
Processes and Procedures of the ITSS

Bienvenid@ a **gestiona**

**Entorno de Procesos y Procedimientos**

La Inspección de Trabajo y Seguridad Social está abordando desde 2004 un plan de modernización para mejorar su eficacia y eficiencia como servicio público. Este plan, denominado "Proyecto Linca", ha supuesto, entre otras medidas, la homogeneización de los procesos y procedimientos de trabajo de la ITSS.

En este ámbito de actuación se pone en marcha Gestiona, como una herramienta de consulta para facilitar el acceso a la información de los procedimientos de la ITSS, de manera cómoda y sencilla.

Gestiona tiene como objetivo que el contenido de los procedimientos llegue, de manera sencilla, a todos los miembros de la Inspección de Trabajo y Seguridad Social, para lograr un cumplimiento efectivo de los mismos.

**Procesos Clave ITSS**

- **Campanas**
  - Definición de objetivos y planificación
  - Generación y ejecución de Campanas
  - Seguimiento de objetivos y Campanas
  - Generación de Campanas en 2008

- **Gestión de Solicitudes, Escritos y Comunicaciones**
  - Registro de entrada y transmisión de solicitudes
  - Resolución de solicitudes sin OS
  - Notificación de resultados
  - Procedimiento de Archivo

- **Acción Inspectoria**
  - Generación de OS específica
  - Investigación
  - Finalización de Acción Inspectoria
  - Tratamiento de las actuaciones conjuntas
Bienvenido al Foro del Conocimiento

DESTACADOS DE LA ITSS

RD 23/2012, de 24 Ago. (prórroga del programa de recualificación profesional de las personas que agoten su protección por desempleo) (BOE 29 agosto 2012)

DM ESS/1784/2012, de 2 Ago. (se atribuyen funciones operativas a los Directores Territoriales de la Inspección de Trabajo y Seguridad Social) (BOE 11 agosto 2012)


J Social núm. 3 de Las Palmas de Gran Canaria, S de 9 de Julio de 2012

Consulta de 29 de agosto de 2012, Dirección General de la ITSS, Prevención de Riesgos Laborales. Actividades sanitarias de sociedades de prevención

Consulta de 1 de julio de 2011, Dirección General de la ITSS, Prevención de Riesgos Laborales. Inadecuación de la organización preventiva en Ayuntamientos

Consulta de 15 de diciembre de 2010, Dirección General de la ITSS, Prevención de Riesgos Laborales. Vigilancia de la Salud. Excepciones a la voluntariedad de los reconocimientos médicos. Informe de los delegados de prevención
Mismatching between SS-Data and Finance Ministry Data Declarations
## eSil: Database of Social Security Records

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INTRODUCIR LOS DATOS Y PULSE INTRO
CEPROSS

Database of professional diseases

- Alta de partes.
- Consulta de partes.
- Modificación de partes.
- Calificación de partes.
- Cierre de partes.
- Completar parte.
- Listados Parte de Enfermedad Profesional.
- Verificación Informes.
- Sistema de alertas.
AXESOR

Financial and administrative data of private companies
SilcoiWeb: DB of Unemployment Agency

Unemployed database
Citizens

Web Mitramiss – ITSS (Information)

• Electronic Procedures:
  • Complaints
  • Statements
  • Judicial appeals

• Fraud mailbox
Citizen – Online Portal

D.G. Inspección de Trabajo y Seguridad Social
Trámites on-line

Procedimientos

- Acción Inspector
- Autorización al Libro de Visitas Electrónico
- Recurso de alzada
- Sancionador/liquidatorios
### INFORMACIÓN SOBRE LA EMPRESA

*Nombre o Razón Social:*  

*Nombre Comercial:*  

### INFORMACIÓN SOBRE EL CENTRO O LUGAR DE TRABAJO

- **Provincia:**  
- **Municipio:**  
- **Dirección:**  
- **Código Postal:**  
- **Actividad Económica:**  
- **Horario:**

### INFORMACIÓN SOBRE ERENCIALIDADES OBSERVADAS
- Trabajadores sin contrato y falsos autónomos
- Trabajo incompatible con la prestación de desempleo, incapacidad temporal, jubilación, etc...
- Trabajadores extranjeros sin permiso de trabajo
- Pago de cantidades que no figuran en nómina y no declaradas a la seguridad social (En “0”)
- Trabajadores con jornada superior a la firmada en contrato (contratos a tiempo parcial irregulares)
- Incumplimientos en materia de jornada, horas extraordinarias y vacaciones
- Discriminación en el acceso al empleo y en el trabajo
- Discriminación en el salario por razón de género (brecha salarial)
- Acceso sexual y por razón de sexo
- Incumplimientos en materia de Prevención de Riesgos Laborales
- Otros (Detallar en la descripción de los hechos)

### INFORMACIÓN SOBRE EL POSIBLE FRAUDE LABORAL

Breve descripción de los hechos (hasta 600 caracteres)
Status of the State Labour Service information system and recommendations for its modernization

Technical workshop | 18-19 September 2019

Manuel Carbajo Amigo
Spanish Labour and Social Security Inspectorate
Index

1. IT Current Situation
2. Proposed Solution
3. Critical Factors of Success
4. Roadmap and estimated Budget
IT Current Situation

CURRENT IT SERVICES DEFICIENCIES

- Technological obsolescence
- Lack of interaction between systems
- Insufficient information
- Deficiencies in edocumentation management
- Distributed systems and information
- Lack of centralized databases
- Lack of analytical capabilities
- Lack for centralized management
- No directories and centralized classifications
Proposed Solution. Main Characteristics.

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<th>IT Solution Main Characteristics</th>
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<td>Interoperability and data exchange more flexible</td>
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<td>New capabilities of data analysis and reporting</td>
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<td>Data intelligence to facilitate detection of undeclared work and other possibilities of fraud</td>
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<tr>
<td>Data set managed more complete</td>
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<tr>
<td>Contemplate all SLS functional and business needs</td>
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</table>

- More modern Infrastructure
- Based on web technologies, to facilitate access and usability
- Scalable both quantitatively (number of users), and qualitatively (new services)
- Use of widely accepted and tested solutions by the Industry
- New capabilities of communication with external information systems
Objectives pursued with the improvement plan

- Endow SLS with a modern technological architecture
  - With new operational capabilities
  - That facilitates future maintenance and evolution

- Facilitate the work of the different Units of the SLS
  - With the provision of improved tools and efficiency in the processes.

- Provide SLS with the necessary tools to analyze data
  - To improve the analysis and decision making.
  - To improve reporting, as well as analytical and predictive capabilities.
  - For the detection of fraud.

- Provide SLS with the maintenance of the legally attributed records
  - As, for example, occupational accidents, occupational diseases, etc.

- Enabling and enhancing online transactions

- Improve the management of reports and statistics

- Allow the SLS the automated exchange of information
Proposed Solution. Benefits.

- Improve the detection, control and monitoring of undeclared work
- Enable the detection, control and monitoring of other fraud possibilities
- Making the investment profitable in the short / medium term:
  - Saving costs by improving efficiencies
  - Through the increase in revenues due to the improvement in the detection of fraud and in the improvement of the administration's control.

- Get a better image of the Ukrainian Public Administration
  - From the internal point of view of the Public Administration
  - From the point of view of companies and workers
  - From the point of view of other national or international organizations

- Have a complete, reliable and accessible set of information
  - Improve and complete the available information that allows a more complete management of SLS operations

- Improve the efficiency of the SLS processes
  - Based on standardization, automation, management improvements, etc.
Proposed Solution. Main Information Systems.

GENERAL SYSTEMS
- INTRANET
- REGISTRY OF COMPANIES AND WORKERS
- EXPLOITATION OF THE INFORMATION
  - ELECTRONIC HEADQUARTERS OF SLS / Single State Portal for Administrative Services

FUNCTIONAL SYSTEMS
- MANAGEMENT OF THE INSPECTION ACTIVITY
- OCCUPATIONAL ACCIDENTS REGISTRY
- OCCUPATIONAL DISEASES REGISTRY
- UNDECLARED WORK DETECTION SYSTEM
- MAILBOX OF LABOUR FRAUD
Proposed Solution. Main Information Systems.

Group of several other systems for the registration and management of information relevant to the SLS.
Critical Factors of Success

Establish a clear leadership in the project
- Exclusive dedication to controlling the roadmap and its deviations
- 3 or 4 Functional experts (labor inspectors + procedure experts)
- 3 to 4 ICT experts to control the technical requirements
- Direct dependency from the top management
- Get the support from a technological external company during the whole process

Adequate provision of human and material resources
- HHRR
  - Identification of required profiles and people
  - Training needs

Management and exhaustive coordination
- Steering Committee
- Project operating committee

Periodic Checkpoints
- SC quarterly basis
- POC monthly basis

Material Resources
- Office space
- Technological environment
- Basic and specific software
Critical Factors of Success

Expert personal from external companies
- With proven solvency in similar projects
- Knowledge in the selected technology
- Background in providing services of Technical Office

Auditing the system on any new version
- Security and software quality
- Functional compliance
- Data quality

Selection of the technology
- Commercial vs custom developed software
- On SLS premises vs external provider

Stepwise deployment strategy
- Test it with a limited number of users before the total deployment of new versions.
4 Roadmap and estimated Budget

Key Factors

The detailed work plan to carry out all the tasks, including analysis and implementation of the proposed systems, will be strongly affected by the capabilities of the SLS as well as the strategy adopted to undertake the work.

We suggest the following topics to be taken into consideration:

- Technical Office to impulse and control the project
- Finance capabilities to develop and evolve the system
- Consideration of the need of help and support of specialized external providers (one or more)
- Mixed working teams (internal / external)
- Possibility of parallelizing several lines of work depending on the available work force

The detailed roadmap, with all the tasks to be considered, will be based on the strategy adopted and available capacities, both economic and human.
## Roadmap and estimated Budget

### Global Outline

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<th>PHASE / SYSTEM</th>
<th>YEAR 1</th>
<th>YEAR 2</th>
<th>YEAR 3</th>
<th>YEAR 4</th>
<th>YEAR 5</th>
<th>YEAR 6</th>
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<tbody>
<tr>
<td>DETAILED SYSTEM PLAN</td>
<td><img src="#" alt="Diagram" /></td>
<td><img src="#" alt="Diagram" /></td>
<td><img src="#" alt="Diagram" /></td>
<td><img src="#" alt="Diagram" /></td>
<td><img src="#" alt="Diagram" /></td>
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<tr>
<td>FUNCTIONAL SYSTEMS</td>
<td><img src="#" alt="Diagram" /></td>
<td><img src="#" alt="Diagram" /></td>
<td><img src="#" alt="Diagram" /></td>
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<tr>
<td>REPORT &amp; STATISTICAL SYS.</td>
<td><img src="#" alt="Diagram" /></td>
<td><img src="#" alt="Diagram" /></td>
<td><img src="#" alt="Diagram" /></td>
<td><img src="#" alt="Diagram" /></td>
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<tr>
<td>UDW SYSTEM</td>
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</tr>
<tr>
<td>AUXILIARY / OTHER SYS.</td>
<td><img src="#" alt="Diagram" /></td>
<td><img src="#" alt="Diagram" /></td>
<td><img src="#" alt="Diagram" /></td>
<td><img src="#" alt="Diagram" /></td>
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<tr>
<td>GENERAL PURPOSE SYS.</td>
<td><img src="#" alt="Diagram" /></td>
<td><img src="#" alt="Diagram" /></td>
<td><img src="#" alt="Diagram" /></td>
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<td><img src="#" alt="Diagram" /></td>
<td><img src="#" alt="Diagram" /></td>
</tr>
</tbody>
</table>
Estimated budget for development

**Technical Project Office**

<table>
<thead>
<tr>
<th>Subsystem name</th>
<th>Estimated cost of development</th>
</tr>
</thead>
<tbody>
<tr>
<td>Development cost of the SLS UIAS subsystems</td>
<td>960,000.00 €</td>
</tr>
<tr>
<td>Cost of works related to UIAS implementation and staff training</td>
<td>102,000.00 €</td>
</tr>
<tr>
<td>Cost of work related to UIAS maintenance during a year</td>
<td>45,000.00 €</td>
</tr>
<tr>
<td>Cost of computer hardware and licensed software</td>
<td>437,250.00 €</td>
</tr>
<tr>
<td>Server equipment</td>
<td>61,500.00 €</td>
</tr>
<tr>
<td>Computer hardware (fixed workstations)</td>
<td>216,000.00 €</td>
</tr>
<tr>
<td>Computer hardware (mobile items)</td>
<td>58,500.00 €</td>
</tr>
<tr>
<td>Licensed software</td>
<td>101,250.00 €</td>
</tr>
<tr>
<td>Licensed software and certificates to be issued by the state administration (licenses and connection to the IS Trembita, State Statistics Service IS, Ministry of Justice IS etc.)</td>
<td>60,000.00 €</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>1,544,250.00 €</strong></td>
</tr>
</tbody>
</table>
EU-ILO Project
«Enhancing the labour administration capacity to improve working conditions and tackle undeclared work»

State Labour Service information system and its modernization

Project Concept Note Design

Technical workshop | 18-19 September 2019

Антоніу Сантуш / António Santos
Менеджер проекту / Project manager
Workshop Goal

Concept Note
Project Main Documents

Project Concept Note

Project Document – Light Version

Project Document – Full-Fledged Version

www.ilo.org/UkraineEUProject
Project Concept Note - Objective

To provide summarized information to enable project stakeholders, development partners and other decision makers to assess the strategic relevance of any proposal.
**Project Concept Note - Content**

1. **Rationale and justification for the project:**
   - Description of the unsatisfactory initial situation;
   - Problems, causes and effects;
   - Identification of potential stakeholders.

2. **Strategic relevance of the project:**
   - Way in which it links to strategic priorities of the beneficiaries or stakeholders;
   - To what extent the project will be able to improve the unsatisfactory initial situation.

3. **Project strategy:**
   - Describe how the project will change the current situation into the desired one;
   - Describe the results chain (Activities ➔ Outputs ➔ Outcomes ➔ Impact).

4. **Comparative advantage:**
   - Present the arguments why the proposed implementer is the most suitable.

5. **Budget & Timetable:**
   - Estimate the expected funds needed to implement the project and potential sources;
   - Indicate the expected duration of the project.
Concept Note Design Process

1. Current situation (problems, causes and effects)
2. Objectives of new situation
3. Strategy – Results Chain (activities, outputs, outcomes, impact)
4. Project Concept Note
Situation Analysis – Problems, Causes and Effects – Problems Tree

- Lack of efficiency and effectiveness of labour inspection
  - IS does not allow proper Monitor & Evaluation
    - Outdated hardware
  - IS not user friendly
  - Low tech software
    - Lack of financial resources
  - IS do not allow interoperability
  - IS do not allow remote on-time use
  - IS do not allow internal / external clients follow
    - Fragmented software
    - Diversity/complexity of internal processes
    - Legal obstacles to data interchange between public
  - Lack of HR (quantity and required IS skills)
  - IS does not allow proper Monitor & Evaluation
  - Legal obstacles to data interchange between public
  - Lack of political will

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Desired Situation - Objectives Setting – SMART Objectives

- Specific
- Measurable
- Achievable
- Relevant
- Time-oriented

SMART Outputs & Outcomes

Indicators

Targets

Desired Situation - Objectives Setting – SMART Objectives

- Specific
- Measurable
- Achievable
- Relevant
- Time-oriented

SMART Outputs & Outcomes

Indicators

Targets
Desired Situation - Objectives Setting – Objectives Tree

- Efficiency and effectiveness of labour inspection improved
  - IS is user friendly and allows M&E
  - IS is comprehensive, integrated and allows data interchange
  - IS allows remote on-time use and interoperability
  - IS allows internal/external clients follow processes

- Update hardware
- Develop software
- Implement software
- Train staff on the use of software
- Draft legal act on data interchange adopted
- Legal report on data interchange analysis adopted
- Draft legal act on data interchange produced and submitted

- Report on functional design and IS specific requirements (for tender) approved
- Report on current and future processes approved

- Recruit and train enough HR
- Mobilize resources from internal and external sources
- Analyze/reengineer internal processes and workflows
- Advocate need to improve IS and data interchange

- Efficiency and effectiveness of labour inspection improved

Develop software
Update hardware
Draft legal act on data interchange produced and submitted
Recruit and train enough HR
Mobilize resources from internal and external sources
Analyze/reengineer internal processes and workflows
Advocate need to improve IS and data interchange
Project Strategy – Results Chain – Logical Framework Matrix

- **Definition of a Measure**
- Expected impact of the results
- Activities
- Outcomes
- Outputs
- Tasks to be performed
- Results to be achieved

Expected impact of the results → Activities → Outcomes → Outputs → Results to be achieved → Tasks to be performed

www.ilo.org/UkraineEUProject
## Project Strategy – Results Chain – Logical Framework Matrix

<table>
<thead>
<tr>
<th>Nature</th>
<th>Deliverables</th>
<th>P&amp;B Outcome</th>
<th>DWCP Outcome</th>
<th>SDGs targets</th>
<th>UNPF Pillar Outcome</th>
<th>Indicators</th>
<th>Baseline</th>
<th>Targets</th>
<th>Sources of Verification</th>
<th>Assumptions</th>
<th>Risks</th>
<th>Mitigation Measures</th>
</tr>
</thead>
<tbody>
<tr>
<td>Long term impact/Development objective</td>
<td>Labour inspection efficiency and effectiveness improved</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>% variation on the unit cost per regularized infraction (between the beginning and the end of the project)</td>
<td>na</td>
<td>-20%</td>
<td>SLS data</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Outcome 1</td>
<td>SLS processes’ efficiency is improved</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>% of concerned staff consider that SLS new processes improved their efficiency</td>
<td>na</td>
<td>75%</td>
<td>Survey report</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Output 1.1</td>
<td>Report on current and future processes produced and approved</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Date of report approval</td>
<td>na</td>
<td>Until the end of Q5</td>
<td>SLS or Project website</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Output 1.2</td>
<td>SLS processes and workflows are redesigned and simplified</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Date of implementation of the redesigned and simplified processes</td>
<td>na</td>
<td>Until the end of Q9</td>
<td>SLS or Project records</td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>
Project title: Enhancing labour inspection efficiency and effectiveness in Ukraine

P&B Outcomes: Outcome 7: Promoting safe work and workplace compliance including in global supply chains.

DWCP Outcome: Outcome 2.4: An effective Labour Inspection is set up

Technical field: Labour administration, Labour inspection, OSH

Administrative unit: ILO

ILO Responsible Official: Technical Backstopping Unit:

Collaborating ILO Units: 

Time frame: 48 months

Budget requested: 5 million Euros

Evaluation requirements: Independent evaluation
1. Rationale and Justification

Please include the rationale of the project and justification for the action to be undertaken. This should explain the initial situation and the context and factors leading to the demand for an intervention; provide statistical information where possible to document the unsatisfactory initial situation.

Please make a clear reference to key project stakeholders. Refer to specific decisions and commitments made, if any (e.g. commitment of significant resources, etc.)

2. Strategic relevance

Link to strategic plan and programme

Describe how the proposal contributes to the achievement of programme objectives and how the project fits into the strategic plans (vision and mission) of the organization presenting the project and of the stakeholders the project will ultimately serves.

3. Project strategy

State the core problems. Provide the elements of the project and a strategy for addressing the project’s core problems.

Identify the project target groups. Indicate who is being targeted by the project and why. Distinguish between direct recipients, who the project serve directly and the ultimate beneficiaries that in the long will benefit from this project to be implemented.

Include a basic results-chain in a narrative form, including:

3.1 Development Objective /Impact

Please define the project development objective.

3.2 Outcome(s)

Please define the project desired outcome(s).

3.3 Outputs and Activities

Define and describe the activities to be carried out and their expected outputs.

3.4 Monitor & Evaluation Logical Framework Matrix of the Project

Insert here the project logframe.
## Monitor & Evaluation Logical Framework Matrix of the Project

<table>
<thead>
<tr>
<th>Nature</th>
<th>Deliverables</th>
<th>Strategic Fit</th>
<th>Results chain</th>
<th>Baseline</th>
<th>Targets</th>
<th>Sources of Verification</th>
<th>Assumptions</th>
<th>Risks</th>
<th>Mitigation Measures</th>
</tr>
</thead>
<tbody>
<tr>
<td>Long term impact/Development objective</td>
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<tr>
<td>Outcome 1</td>
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<tr>
<td>Output 1.1</td>
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<tr>
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<tr>
<td>Outcome 2</td>
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<tr>
<td>Output 2.1</td>
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<td>Output 3.1</td>
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<td>Output 3.2</td>
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<td>Output 3.3</td>
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</tbody>
</table>
4. Comparative advantage

Analyse your comparative advantage in addressing the identified problem (e.g. expertise, presence in the country, proximity to beneficiaries, experience from past projects and/or similar contexts, costs, resources, etc.) This should also include an initial analysis of project partners and synergies with other ongoing activities in the same sector, technical field and/or country.

5. Indicative budget

At the concept note stage, there are two options available to develop this section: (a) Please indicate the total amount of the project budget in one sentence, or (b) provide a preliminary outcome / output-based breakdown.

6. Other information

Please enter any further information to support the proposal, including information on institutional and management arrangements, and an effective use of resources.
Example of Problem Tree

Lack of efficiency and effectiveness of labour inspection

IS does not allow proper Monitor & Evaluation
- Outdated hardware
- Low tech software
- Lack of financial resources

IS not user friendly
- Lack of functional coverage of the software
- Lack of HR (quantity and required IS skills)

IS do not allow interoperability
- IS do not allow remote on-time use

IS do not allow internal / external clients follow processes
- Fragmented software
- Diversity/complexity of internal processes

Legal obstacles to data interchange between public authorities
- Inadequate legal framework
- Lack of political will
Example of a Objectives Tree

Efficiency and effectiveness of labour inspection improved

- IS is user friendly and allows M&E
- IS is comprehensive, integrated and allows data interchange
- IS allows remote on-time use and interoperability
- IS allows internal / external clients follow processes

- Update hardware
- Develop software
- Implement software
- Train staff on the use of software
- Draft legal act on data interchange adopted

- Report on functional design and IS specific requirements (for tender) approved
- Report on current and future processes approved
- Legal report on data interchange analysis adopted

- Recruit and train enough HR
- Analyze/reengineer internal processes and workflows
- Advocate need to improve IS and data interchange

- Mobilize resources from internal and external sources

Draft legal act on data interchange produced and submitted
### Example of a Monitor & Evaluation Logical Framework Matrix of a Project

<table>
<thead>
<tr>
<th>Nature</th>
<th>Deliverables</th>
<th>Strategic Fit</th>
<th>Results chain</th>
<th>Indicators</th>
<th>Baseline</th>
<th>Targets</th>
<th>Sources of Verification</th>
<th>Assumptions</th>
<th>Risks</th>
<th>Mitigation Measures</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Long term impact/Development objective</strong></td>
<td>Labour inspection efficiency and effectiveness improved</td>
<td>P&amp;B Outcome</td>
<td>DWCP Outcome</td>
<td>UNPF Pillar Outcome</td>
<td>% variation on the unit cost per regularized infraction (between the beginning and the end of the project)</td>
<td>na</td>
<td>-20%</td>
<td>SLS data</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>% variation on the percentage of regularized infractions (between the beginning and the end of the project)</td>
<td>na</td>
<td>50%</td>
<td>SLS data</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Outcome 1</strong></td>
<td>SLS processes’ efficiency is improved</td>
<td></td>
<td></td>
<td></td>
<td>% of concerned staff consider that SLS new processes improved their efficiency</td>
<td>na</td>
<td>75%</td>
<td>Survey report</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Output 1.1</strong></td>
<td>Report on current and future processes produced and approved</td>
<td></td>
<td></td>
<td>Date of report approval</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Output 1.2</strong></td>
<td>SLS processes and workflows are redesigned and simplified</td>
<td></td>
<td></td>
<td>Date of implementation of the redesigned and simplified processes</td>
<td>na</td>
<td>Until the end of Q9</td>
<td>SLS or Project records</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Enhancing labour inspection efficiency and effectiveness in Ukraine
<table>
<thead>
<tr>
<th>Outcome 2</th>
<th>SLS IS's effectiveness is improved</th>
<th>% of concerned staff consider that the new SLS IS improved their effectiveness</th>
<th>Na</th>
<th>75%</th>
<th>Survey report</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>% of external users consider that the new SLS online transactional services improved their effectiveness</td>
<td>Na</td>
<td>75%</td>
<td>Survey report</td>
</tr>
<tr>
<td>Output 2.1</td>
<td>Report on functional design and IS specific requirements (for tender) produced and approved</td>
<td>Report concluded and approved before deadline</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Output 2.2</td>
<td>Tender winner selected</td>
<td>Service provider selected until deadline</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Output 2.3</td>
<td>New SLS IS developed</td>
<td>SLS IS developed until deadline</td>
<td>na</td>
<td>Until the end of project Q13</td>
<td>SLS or Project records</td>
</tr>
<tr>
<td>Output 2.4</td>
<td>Necessary hardware installed</td>
<td>Hardware implemented before deadline</td>
<td>na</td>
<td>Until the end of project Q13</td>
<td>SLS or Project records</td>
</tr>
<tr>
<td>Output 2.5</td>
<td>New SLS IS implemented</td>
<td>Implementation concluded before deadline</td>
<td>na</td>
<td>Until the end of project Q14</td>
<td>SLS or Project records</td>
</tr>
<tr>
<td>Output 2.6</td>
<td>Key and final users trained</td>
<td>% of users trained by project Q16</td>
<td>na</td>
<td>100%</td>
<td>SLS or Project records</td>
</tr>
<tr>
<td>Output 2.7</td>
<td>SLS processes and workflows are automatized</td>
<td>Date of SLS IS go-live</td>
<td>na</td>
<td>Until the end of project Q16</td>
<td>SLS or Project records</td>
</tr>
<tr>
<td>Outcome 3</td>
<td>Public authorities interchange data</td>
<td>Draft law allowing public authorities to interchange data adopted</td>
<td>Na</td>
<td>By the end of project Q12</td>
<td>Official Gazette</td>
</tr>
<tr>
<td>-----------</td>
<td>-----------------------------------</td>
<td>----------------------------------------------------------</td>
<td>----</td>
<td>------------------------</td>
<td>-----------------</td>
</tr>
<tr>
<td>Output 3.1</td>
<td>Report on the analysis of legal framework for data interchange produced and validated</td>
<td>Draft law allowing public authorities to interchange data adopted</td>
<td>na</td>
<td>By the end of project Q3</td>
<td>MSP, SLS or Project website</td>
</tr>
<tr>
<td>Output 3.2</td>
<td>Draft legal act foreseeing data interchange between public authorities produced</td>
<td>Draft law allowing public authorities to interchange data adopted</td>
<td>na</td>
<td>By the end of project Q5</td>
<td>MSP, SLS or Project records</td>
</tr>
<tr>
<td>Output 3.3</td>
<td>Draft legal act foreseeing data interchange between public authorities validated, advocated and submitted for adoption</td>
<td>Draft law allowing public authorities to interchange data adopted</td>
<td>na</td>
<td>By the end of project Q8</td>
<td>MSP, SLS or Project records</td>
</tr>
</tbody>
</table>