



International
Labour
Organization

VISION ZERO FUND

ILO Vision Zero Fund

CASE STUDY DOCUMENTATION

FINAL REPORT

NOVEMBER 2021



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Contents

Acronyms	4
Introduction	5
Methodology	8
Thematic case studies	10
1. Vision Zero Fund's work at the global level: Achievements and lessons learned for greater impact	13
2. Relevance and effectiveness of Vision Zero Fund's COVID-19 response initiatives	21
3. Capacity building of labour inspectors for improved quality of inspection and mitigation of OSH issues	27
4. Improving workers' access to employment injury insurance and social security schemes	32
5. Advancing gender equality: Vision Zero Fund's experience with women workers and cooperatives	38
6. Delivery of trainings through constituents and partners to reach scale	44
7. Implementing effective, low-cost solutions to improve OSH at the workplace level	50
Conclusions	54
Appendix	56
Appendix 1. Longlist of case studies	56
Appendix 2. Case study selection criteria	57
Appendix 3. Shortlisting of case studies	58
Appendix 4. List of Interviews	59

Acronyms

ARC	Agriculture Research Center (Lao PDR)
BMAS	Federal Ministry of Labour and Social Affairs, Germany
BMZ	German Federal Ministry for Economic Cooperation and Development
COVID-19	The Coronavirus Disease 2019
EC	European Commission
DG-INTPA	Directorate-General for International Partnerships
EII	Employment Injury Insurance
GEIP	Global Employment Injury Programme
GSC	Global Supply Chain
G7	Group of 7
G20	Group of 20
ILO	International Labour Organization
IOE	International Organisation of Employers
IWCA	International Women's Coffee Alliance
LABADMIN/OSH	Labour Administration, Labour Inspection and Occupational Safety and Health
Lao PDR	Lao People's Democratic Republic
LSSO	Lao Social Security Organization
OPA	Outcomes and Practices Assessment
OSH	Occupational Safety and Health
PARDEV	ILO Department of Partnerships and Field Support
PPE	Personal Protective Equipment
SDGs	Sustainable Development Goals
SSB	Social Security Board
ToT	Training of Trainers
UMFCCI	Union of Myanmar Federation of Chambers of Commerce and Industry
USAID	United States Agency for International Development
VZF	Vision Zero Fund
WIND	Work Improvement in Neighbourhood Development
WHO	World Health Organization

Introduction

Based on International Labour Organization (ILO) estimates, 2.78 million workers die every year from work-related injuries and diseases. An additional 160 million workers suffer from work-related diseases and 313 million workers from non-fatal injuries per year. There are 34 developing countries without an employment injury insurance system and approximately 60 per cent of the world's labour force lacks protection in the event of injury or illness as a result of work. The damage to companies and economies is significant. In economic terms, the ILO estimates that almost 4 per cent of the world's annual gross domestic product (GDP) is lost as a consequence of work-related injuries and diseases.¹

Vision Zero Fund (VZF or "the Fund") was established in 2016 in the context of these unacceptable social and economic losses resulting from accidents, injuries and diseases around the world. Vision Zero Fund, a Group of Seven (G7) initiative endorsed by the Group of 20 (G20), works towards the vision of **zero fatal and severe work-related injuries and diseases** by improving occupational safety and health (OSH) practices and conditions in sectors that link to global supply chains (GSCs). The Fund's mission is also to strengthen institutional frameworks such as labour inspectorates and employment injury insurance (EII) schemes in countries linked to such GSCs.

Vision Zero Fund is administered by the ILO, which implements its projects. The Fund's Secretariat is situated within the Labour Administration, Labour Inspection and Occupational Safety and Health (LABADMIN/OSH) branch of the ILO's

Governance Department and is part of the ILO's flagship programme Safety+Health for All. The Secretariat is responsible for project implementation and directly contributes to the Fund's outcomes and outputs that require global-level action.

In 2016, the Fund's Global Steering Committee adopted the strategy **Vision Zero Fund: Achieving a world without fatal or serious occupational accidents and diseases** (2017-2021), which provided a solid basis for its initial phase. Since then, the Fund has refined its strategic approach and intervention framework, established a sound governance structure and financial footing and developed a strong portfolio of country projects. To date, the Fund has mobilized more than US\$28 million from 10 different development partners to support its mission.

A revised strategy¹ entitled **Collective Action for Safe and Healthy Supply Chains** was adopted in 2019 for the period 2019-23. The strategy is aligned with the 2030 Agenda for Sustainable Development (in particular SDG 3 and SDG 8), and ILO initiatives, including the ILO's Programme of Action on Decent Work in Global Supply Chains. The Fund's Framework for Action covers the following three outcome areas:

- **Strategic outcome 1:** Global and national stakeholders confirm their commitment to OSH by taking action to enhance OSH in global supply chains
- **Strategic outcome 2:** Strengthened system of OSH services, legislation, policy, availability of data and compliance in targeted countries

¹ Vision Zero Fund, [Strategy 2019-2023: Collective Actions for Safe and Healthy Supply Chains](#).

- **Strategic outcome 3:** Female and male workers in targeted global supply chains and countries benefit from reduced exposure to OSH hazards and improved access to employment injury insurance

Vision Zero Fund brings together governments, employers’ and workers’ organizations, private companies and other stakeholders to jointly advance towards the vision of achieving zero severe and fatal work-related accidents, injuries

and diseases in global supply chains. The Fund works at global, country and workplace levels, seeking to strengthen the worldwide enabling environment for safe and healthy working conditions; improve national legal and policy frameworks; and implement more effective prevention, protection and compensation mechanisms for women and men working in targeted supply chains, in particular in the world’s least developed countries.

► Table 1. Vision Zero Fund outcomes and outputs (theory of change)

THEORY OF CHANGE



Zero severe and fatal work related accidents, injuries and diseases in global supply chains (GSCs)

IMPACT

Sphere of interest

Strengthened eco-system of OSH regulations, services, promotion and culture involving businesses in global supply chains, governments, trade unions and other national level actors as well as workplace initiatives by employers and workers

OUTCOMES

Sphere of influence

Global and national stakeholders confirm their commitment to OSH by taking action to enhance OSH in global supply chains

Strengthened system of OSH services, legislation, policy, availability of data and compliance in targeted countries

Female and male workers in targeted global supply chains and countries benefit from reduced exposure to OSH hazards and improved access to employment injury insurance

OUTPUTS

Sphere of control

Knowledge on and tools for OSH in global supply chains made available through briefs, research, forums and platforms

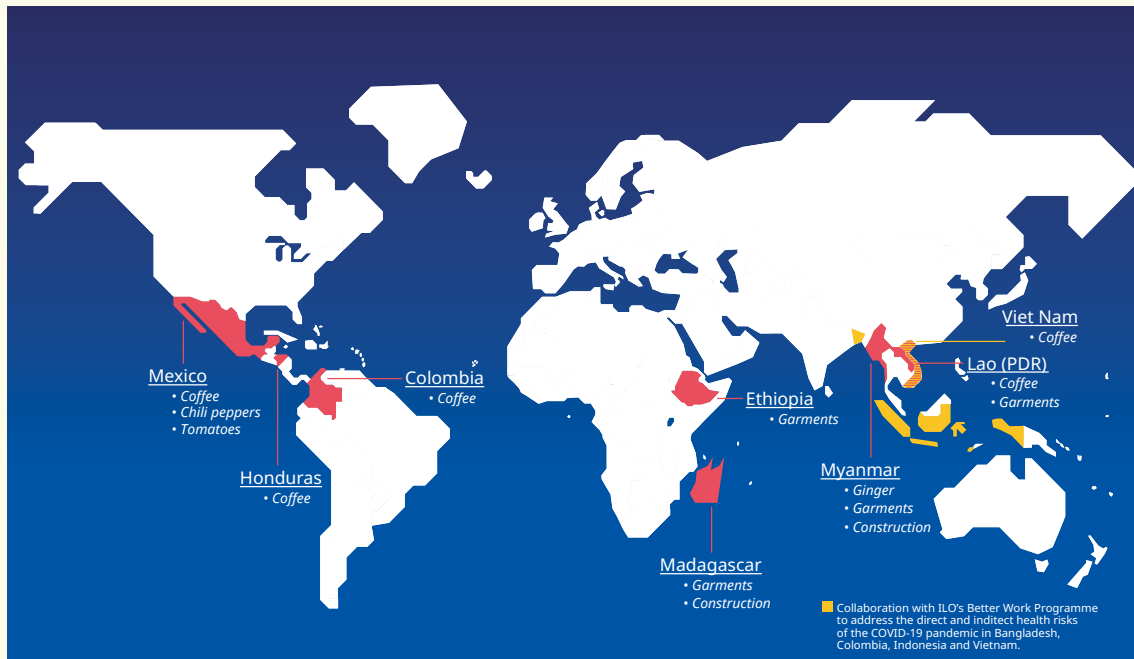
Improved capacity of practitioners and policy-makers to promote and enforce OSH and to contribute to OSH data collection and use

Improved capacity of employers’ and workers’ organisations as well as other key actors to strengthen OSH at the workplaces, using inclusive and gender responsive approaches

Tripartite social dialogue structures, processes and capacities strengthened in relation to OSH legal frameworks and action plans

Currently, Vision Zero Fund operates in eight countries² and in three sectors: garment, agriculture and construction, as depicted in the map below.

► Figure 1. Geographic coverage



The project, “Contribution to the Vision Zero Fund in order to prevent and reduce workplace-related deaths and serious injuries”, (GLO/17/53/EUR), supported by the European Commission Directorate-General for International Partnerships (DG INTPA) (earlier EC-DEVCO), has played a critical role in strengthening the Fund’s structure and operations over the last three and a half years, including a six-month extension granted in September 2020.

In May 2021, the Fund commissioned a study to support consolidation of its learnings and

achievements through a compendium of thematic case studies designed to inform its current and future work. The study is intended to serve as a learning activity with an evaluative lens around key thematic areas that fall within the Fund’s mandate, including the Collective Action strategy; institutional development; upscaling the mainstreaming of OSH; facilitating cross-learning; collaboration with experts (such as on gender) and internally within the ILO, for example, EII work in collaboration with the Global Employment Injury Programme (GEIP); and private sector engagement.

² Ethiopia, Madagascar, Colombia, Mexico, Honduras, Viet Nam, Lao PDR and Myanmar.

Methodology

The main purpose of this exercise was to develop a compendium of case studies around key thematic areas that highlight the key achievements, good practices and lessons emerging from Vision Zero Fund interventions from its establishment in 2016 to early 2021. The case studies are thematic in that several country examples are used to highlight key themes of the Fund's work at the country and global level.

A customized methodology was developed with the support of the Fund's Secretariat to select the case studies to be included in the compendium. An initial longlist of themes was identified (see Appendix 1. Longlist of case studies) based on project reports, past evaluations and internal and external consultations.

Step 1: Desk review

The first step included a thorough review of available documents, assessment reports and any other resources linked to the identified themes provided by Vision Zero Fund.

Step 2: Case study selection criteria development

From the initial desk review and discussions with the Fund's Secretariat, a criteria matrix was created to help frame the potential thematic case studies and narrow them down to a shortlist of six to eight case studies to include in the final compendium. The key deciding criteria included robustness, reach and impact, utility/

replicability, scalability, and sustainability (see Appendix 2. Case study selection criteria, for a complete list of selection criteria, including additional factors and informative criteria that were used to help select cases for the final compendium).

The selection criteria were used to develop a matrix in which each thematic case in the longlist was analysed. The matrix was filled in for each case study based on a review of available documentation and resources and initial calls with the secretariat and country teams. While the case study documentation process was largely qualitative in nature, a quantitative scoring system was used to help identify the most pertinent cases to include in the final report. The matrix was first filled in for each country and scores were assigned for each case based on the criteria that it met. Total scores for each case study across each country were tallied into a total cumulative score for each proposed thematic case. In terms of assigning points under each criteria, C3 to C7 (key deciding factors) were rated from 0 to 3 (0 = does not meet criteria or not relevant; 3 = meets criteria to the highest degree) and C8 to C12 (additional factors) were awarded 1 point if the case met any of these additional criteria. Therefore, the highest score that a thematic case could receive (at the country level, before being tallied in total) was 20. This scoring system was merely intended to view the potential case studies from a more objective standpoint to help in selecting the most suitable six to eight. The final decision regarding selection was made in collective agreement with the Secretariat, country teams, donors and other key members involved.

Step 3: Initial discussions with Vision Zero Fund’s Secretariat and country teams

The criteria selection matrix was shared with the Secretariat and country teams, after which meetings were conducted with each country team to explore the longlist of case studies relevant to each country context (see Appendix 4. Meeting record of stage one discussions). A total of ten meetings were held from 7 May (inception meeting) to 7 June. These initial meetings were beneficial to assess the information available to support each case and start mapping case study abstracts.

Step 4: Case study shortlisting

The case study documentation exercise was built around the identification, analysis and codification of thematic case studies. The case study selection process was a key component in this study as it involved a systematic review of all potential cases against an agreed upon list of criteria. While the selection process was mainly qualitative through initial desk review and discussions with country teams and the secretariat, a scoring system was

used to view how each case measured up across all contributing countries and at the global level. Appendix 2. Case study selection criteria describes the scoring methodology that was used to select the final cases that are presented in Appendix 3. Shortlisting of case studies. During the case study selection phase, it was decided that the ONE ILO Ethiopia case study would not be included in the final compendium as it does not represent a thematic area of VZF’s work. The SIRAYE: Advancing Decent Work and Inclusive Industrialization in Ethiopia Programme was also undergoing an independent evaluation at the time of the study.

Step 5: Development of case studies and report

The inception report developed outlined brief abstracts on the overall scope of each proposed case study, including contributing data/resources and gaps where follow-up information may be required. This step helped to further refine the cases and identify any data gaps.

A total of 14 follow-up interviews and meetings were held from 6 July to 10 August with a variety of key stakeholders and partners of the Fund to complete each of the selected case studies. For a full list of interviews, see [Appendix 4](#). Meeting log of stage two discussions.

Thematic case studies



The case studies combined demonstrate the Fund's achievements and lessons learned across its key strategic outcomes vis-à-vis its results framework, covering a range of actions, including global-level efforts and direct interventions by Vision Zero Fund projects at the workplace and institutional levels. The final compendium includes the following seven case studies:³

³ Over the course of developing the case studies, the titles and sequencing were modified and thus differ slightly from what was mentioned in the terms of reference.



**Vision Zero Fund's work at the global level:
Achievements and lessons learned with
recommendations for greater impact**



**Relevance and effectiveness of Vision Zero
Fund's COVID-19 response initiatives**



**Capacity building of labour inspectors for
improved quality of inspection and mitigation of
OSH issues: Outcomes and lessons learned**



**Improving workers' access to employment injury
insurance and social security schemes**



**Advancing gender equality:
Vision Zero Fund's experience with women
workers and cooperatives**



**Delivery of trainings through constituents and
partners to reach scale**



**Implementing effective, low-cost solutions
to improve OSH conditions at workplace level**



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1. Vision Zero Fund's work at the global level: Achievements and lessons learned for greater impact

This case study evaluates Vision Zero Fund's work at global level. It describes the Fund's overall approach, highlights selected achievements and good practices and identifies opportunities for further improvement. The overall aim of the case study is to trace the evolution of the Fund from its origins as a G7 initiative to one of the leading global initiatives in the area of safety and health in global supply chains. As such, it describes some of the steps that have been taken to translate a political mandate into an actionable global programme. Since the Fund started operations in June 2016, it has refined its strategic approach and intervention framework, established a sound governance structure and financial footing, developed a portfolio of country projects, successfully engaged multinational corporations at country and global levels, and Vision Zero Fund's work at the global level: reached some of the most vulnerable women and men working in the world's least developed countries. It is estimated that to date, 5.6 million people worldwide have benefited directly and indirectly from the Fund's work.⁴

Strategic approach and intervention framework

Vision Zero Fund's overall strategic approach to improving safety and health in global supply chains is guided by its five-year strategy, Collective Action for Safe and Healthy Supply Chains, which was adopted in 2019.⁵ The strategy recognizes that unsafe and unhealthy working conditions often result from a combination of complex and multifaceted underlying causes, such as governance gaps, a deficient legislative

framework, insufficient awareness, knowledge and resources, and unsustainable business practices. It is clear that one actor alone cannot address all these underlying conditions; all major stakeholders need to work together and assume responsibility (consistent with their respective mandates) to address systemic issues that lie at the root of poor OSH outcomes. That is why VZF pursues an approach that mobilizes all relevant stakeholders to act collectively to address the underlying root causes of workplace accidents, injuries and diseases. This approach is encapsulated in the phrase "collective action for

⁴ See [Vision Zero Fund, Year in Review](#), 2020.

⁵ The current strategy replaced VZF's initial strategy entitled Vision Zero: Achieving a world without fatal or serious occupational accidents and diseases, which provided a solid basis for VZF's inception phase (2016-19).

safe and healthy supply chains”, which is defined as follows:

“A multi-stakeholder approach that involves governments, workers and trade unions, employers and their organizations, multilateral organizations, civil society and development agencies, working together so that each meets its responsibilities consistent with organizational roles, to implement an agreed plan or set of actions to reduce severe or fatal work accidents, injuries or diseases in global supply chains.”

The approach consists of four components: (i) **ensuring commitment to and participation of a broad range of stakeholders**, including constituents and global buyers in VZF actions that promote collective action at global and country levels; (ii) creating and sharing a **transparent knowledge base on OSH** in close collaboration with constituents, global companies and other stakeholders that can inform collective action; (iii) **facilitating social dialogue for collective action** on OSH among constituents, global companies and other stakeholders, resulting in the development of action plans or other agreements to which constituents, global companies and other

relevant stakeholders express commitment; and (iv) **supporting the implementation of such action plans or agreements** through the development and expansion of the knowledge base on OSH in GSCs, the provision of technical support, the facilitation of social dialogue and the promotion of sectoral or local leadership, in particular at country level.

In addition to promoting collective action at global and country levels, the Fund also recognizes that in order for interventions at country level to be meaningful and sustainable, improvements must be made **in both the private sphere (sector and company levels) and in the public sphere**. To achieve sustainably safe and healthy conditions and practices at sector and company level, Vision Zero Fund interventions focus on low-cost, practical and context appropriate solutions.⁶ There is already some evidence of the Fund’s impact: reduced accidents in project pilot factories and agricultural workplaces; improvements in the handling and storage of hazardous chemicals; increased awareness and use of safety equipment; and the establishment of effective workplace OSH committees with worker participation. However, since the two levels are interrelated, improvements in the private sphere will neither be effective nor sustainable unless accompanied by improvements in the public sphere. That is why the Fund expends much effort on strengthening public legal and policy frameworks, improving the capacity of public institutions (such as the labour inspectorate⁷) and designing effective employment injury insurance schemes.⁸

While the Fund’s strategic approach and intervention framework have been refined over the years (for example, the current strategy replaced the Fund’s initial strategy in 2019⁹), this has nevertheless ensured a degree of standardization across country projects while at the same time enabling country teams to design intervention models that are evidence-led,

6 Ref case study: “Implementing effective, low-cost solutions to improve OSH conditions at the workplace level”.

7 Ref case study: “Capacity building of labour inspectors for improved quality of inspection and mitigation of OSH issues”.

8 The latter is usually the most desirable mechanism to protect the incomes of employees who suffer work-related injuries and diseases and to cover medical costs. Ref case study: Improving workers’ access to social security/employment injury insurance and social security schemes.

9 The current strategy replaced VZF’s initial strategy entitled Vision Zero: Achieving a world without fatal or serious occupational accidents and diseases, which provided a solid basis for VZF’s inception phase (2016-19).

context-specific and responsive to constituent needs. This has greatly facilitated some of the achievements and good practices discussed below.

Selected achievements

Evidence-led programming

The Fund's approach to designing interventions in project countries begins with a comprehensive assessment of **drivers and constraints for OSH improvement** in the targeted supply chain(s). This assessment provides a holistic understanding of a given supply chain, its institutional environment and its drivers and constraints for decent work (in particular OSH). It helps to identify strategic entry points for improvement and serves as a basis for project design and implementation. The assessment is conducted in a highly consultative manner and ensures commitment to the Fund's collective action approach from the start. It also promotes ownership and facilitates sustainability of interventions.

The assessment methodology has been refined over the years, most notably being adapted to new sectors, in particular construction, and revised to promote the integration of gender and facilitate the design of gender-responsive interventions.¹⁰ To date, the Fund has completed **eight assessments in seven countries across three sectors**. In order to identify the common drivers and constraints across sectors and countries, VZF recently completed **synthesis reviews** of all its assessments in the garment and agriculture value chains.¹¹ The reviews will help the Fund to further improve strategies to improve safety and health in the two value chains.

Knowledge management

Generating, sharing and managing knowledge in the form of tools, methodologies, training modules and research is a key component of

the global Secretariat's work. To date, the Fund has developed over 100 knowledge products on safety and health in global supply chains, **70 of which have been published**. The role of the global Secretariat in the development of knowledge products has varied, ranging from leading the development of research to supporting the conceptualization and technical review of country-level materials to providing financial support to pilot and/or globalizing the materials produced (among others).

In 2021, the global Secretariat further refined the Fund's approach to knowledge management by:

(i) starting a process of developing a series of global toolkits that consolidate all the tools developed by VZF based on theme or topic with the aim of making them more broadly available. For example, the Fund developed a [Toolkit](#) that compiles 20 tools for improving safety and health in the coffee supply chain. The next toolkit will focus on COVID-19; (ii) launching a new (external) website that includes a knowledge platform (called "insights") that allows for the effective dissemination of the Fund's knowledge products; and (iii) establishing an internal knowledge platform that will greatly facilitate knowledge-sharing across its country projects. The platform is in its final stage of development.

Developing a portfolio of country projects

Country projects provide VZF with the opportunity to improve safety and health in countries and supply chains in which the need is great and where it can make a difference.¹² They also enable the Fund to test innovative methodologies or conduct research that can be replicated across countries and supply chains. The design of country projects is led by the global Secretariat and follows the Fund's results framework. Emphasis is placed on establishing synergies and complementarities with other country projects and building upon achievements. **Since 2016, the Fund has**

¹⁰ Ref case study: "Advancing gender equality: Vision Zero Fund's experience with women workers and cooperatives".

¹¹ [Occupational safety and health improvement in agricultural global supply chains: Drivers and constraints. A synthesis review](#); [Occupational safety and health improvement in the garment industry: Drivers and constraints. A synthesis review](#).

¹² See [Vision Zero Fund Strategy 2019-2023](#), page 9, section 5 to learn more about the criteria for selecting countries and supply chains.

established projects in eight countries on three continents and in three supply chains.

Resource mobilization

At the global level, the Fund's Secretariat has played a critical role in mobilizing resources for global and country-level operations. **Since 2016, the Fund has mobilized more than US\$28 million from ten different development partners (donors).**

Private sector engagement

The Fund recognizes that engagement with the private sector is crucial to its efforts to improve safety and health in global supply chains. This includes engaging with global buyers or multinational enterprises to leverage their presence, influence, resources and mandate in support of the Fund's ultimate objective of eliminating work-related severe and fatal accidents and diseases in in global supply chains.

At country level, the Fund has engaged with local suppliers and representatives of global buyers, resulting in: increased capacity of local business owners to improve OSH conditions at their workplace; promotion of social dialogue between tripartite constituents and private sector actors on OSH in global supply chains within the framework of collective action; better access to private sector data, knowledge, expertise and/or experience in support of the project's objectives; and enhanced impact and reach of the Fund's various awareness-raising campaigns, to name a few.

At a global level, the Fund mobilized resources for its work through a public-private partnership with Siemens, and is engaged in conversations with numerous other global buyers to expand the list of private sector donors. In addition, the Fund is placing increasing emphasis on engagement with industry associations or multi-stakeholder initiatives with broad private sector membership. Since the Fund is active in more than one sector and is intent on influencing

global conversations on safety and health, engagement with global platforms allows it to achieve economies of scale and maximize its impact.¹³ In addition, multinational enterprises actively participate in Vision Zero Fund global events, the most recent being the Vision Zero Fund High-Level Forum.¹⁴

Finally, in 2020, the Fund developed a Private Sector Engagement Strategy to standardize its approach to private sector engagement at all levels. In addition to the provision of earmarked and non-earmarked funding to the Fund, the strategy foresees numerous other forms of (non-financial) engagement, building on the good practice and experience gathered thus far. The strategy also provides a framework for the development of country-specific private sector engagement strategies that will enable country projects to engage with local representatives of global buyers from project inception.

Global governance: Ensuring constituents' engagement and social dialogue

Vision Zero Fund's global governance structure consists of a Steering Committee and an Advisory Committee. The Steering Committee is the Fund's decision-making body and decides on the allocation of funds and the selection of countries and sectors, and reviews the progress of country projects, among other functions. The Advisory Committee provides advice on the Fund's strategic direction, and includes representatives from the International Trade Union Confederation (ITUC) and the International Organisation of Employers (IOE). At country level, national tripartite advisory ensures continuing engagement, dialogue and ownership by national stakeholders, including on the specific interventions to be implemented.

While not officially part of the Fund's governance structure, the Fund organizes a high-level forum on a regular basis with the objective of raising its political profile and visibility. The inaugural

¹³ For example, VZF is working closely with the United Nations Global Compact, the world's largest corporate sustainability initiative with over 12,000 companies based in over 160 countries. Collaboration includes the production of joint publications and participation in joint events, both at global and regional levels. For an example of a joint publication, please see: United Nations Global Compact and ILO, [Nine Business Practices for Improving Safety and Health through Supply Chains and Building a Culture of Prevention and Protection](#), 2021.

¹⁴ See [Vision Zero Fund High-Level Forum](#) for more information.

[High-Level Forum](#) took place in February 2021 and brought together more than 18,000 representatives of governments, employers, workers' organizations and other stakeholders to engage in discussions on effective and innovative approaches to improving safety and health in global supply chains.

Advocacy, visibility and communication

Ensuring greater visibility of the Fund's work is a priority. To this end, Vision Zero Fund staff at global and country levels continue to organize and/or participate in national, regional and global events, including the G20 Labour and Employment working group meeting, meetings organized by the Association of Southeast Asian Nations, the World Congress on Safety and Health at Work and the Vision Zero Summit, to name just a select few. Since 2016, the Fund has participated in **27 high level events** that have ensured that the topic of safety and health in global supply chains remains on the global agenda and to highlight the Fund's comparative advantage in addressing the unique challenges faced by workplaces linked to global supply chains and located in countries with limited resources, weak legal and policy frameworks and inadequate enforcement and support functions.

Collaboration with other ILO programmes

The Fund is administered by the ILO, which holds a number of distinct advantages. First, it ensures that the Fund's approach is embedded in international labour standards, and second, it allows the Fund to use the ILO's convening power to bring stakeholders together to implement its collective action approach. Importantly, it also allows the Fund to draw upon the knowledge and expertise of the ILO, notably on OSH, labour inspection, and employment injury insurance, and to benefit from its experience in promoting decent work in a variety of sectors, including those in which the Fund is active. To maximize these benefits and ensure greater impact of its work, the Fund has actively promoted collaboration with ILO programmes such as Better Work and Sustaining Competitive and Responsible Enterprises, and with other units and departments such as Enterprise and

Social Protection. Vision Zero Fund also played an active part in the establishment of the SIRAYE: Advancing Decent Work and Inclusive Industrialization Programme in Ethiopia. The programme advances decent work and inclusive industrialization in Ethiopia's garment sector. To date, the Fund has collaborated with **nine programmes, units and departments** in the ILO on various themes relevant to its work.

Good practices and lessons learned

The following good practices highlight the contribution and value of the Fund at the global level and include some lessons learned that will allow the Fund to further deepen and expand its work in the future.

- **The global Secretariat serves as an anchor within Vision Zero Fund and plays a vital role in supporting, coordinating and executing VZF's global mandate and providing the necessary technical and programme support to teams and projects at the country level.** Without the global Secretariat, it would be challenging for the Fund and its partners, including its donors, to attain global visibility and recognition and to secure a conduit between country experiences and global advocacy for improving safety and health in global supply chains. While donors or development partners often have an interest in funding activities at country level, the value of a well-resourced and effective global Secretariat is often overlooked and/or underestimated. The global Secretariat ensures that the Fund is not merely a series of distinct country projects but a truly global programme in which projects are interlinked and mutually reinforcing under a common global framework.

“Without the Secretariat, VZF wouldn't be able to function the way it does. The strategic work in countries requires someone to roll

out the strategy and watch over it. The Secretariat is indispensable.”

BMAS (Federal Ministry of Labour and Social Affairs, Germany)

- **The sharing of knowledge and expertise at national, regional and international levels through appropriate platforms and venues has a multiplier effect and enhances the potential for replication in other countries.** Through its pool of knowledge products and information-sharing across project countries, the Fund ensures that projects benefit from shared experiences and that global discussions are informed by data and evidence gathered at country level.
- **Adopting an adaptive and flexible approach that promotes continuous learning and improvement has been key to ensure the relevance and impact of the Fund’s work.** The Fund was established with a unique political mandate. The Fund translated this mandate into an actionable global programme that is sufficiently flexible to provide for overall coherence but nevertheless leaves room for country-specific adaptations based on national realities and stakeholder needs. This has, for example, allowed the Fund to respond rapidly and effectively to the COVID-19 pandemic.¹⁵
- **The Fund’s comprehensive framework that allows for interventions at the global, national and workplace levels has resulted in impact beyond the Fund’s focus of supply chains.** The Fund has used evidence and data generated at the country level to foster broader global discussions on safety and health in global supply chains that focus on the responsibilities of different stakeholders to address endemic safety and health challenges. At the country level, the Fund uses supply chains as an entry point to promote change at the institutional and

policy levels that have a spill-over effect on the economy as a whole.¹⁶

- **Engaging with multinational enterprises when working across multiple diverse sectors is challenging and requires a tailor-made approach.** The Fund recognizes that multinational enterprises have a unique role to play to help address safety and health deficits in global supply chains. In order to leverage the knowledge, power and influence of global companies, the Fund engages with multinational enterprises at both global and country levels and in a number of ways, including both direct and indirect engagement through multi-stakeholder platforms. The nature of engagement is equally diverse, ranging from financial partnerships to various forms of in-kind exchanges. This comprehensive and flexible approach allows the Fund to achieve economies of scale and have impact beyond the sectors and countries in which it is active.
- **The Fund’s approach facilitates sustainability of results at country and global levels.** The sustainability of results has been a key consideration since the Fund’s establishment. All VZF actions, whether at global or country level, are based on a process of consultations with constituents and other important stakeholders. The goal of the consultations is to raise awareness of, and facilitate commitment to participate in, a process of collective action to address OSH challenges in the supply chain(s) of focus. The results of the consultations shape the project strategy and identify intervention areas and activities, which ensures local ownership. Additionally, by combining workplace, industry, institutional and policy interventions, VZF country-level activities ensure institutional learning and strengthened capacity, both of which are key requirements for sustainability and replication. The aim is to ensure that the benefits become embedded in the respective institutions and outlive the

¹⁵ Ref case study: “Relevance and effectiveness of Vision Zero Fund’s COVID-19 response initiatives”.

¹⁶ [Vision Zero Fund Myanmar: Outcome and Practices Assessment 2017-2020.](#)

particular VZF intervention, which necessarily is of limited duration. Similarly, global-level activities ensure coherence and consistency between country level interventions. Data and evidence gathered at country level ensure a better understanding of the

approaches that work best for preventing and reducing workplace-related injuries and diseases, and feeds into research studies and tools that are widely disseminated to promote adoption and use within the ILO and other organizations.





2. Relevance and effectiveness of Vision Zero Fund's COVID-19 response initiatives

The following case study assesses the relevance and impact of Vision Zero Fund's response to the health crisis triggered by the outbreak of COVID-19 at global, country and workplace levels. It presents the challenges, the response and the lessons learned from this unprecedented crisis.

The challenge

The COVID-19 pandemic has had a profound impact on the world of work across the globe. The crisis is felt across all levels, from government to workers, and across global supply chains, including the loss of lives and jobs and closure of businesses. Existing challenges in less developed countries are further exacerbated by the economic and social impacts of the ongoing pandemic. Strict shutdown and confinement measures have had critical impacts on labour markets through net loss of employment and reduction of hours worked, a deterioration in the quality of jobs, reduction in income for workers and households and psychological hazards faced by workers. Additionally, occupations are commonly linked to socio-economic status, which can further affect an individual's risk of contracting COVID-19. It is no surprise then that the most economically vulnerable workers have been most affected globally, including in VZF-supported countries.

The situation has directly affected the Fund's ongoing work and supply chains, with factories shutting down for extended and uncertain periods. Work in the agriculture sector was equally affected with lockdown measures and travel restrictions having an impact on supply chains as well as project activities. With travel restrictions in place, project staff faced challenges in establishing virtual connections with country stakeholders and in implementing

planned activities. On the other hand, new and urgent demands emerged, requiring additional technical and financial resources.

Vision Zero Fund's approach and achievements

Based on its expertise in the area of safety and health and its relationship of trust with constituents, the Fund was able to respond and adapt rapidly to the COVID-19 pandemic. At global level, it redoubled its resource mobilization efforts to strengthen OSH protection measures to ensure that employers, workers, and their families in the garment and agriculture value chains in VZF target countries are protected from the direct and indirect health risks of COVID-19. With the support of its donors, the Fund was able to reallocate existing global-level funding to support COVID-19-related activities in its project countries working in the agriculture supply chain, notably in **Myanmar** and Latin America (**Colombia, Honduras and Mexico**).

In addition, the Fund secured fresh financial support for short-term COVID-19-related activities in the garment supply chain. The Fund is directly implementing activities through its country teams in **Ethiopia, Lao People's Democratic Republic (Lao PDR) and Madagascar**. In order to expand its impact, Vision Zero Fund collaborated with the ILO's Better Work Programme to implement activities

in **Bangladesh, Cambodia, Indonesia and Viet Nam** through Better Work's existing country projects.

Vision Zero Fund's ability to respond to the COVID-19 pandemic demonstrates its flexibility and resiliency. Measures such as the reallocation of resources, identification of additional funding, development of training material, and training to ensure worker safety and strengthen knowledge around OSH, are relevant and timely responses.

VZF Mid-term independent cluster evaluation, October 2020

For the development of the Fund's country-level interventions, the Secretariat developed a rapid needs assessment tool¹⁷ that was implemented in project countries to facilitate the development of context-specific response plans to address the safety and health dimensions of the COVID-19 pandemic. It has also developed or co-developed a number of global technical tools that have been widely disseminated and implemented.¹⁸

At **country level**, VZF teams implement a variety of tailor-made actions to mitigate the consequences of COVID-19 and limit disruptions to global supply chains.¹⁹ At the front of supply chains, they support awareness-raising activities on COVID-19 prevention, using innovative means to reach scale as well as to reach vulnerable

groups such as farmers and producers in remote locations and migrant workers. Some examples include the use of social media, radio soap operas, video spots on television, use of specific apps to reach workers and online seminars for industries. To strengthen prevention measures in workplaces, the Fund has supported the development of strategies for workplace risk assessment and mitigation, ensured sanitation and hygiene standards through personal protective equipment (PPE) kits and sanitization materials for factory-level infirmity workers and vulnerable workers, and provided support to workplaces with adherence to national guidelines. To ensure the sustainability of these interventions, the Fund is building the capacity of workers' representatives, tripartite forums and task forces set up by local governments. The Fund's COVID-19 response was delivered in a gender responsive manner, including its awareness-raising, capacity building and measures to build safer workplaces.

At an **institutional level**, the country teams, in collaboration with the government and technical agencies like the World Health Organization, are building capacity and providing support to service providers such as labour inspectors and occupational health service providers. This includes trainings and refreshers with updates as the pandemic unfolds; specific trainings on risk assessment and emergency preparedness; provision of PPE kits and other protection measures to effectively deliver services; and support in developing checklists and protocols for risk assessment. The secretariat facilitates coordination between its country teams and ILO technical specialists to ensure well-designed and appropriate training and guidance materials.

In Latin America, under its South-South cooperation initiatives, the project also provided support to several other countries in the region on addressing the impact of COVID-19 through the sharing of data, tools, methodologies and training material.

17 [Rapid Needs Assessment and Response Plans: Preparation Guidelines for Country Level Interventions](#)

18 See, for example, the guide developed for small and medium-sized enterprises: [Prevention and Mitigation of COVID-19 at Work For Small and Medium-sized Enterprises: Action Checklist](#). The guide has been translated into more than seven languages, including Spanish, French, Mandarin and Bahasa Indonesia.

19 See, for example, the [guide developed for the agriculture sector in VZF project countries in Latin America](#). The guide has also been adopted by other countries in the region, most notably Nicaragua and Cuba.

Over the course of implementing the COVID-19 response initiatives, VZF projects have faced several challenges. These include an unpredictable and dynamic implementation environment caused by the new waves of the pandemic; continued partial or complete restrictions on movements that affected on-the-ground delivery of services; and supply shortages, such as those for PPE kits and sanitization materials in some countries. In addition, work on institutional and policy levels was challenging as governments and other constituents focused on immediate response measures.

Good practices and lessons learned

- The Fund capitalized on the opportunity to position OSH as a priority issue on national agendas.** It effectively mobilized its time and resources to develop guidelines, protocols and methodologies to address the pandemic's impact while continuing to reinforce its overall prevention message. In line with the core message of the ILO's World Day for Safety and Health 2021 ("invest now in resilient occupational safety and health systems"), the Fund has emphasized that strong OSH systems are instrumental for countries and global supply chains to be able to anticipate, prepare and respond to crises. This message has been well-received and country teams have expressed the need to further strengthen the risk assessment and emergency preparedness aspects in OSH policies. The Fund has received requests for support from countries beyond those in which it has been implementing COVID-19 relief measures, which attests to the impact of its work to date.
- The Fund was effective in addressing COVID-19 due to its agility in working with donors, a systematic assessment of the needs of constituents at the country level and its capacity to rapidly develop technical tools.** The Fund's sound and active governance structure and its ability to convene internal and external stakeholders enabled it to mobilize funds to better support its country level programmes as well as other ILO departments. The Secretariat was also able to develop practical and effective tools in a timely manner, which enabled it to develop strong country-level response plans. The ILO's [Rapid Needs Assessment and Response Plans: Preparation Guidelines for Country Level Interventions](#) was identified as a good practice by the [Mid-Term Evaluation and Evaluability Assessment](#) (2021) of the COVID-19 response project.
- Fund's work at institutional level provided a strong foundation to embed and upscale pandemic response initiatives. Its presence at enterprise and workplace level served as a channel to reach workers and employers:** Through its well-established partnerships and trust on the ground, the Fund was able to provide a timely and relevant response to the pandemic. Past work with institutions such as ministries of labour, labour inspectorates, training institutions and workers' and employers' organizations was instrumental in understanding the precise requirements; designing and disseminating utility-based knowledge and awareness materials; and delivering large-scale trainings through existing partners. The Fund's presence at the workplace-level allowed it to directly reach employers and workers and support safety measures that were fundamental to business continuity.
- The Fund's collective action approach has greatly facilitated its COVID-19 response at the country level.** The collective action approach was instrumental in mobilizing all key tripartite actors, including constituents and the private sector, to respond in a coordinated and effective way. A recent evaluation noted that the Fund's COVID-19 response measures have demonstrated strong tripartite engagement and social dialogue leading to high levels of ownership. Country teams have worked very closely with a range of partners, including tripartite constituents, relevant national institutions,

employers and workers to design and implement response activities.²⁰

- **The flexible approach adopted by donors was instrumental in allowing the Fund to remain relevant, responsive and effective.** Recognizing that the pandemic's repercussions could delay the finalization of some outputs and progress on outcomes, donors endorsed revised work plans for country teams and, where needed, granted project extensions. This allowed country teams to be responsive to constituent demands. Overall, it further enhanced the Fund's credibility among constituents, stakeholders and partners.
 - **The Fund's COVID-19 response has achieved greater impact than expected through its significant spill-over to other locations and sectors.** For example, in Ethiopia, the wide dissemination of the Fund's promotional materials through public media and community campaigns has ensured its integration and replication in regions not covered by the project. Additionally, the COVID-19 workplace inspection exercise has enabled the labour inspection bureaus to identify and respond to other labour issues experienced by garment and textile factories. Building the capacity of service providers such as labour inspectors and occupational health service providers, as evident in Madagascar, also
- benefits sectors beyond those targeted by the Fund.
- **Vision Zero Fund-supported COVID-19 response initiatives strengthened South-South cooperation in Latin America.**²¹ The project developed virtual training courses, awareness-generation materials and protocols for the agriculture and coffee sectors that benefited stakeholders in other countries (including Peru, Nicaragua, El Salvador, Ecuador and Plurinational State of Bolivia). This regional approach to knowledge dissemination and knowledge-sharing could be replicated in other regions to ensure a more coherent and cost-efficient response, especially in times of crisis.
 - **Current efforts towards knowledge capturing, learning and sharing will be highly valuable to the Fund's programmes and partners (both in the ILO and beyond) as the pandemic evolves and requires innovative responses and long-term strategies.** The Fund has so far managed a sound balance between its on-the-ground response measures and the development and dissemination of knowledge products that are relevant for practitioners and policymakers. This practice should be further consolidated focusing on documentation and sharing of good practices and lessons pertaining to crisis response initiatives in the context of OSH.

²⁰ [Protecting Garment Sector Workers: OSH and Income Support in Response to COVID-19 Pandemic: Mid-Term Evaluation and Evaluability Assessment.](#)

²¹ In Latin America, VZF operates in three countries: Mexico, Honduras and Colombia.





3. Capacity building of labour inspectors for improved quality of inspection and mitigation of OSH issues

Strengthening the labour inspectorate is one of the key elements necessary to build a foundation for improved OSH across GSCs and within countries. This case study highlights some effective practices and lessons that emerged from Vision Zero Fund's interventions in Madagascar and Ethiopia, where efforts to improve the capacity of labour inspectors resulted in improvements in the quality of inspection and mitigation of OSH issues.

The challenge

In countries in which Vision Zero Fund operates, labour inspectorates face multiple challenges. These include limited financial and human resources, high turnover, outdated and inefficient inspection methods and lack of authority to enforce compliance, among others. These challenges are compounded by the fact that OSH is often not a priority issue for labour inspectors and specific competencies to integrate, inspect and report OSH-related non-compliances are limited. The challenges are even greater in the agriculture sector. Not only do many labour inspectorates not cover the sector, but even where they have the authority, workplaces are remote, difficult to reach and largely informal, which makes inspection visits difficult. Many of these challenges were present in Madagascar and Ethiopia, the two Vision Zero Fund project countries that are the subject of this case study.

For example, in Madagascar, when the VZF project began, OSH was not one of the labour inspectorate's strategic priorities. As a result, the labour inspectorate's institutional capacity on OSH was low. In Ethiopia, it was apparent that the labour inspectorate could benefit

from a more strategic approach to inspections. In order to be able to adopt a strategic approach and use existing resources more efficiently, there was also a need to improve the inspectorate's internal information and knowledge management system to standardize the collection and analysis of data. The final gap identified was the absence of a continuous education mechanism for labour inspectors.

Vision Zero Fund approach and achievements

Madagascar

In **Madagascar**, Vision Zero Fund approached its work with the labour inspectorate in a comprehensive and systematic manner. It started with an evaluation of the role of the labour inspectorate in promoting OSH, and ensuring that its work was aligned with the Multisectoral Emergency Plan (2020-2021), which identified OSH as a government priority. The Fund assisted the inspectorate to develop a strategic compliance plan to facilitate improved OSH inspections, and provided support to the government to develop a five-year plan that promoted collaboration between the labour

inspectorate, social security agencies and occupational physicians. The coordination has already resulted in a number of concrete outcomes, including the training of occupational doctors on OSH issues in workplaces and the establishment and training of a dedicated “OSH Task Force” comprised of 12 Malagasy labour inspectors. The task force members now lead efforts to scale up OSH knowledge and skills across the country.

The support that the Fund provided has already paid dividends, with 1,634 inspection visits made to companies and the training of nearly 60,000 workers (approximately 60 per cent female) on OSH to date. Enhanced coordination among key OSH actors has resulted in the extension of OSH services to some of the most vulnerable workers in the informal sector, including seasonal workers. Such coordination enabled, for example, a significant number of seasonal lychee workers (2,435, of whom 1,360 are female) to gain access to occupational health services.²²

Employers and workers play an important role in ensuring safe and healthy conditions in workplaces. The project therefore supported the labour inspectorate to provide training to employers and workers on OSH risks as well as the economic benefits of investing in OSH (the so-called business case). The training also provided an opportunity to raise awareness of the important role that labour inspectors play in ensuring safe and healthy workplaces, which in turn engendered trust between employers, workers and the labour inspectorate. The Malagasy labour inspectorate is now considered a trusted ally in the effort to ensure safe and healthy workplaces and is increasingly requested by companies to support and provide advice on how to improve OSH performance. The project has also supported worker organizations to deliver OSH training to their members throughout the country, and workers themselves have started establishing task forces on OSH. All these initiatives have laid a solid foundation for the delivery of COVID-19 response measures through labour inspectors,

occupational physicians and workers and employers’ organizations.

The project has also facilitated collaboration between the Malagasy labour inspectorate and the French Directorate for Enterprises, Competition, Consumer Affairs, Labour and Employment in La Réunion. This collaboration has promoted exchange of good practices and facilitated hands-on learning. Members of the Malagasy labour inspectorate indicated that the exchange with the French labour inspectors was highly beneficial:

“These visits were important because we were really able to see what it looked like to be a labour inspector and to identify which are the missions of a labour inspector, how services should be organized, how to organize a field visit, which tools to use and what are the issues when conducting such visits... we are implementing what we saw in Réunion.”

Ms. Hanitra Fitiavana Razakaboana, Regional Director of Labor, Employment, Public Service and Social Laws, Analamanga, Madagascar

Malagasy labour inspectors were able to learn more about the enforcement tools available to French labour inspectors (such as the administrative sanctions that had recently been introduced in France) and to what extent they could be adopted in Madagascar. Changes to the Malagasy labour code are currently under discussion.

²² Phase 1 of VZF’s project in Madagascar was operational from April 2017 to January 2020, covering the textile and lychee (agriculture) sectors.

Ethiopia

As indicated above, in Ethiopia, Vision Zero Fund identified three areas in which the labour inspectorate could benefit from its support, namely strategic compliance planning, knowledge and information management, and continuous education and training.

In order to enable inspectorates to use limited resources in the most efficient manner and target priority sectors, employers and compliance issues more effectively, the ILO developed a Strategic Compliance Planning model.²³ The model consists of six steps that will allow the inspectorate to attain the goal of sustained compliance (see graphic below for more details).

► ILO Approach to strategic Compliance Planning for Labour Inspectorates



23 See: ILO, "Approach to Strategic Compliance Planning for Labour Inspectorates", Brief 2, December 2017.

In Ethiopia, Vision Zero Fund implemented the above-mentioned model with great success. This model enabled the inspectorate to identify four priority sectors, namely agriculture, construction, garment and textile, and services, and to develop strategic compliance plans for each sector. In order to facilitate the plan's development and implementation, a strategic compliance task team composed of two representatives from five regional Bureaus of Labour and Social Affairs was established.

Approximately 200 enterprises across the four sectors were identified for enhanced inspections, which included initial and follow-up inspections, issuance of compliance orders and enforcement of such orders through the labour courts. In addition to the identification of priority sectors and enterprises, the strategic compliance plans also highlighted OSH and sexual harassment as priority issues. In the garment and textile sector, in particular, the strategic compliance plan facilitated the following innovative practices (among others):

- creation of a task force that included representatives from the regional Bureaus of Labour and Social Affairs, Environmental Protection Authority and the fire brigade to conduct joint inspections with a particular focus on OSH hazards;
- development of a training module that was integrated into the curricula of technical and vocational education and training centres to train workers in the garment sector on OSH hazards/prevention and labour rights; and
- creation of easy-to-understand educational materials for workers and employers on OSH hazards and other aspects of decent work, including wages, hours, social protection and freedom of association.

In order to facilitate strategic compliance planning and execution, the Fund assisted the Ministry of Labour and Social Affairs and the regional Bureaus of Labour and Social Affairs to develop a labour inspection information and knowledge management system, supporting the following key steps:

- completion of a Labour Inspection Action Management System Assessment;

- mapping of the labour inspection procedural workflow of the five pilot regions;
- development of a unified labour inspection procedural workflow for the Ministry and the regional bureaus; and
- finalization of a wire frame mock-up of the information and knowledge management system.

The new improved system will make enforcement more efficient, effective and transparent as it eases internal and external reporting, standardizes the collection and analysis of statistics and facilitates evidence-based planning and continuous identification of priority compliance issues and targets.

Finally, the Fund supported the development of a continuous education mechanism for labour inspectors. Working with the ILO's International Training Center in Turin (ITC-ILO), the Fund facilitated the adaptation of the existing labour inspection training module to the Ethiopian context and converted the online virtual classroom to an offline virtual classroom to ensure ease of access and allow the Ministry of Labour and Social Affairs and the regional Bureaus of Labour and Social Affairs to deliver the training directly to labour inspectors. VZF and ITC-ILO trained 28 master trainers (all labour inspectors) to enable them to roll out the training on a continuous basis to labour inspectors at the national and regional levels.

Good practices and lessons learned

- **Empowering labour inspectors through knowledge, skills, tools and creating an enabling environment increases their capacity to intervene for OSH improvements in enterprises.** One of the key facilitating factors in both Madagascar and Ethiopia was the commitment of Ministries of Labour and senior officials in the labour inspectorates to improve capacity in OSH within their ranks. The commitment at the apex of the hierarchy ensured buy-in from the rank and file and ultimately ensured that labour inspections on safety and health conditions in workplaces were

more effective and conducive to sustainable improvement. In addition, in Ethiopia, the development of a continuous training mechanism for labour inspectors will ensure that labour inspectors' knowledge and skills are regularly updated and that the core knowledge base of the inspectorate is maintained even in the face of high staff turnover.

- **The establishment and empowerment of “master trainers” in Madagascar and Ethiopia have facilitated multiplication of OSH trainings nationwide.** The scale-up of trainings required a core team that could drive the process by formulating a clear agenda and roll-out plan for labour inspectors to effectively disseminate OSH knowledge and skills among the remaining labour inspectorates. The establishment of the task force in Madagascar and the training of a core set of labour inspectors in Ethiopia and their empowerment with the mandate to roll out trainings on labour inspection and OSH ensures ownership and the sustainability of VZF's interventions long after the projects have ended.
- **Promoting the ILO's strategic compliance planning methodology enables inspectorates to use limited resources in a more effective and efficient manner and facilitates sustained compliance.** With the support of VZF, the Malagasy labour inspectorate is implementing a five-year inter-institutional strategic plan to facilitate coordinated and/or joint interventions by institutional actors in the OSH system (focusing on monitoring OSH compliance of all textile companies, the creation of OSH committees and addressing COVID-19). A key element of success in Madagascar was the development of strategic plans to identify key locations for labour inspections. Likewise, in Ethiopia, the labour inspectorate is implementing a strategic compliance plan that targets four key sectors and a number of key enterprises. This more targeted and tailored approach has enabled the Ministry and regional bureaus to engage a broad range of stakeholders both inside and outside of government, and to broaden the tools used to ensure compliance beyond traditional enforcement to include use of deterrents, incentives and general guidance to employers and workers.
- **Integration of training programmes on OSH and labour inspection in national training institutions results in greater and more sustained impact.** In Madagascar, Vision Zero Fund collaborated with the National School of Administration of Madagascar to mainstream OSH in existing training programmes and curricula. Similarly, in Ethiopia, the Fund integrated training programmes on OSH and labour rights into the curricula of national technical and vocational education and training centres, which, in turn, were able to train workers in the garment sector directly.
- **Sector-specific trainings, anchored in practical work through on-site visits has greatly facilitated the capacity building of inspectors.** While foundational capacity strengthening of labour inspectors is essential, sector- or subsector-specific trainings enable inspectors to identify industry-specific OSH challenges. In addition, complementing trainings with practical tools like inspection checklists is highly effective in supporting the work of labour inspectors and ensures a systematic approach to inspection and use of inspection data.



4. Improving workers' access to employment injury insurance and social security schemes

This case study describes the work and achievements of Vision Zero Fund projects aimed at improving workers' access to social security, in particular to EII. It examines the cases of Myanmar and Lao PDR, where the Fund's work has helped to expand awareness and access to EII and social security provisions for workers and their families.

The challenge

Vision Zero Fund was established as a direct response to the collapse of the Rana Plaza factory in Dhaka, Bangladesh, in April 2013, which resulted in the death of more than 1,100 workers and injury of over 2,500 others. In order to ensure that workers and their families received adequate compensation, the Rana Plaza compensation scheme was created on an ad hoc basis with contributions from multinational companies and individuals to provide financial and medical support to victims of the tragedy as well as their families and dependents.

This tragedy shed light on the fundamental importance of establishing or strengthening proper national employment injury benefit schemes that provide adequate compensation (benefits in cash and in kind) in cases of work-related accidents and diseases.²⁴

Employment injury benefit schemes constitute the oldest branch of social security in many countries.²⁵ Through these schemes, workers who have lost their working capacity, totally or partially, due to a work-related injury as well as

their dependent family members left without financial support in the case of a work-related death, gain access to periodic payments and medical and allied care²⁶ as required. When the injury leads to the worker's death, these schemes provide periodic payments and a funeral or death grant to their dependent family members. However, approximately 60 per cent of the world's labour force lacks protection in the event of a work-related injury or illness.

Governments and enterprises have their respective roles to play to address this challenge. In particular, employers have a responsibility not only to prevent workplace accidents, but also to ensure fair, equitable and effective compensation for workers (and, in the event of death, for their survivors).

In principle, workers' compensation or employment injury insurance schemes should be funded entirely from employer contributions, which means that the economic burden is borne by the employer. Yet in practice, this principle is undermined by the poor coverage of workers' compensation schemes and inadequate benefits.

²⁴ [World Social Protection Report: Universal Social Protection to Achieve the Sustainable Development Goals 2017-19](#), ILO, 2017, p.63.

²⁵ There is a diversity of nomenclature used at the national level to refer to such schemes, for example, employment injury insurance institution; work injury insurance institution or workers' compensation schemes.

²⁶ Allied healthcare is distinct from medicine or nursing but provides a range of diagnostic, technical, therapeutic and support services in connection with healthcare.

Vision Zero Fund approach and achievements

The establishment and enhancement of national work-related injury insurance schemes in producer countries to diminish the need for reactive compensation schemes in the event of a serious workplace tragedy is a key area of Vision Zero Fund's work. Activities range from the provision of technical support to social security institutions to the design and implementation of capacity building initiatives and awareness-raising campaigns.

Progress in these regards has been achieved across several VZF-supported countries, including Myanmar, Lao PDR and Ethiopia.²⁷ For the purposes of this case study, the focus will be on VZF's work in Myanmar and Lao PDR.

Myanmar²⁸

In 2017, Vision Zero Fund started working with Myanmar's Social Security Board (SSB)'s to improve its role as an organization that provides value-for-money services to its members and effectively insures them against risks, in particular occupational injuries and diseases. At the time, the EII system was characterized by severe under-reporting of accidents, a dearth of claims for disability and survivor benefits, and poor service quality (including long processing times), among others.²⁹

With the support of VZF, the SSB embarked on a comprehensive legal, administrative and information technology reform process to improve the efficiency of its claims procedures and to make the overall system more client-centric, including enhancing communication with employers and workers to increase awareness of SSB entitlements and processes.

The Fund undertook a Business Process Review in 2018 to analyse the SSB's existing business processes and to make recommendations towards simplifying them to ensure a more client-centric and efficient service delivery, which included the modernization of the information system and the streamlining of claims procedures. The reform process was expected to give a more meaningful role to the township offices and reduce the dependence of workers on the cooperation of employers in the case of accidents. Previously, the claims process had to be initiated by the employer and not by the worker.

A pilot project was rolled out in two townships – Hlaing Thayar (in Yangon) and Pyi Gyi Tha Kone (in Mandalay). It tested a set of streamlined procedures related to temporary disability, permanent disability, funeral grants and survivor benefits, and enhanced communication with clients (workers, employers and internal SSB staff). The project promoted efficiency at township level through a reorganized workflow, rational and strategic monitoring and reporting, and separation of front and back office functions. The pilot also resulted in a more direct relationship between workers and the SSB by allowing workers to claim compensation and receive SSB ID cards, information and benefits directly from the SSB.

An independent assessment found that the reforms had a positive impact on workers and SSB staff: For workers, the reforms resulted in improved service and substantially faster benefit payments. For example, temporary disability claims processing time was reduced by 77 per cent and permanent disability claims processing time by 73 per cent. For SSB staff, the positive impact manifested itself in increased efficiency through streamlined processes and vastly improved service orientation.³⁰ Subsequently,

27 In Ethiopia, VZF, in collaboration with the Global Employment Injury Programme (GEIP), is supporting the Ministry of Labour and Social Affairs to update the country's list of occupational injuries and diseases and the Disability Assessment Guidelines and to revise the national OSH Directive. Prior to this, VZF Ethiopia, in collaboration with GEIP and ITC-ILO, developed and implemented a training course on "Strengthening the employment injury system in Ethiopia" and prepared a technical note on "Analysis of employment injury benefits delivery".

28 All activities regarding Myanmar recounted in the case study were completed prior to the military takeover in February 2021.

29 Vision Zero Fund, "Myanmar Social Security Board Report: Scale up Strategy for Enhanced Employment Injury Insurance Scheme", 5 October 2020 (Draft for discussion).

30 Vision Zero Fund, "Myanmar Social Security Board Report: Scale up Strategy for Enhanced Employment Injury Insurance Scheme".

the SSB extended the new efficient processes and procedures to cash benefits beyond EII (such as medical insurance claims).

Overall, the reforms and the two pilot projects supported by VZF resulted in greater accessibility for 198,000 workers (141,000 garment workers) across two townships in Myanmar. VZF has supported the SSB in the overall monitoring of the reforms in the two pilot sites and in the development of a scale-up strategy to extend the reforms nationwide through a phased approach.

Lao PDR

Vision Zero Fund research in Lao PDR showed that a lack of awareness among employers and workers about how the country's social security scheme functions and its benefits impeded the effectiveness of the overall social security system, including the EII scheme.

To address this deficit, Vision Zero Fund collaborated with the ILO-Luxembourg Social Health Protection Project to assist the Lao Social Security Organization (LSSO) to develop awareness-raising campaigns in the coffee and garment sectors. The development of these campaigns provided an opportunity for the LSSO to gain a more informed understanding of the needs and concerns of registered and unregistered workers and to reinforce the legal responsibility of employers to register workers' and pay contributions. Information gathered during the various awareness-raising events helped to inform required changes to the social security service structure and administration, including improved access to services and the establishment of more convenient mechanisms to pay contributions.

Good practices and lessons learned

- **Interventions should be evidence-led and involve all relevant stakeholders in the process.** Vision Zero Fund's initial research at country level was useful in determining whether a project should focus its resources on improving the EII scheme in the country. However, the diversity of the insurance systems across VZF countries necessitates additional evidence-gathering processes to ensure that interventions are context-specific and respond to local needs. These intelligence-gathering efforts could include actuarial assessments (cf. Ethiopia), business process reviews (cf. Myanmar) or multi-stakeholder workshops (cf. Lao PDR and Madagascar), to name a few. VZF's collective action approach has been particularly effective in this regard, enabling it to use its convening power to bring relevant stakeholders together. In addition to ensuring that interventions are targeted and nuanced, this approach also facilitates ownership and promotes sustainability.
- **In addition to technical advice and support, "non-traditional" interventions may need to be considered.** For example, in Myanmar, it was important to assist the SSB to adopt a more "client-centred approach", which required SSB staff to appreciate the rationale for moving away from an approach based on "worker's fault" and "saving" SSB funds. To ensure this cultural and attitudinal change, it was crucial to gain the support of the SSB leadership. The review also highlighted the disconnect between SSB headquarters and the institution at township/local levels. It was important to include the voices of SSB officials at the local level in discussions and ensure that their concerns were taken into account in the design of interventions. Providing township-level officials with the knowledge and the authority to adjudicate and process claims resulted in great efficiency gains that benefited workers directly and facilitated greater trust in the system.
- **Lack of awareness of social security benefits and claims processes often lie at the root of the underutilization of the system (lack of reporting and dearth of claims, for example).** This makes awareness-raising a critical element in efforts to build an effective and efficient social security system. The Fund has used different channels to promote awareness-raising. In Lao PDR, VZF worked directly with the LSSO to develop campaigns with targeted messages for workers and

employers in the garment and agriculture sectors, with great success. In Myanmar, VZF worked directly with workers' organizations to develop and disseminate messages to their members.

- **Supporting institutional changes and strengthening legal and policy frameworks has had impacts beyond Vision Zero Fund-targeted supply chains and benefited the economy as a whole.**

For example, based on the success of the streamlined procedures that VZF developed for submission and processing of EII claims in Myanmar, the SSB then phased in the new procedures across the entire country and in all covered sectors, significantly expanding the impact beyond the two pilot townships.

- **Implementing social security and EII improvements via pilot projects is an effective way to demonstrate proof of concept and achieve buy-in across all levels.** It is important to acknowledge that comprehensive changes take time to develop, and a phased approach is therefore

- highly appropriate. This approach also allows projects with limited resources to test and promote good practices. VZF's approach in Myanmar is instructive: Through close engagement with key stakeholders at all levels, the project was able to develop a successful model and comprehensive scale-up strategy based on results and lessons learned from initial pilot stages.
- **The engagement of the private sector is vital to strengthen EII systems.** As spelled out in the [ILO's Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy](#),³¹ businesses (both multinational enterprises and their suppliers) have an important role to play in supporting social security systems in the countries from which they source. Working closely with multinational enterprises and their suppliers to reinforce the importance of contributing to employment injury insurance schemes, and highlighting the positive legal, financial and reputational benefits that flow from these contributions, has been key to Vision Zero Fund's success in this area.

³¹ Para 22: "Multinational and other enterprises could complement public social security systems and help to stimulate further their development, including through their own employer-sponsored programmes".





5. Advancing gender equality: Vision Zero Fund's experience with women workers and cooperatives

This case study examines the work carried out by Vision Zero Fund to advance gender equality by providing direct training and services to women workers and cooperatives across supply chains in Mexico and Myanmar and includes lessons to further empower women workers in the strengthening of OSH.

The challenge

Several factors influence OSH for female workers, including social norms and roles, socio-economic imbalances, biological differences and the division of labour between men and women at home and in the workplace. These factors contribute to gendered employment patterns and, consequently, to specific patterns of occupational hazards and risks for female and male workers.³² It is therefore essential to first recognize the division of labour from a gender perspective in order to be able to promote safer and healthier workplaces.

Female workers in global supply chains face additional challenges. In agriculture, for example, the role of women remains undervalued. Studies on the coffee sector in Mexico show that despite the important role that women play in coffee production, they are often invisible in analyses of the sector.³³ While there is overall awareness of the mechanical, physical, ergonomic and psychosocial risks for workers, analysis of the different risks that female and male workers face (especially for

pregnant or breast-feeding mothers) is absent. In the garment supply chain, although women represent around 80 per cent of the workforces in the sector worldwide, they are concentrated in the lowest-paying, lowest skilled occupations while men typically occupy supervisory and management positions.³⁴ A study conducted by the Fund in Ethiopia's garment sector found that, in addition to long working hours and excessive overtime during peak production periods, women workers experience additional constraints, including sexual harassment from managers and supervisors and increased risk of sexual assault, violence, mugging and other crimes while traveling to and from work, especially following night shifts.³⁵ Another recent study conducted by the Fund highlighted the gender-specific vulnerabilities that women face due to their concentration in positions that require prolonged periods of sitting or standing and working in other awkward positions (such as sewing machine operators or workers engaged in cutting, ironing and quality control). Women are therefore more likely to experience ergonomic risks resulting from repetitive

32 VZF, [Vision Zero Fund Approach to Gender Equality: Guidance for Projects Working on Improving Occupational Safety and Health in Global Supply Chains](#), Thematic brief no. 2, September 2021.

33 FAO, "Promoting Inclusive and Gender-Sensitive Producer Organizations and Agricultural Investments in Coffee and Cocoa Value Chains", 2016.

34 ILO and IFC, [Better Work: Global Gender Strategy, 2018-2022](#).

35 VZF, [Improving Worker Wellbeing in Ethiopia's Garment Industry Through the Model of Shared Responsibility](#), 2019.

movements and awkward working positions.³⁶ The Fund recognizes that strong management and organizational awareness alongside targeted interventions are critical to addressing these issues.

Ensuring that gender is mainstreamed in the Fund's programming was highlighted as a key area for improvement in several country and global-level evaluations of its work. The Vision Zero Fund Collective Action for Safe and Healthy Supply Chains – Cluster Midterm Evaluation (October 2020) emphasized the importance of addressing gender across all VZF interventions. While recognizing the efforts made by the VZF secretariat, the evaluation recommended “consolidating gender mainstreaming through the adoption of appropriate measures and the allocation of sufficient resources to provide gender-mainstreaming guidance, tools and training to country ILO teams and country constituents, to ensure that VZF interventions are gender-responsive”.

Vision Zero Fund approach and achievements

In 2019, the Fund adopted a more systematic approach to gender mainstreaming across its activities – an approach that is in line with the ILO's Policy on Gender Equality and its Action Plan for Gender Equality (2018-2021).³⁷ The Fund engaged a team of gender experts to review its methodology to assess drivers and constraints for OSH improvement³⁸ in order to identify entry points and opportunities for designing more gender-responsive interventions. Based on this review, in 2021 the Fund developed the Vision Zero Fund Approach to Gender Equality: Guidance for Projects Working on Improving Occupational Safety and Health in Global Supply Chains for all projects working on improving

OSH in GSCs, in particular those of Vision Zero Fund.³⁹ The guidance will help to ensure that future assessments of drivers and constraints are gender-sensitive and hence will lead to the design of more gender-responsive interventions.

In parallel with the development of a more strategic approach to the integration of gender, Vision Zero Fund country teams started to gather more gender-specific data and knowledge in their respective supply chains and to use that information to develop concrete gender-responsive interventions. The efforts undertaken in Mexico and Myanmar are highlighted in this case study.

Mexico

In Mexico, the Fund's assessment of the drivers and constraints for OSH improvement in the coffee sector identified a need to improve the visibility of women in this industry. To that end, it was essential for the Vision Zero Fund team to generate information on the role of women workers in the coffee sector and to gain insights into their knowledge and attitudes towards safety and health. First, the team adapted a comprehensive tool it had developed in Colombia to survey safety and health conditions of temporary and seasonal coffee workers,⁴⁰ to the Mexican context and applied it exclusively to women workers in the project's target regions: Veracruz, Hidalgo and Puebla. The survey enabled the team to gain a better understanding of the health and working conditions of women associated with coffee production, including general socio-demographic information, access to social protection and occupational health services, exposure to psychosocial risks and working conditions and hazards, among others. Second, the team adapted the training materials of the ILO's Work Improvement in Neighbourhood Development (WIND)

³⁶ VSZ, *Occupational Safety and Health Improvement in the Garment Industry: Drivers and Constraints : A Synthesis Review*, 2021.

³⁷ *Vision Zero Fund Approach to Gender Equality: Guidance for Projects Working on Improving Occupational Safety and Health in Global Supply Chains*.

³⁸ This is a study that Vision Zero Fund undertakes at the start of a country project. The methodology has been refined over time and allows for customization based on the sector and specific supply chain VZF works in.

³⁹ *Vision Zero Fund Approach to Gender Equality: Guidance for Projects Working on Improving Occupational Safety and Health in Global Supply Chains*.

⁴⁰ The original survey is available at: https://www.ilo.org/wcmsp5/groups/public/---americas/---ro-lima/documents/publication/wcms_793407.pdf.

methodology to respond to the specific learning needs of women identified through the survey.⁴¹

A key partner in this initiative was the Mexico chapter of the [International Women's Coffee Alliance \(IWCA\)](#). IWCA assisted VZF to gain access to coffee producer cooperatives which, in turn, facilitated its access to women producers for the purposes of the survey and the subsequent training activities.

Organizing the training activities in remote, difficult-to-reach locations proved to be challenging, particularly in light of travel and other restrictions resulting from the COVID-19 pandemic. Nevertheless, the team successfully adapted training methods to carry out a combination of virtual and small, in-person trainings (in compliance with all COVID-19 protocols). Content and delivery methods were customized to be responsive to the practical realities of women workers, including literacy levels, time available for training and access to transportation and equipment such as phones and the internet. Overall, the initiative covered 132 women across the three regions of Mexico.

Myanmar

In Myanmar, the project team focused on gender mainstreaming across its activities, with an emphasis on developing women's leadership roles among farmer groups and cooperatives.

VZF Myanmar used the findings of its initial assessment of drivers and constraints in OSH improvement in the ginger supply chain to make project interventions more gender sensitive. For example, the assessment found that in the ginger processing facilities, the ginger sorting work is done entirely by women workers. Keeping this in mind, the project team designed a ginger sorting table suited to women workers. The project also built awareness among the processing facilities and warehouses around gender-specific consideration in OSH.⁴²

Through its work, VZF's Myanmar team recognized that engaging women in leadership roles and in discussions to analyse OSH risks

and identify areas for improvements was key to success across both the ginger and garment global supply chains in the country. In its cooperative development trainings, Vision Zero Fund worked to ensure that women were not only present but actively involved. Efforts to ensure women's participation in project activities resulted in women's representation on executive committees in ginger cooperatives, which turned out to be a significant factor in mainstreaming OSH at the community level and encouraging more women to be involved. Over the course of these trainings and follow-up activities, some women cooperative members emerged as natural leaders, serving as a critical link between the cooperatives' board of directors and members.

OSH awareness and practices in Myanmar were further strengthened by the support of a female role model within the Department of Agriculture. Her influence helped to foster a new generation of extension staff who could more easily engage with communities during VZF trainings. Young female extension staff also encourage younger and female members of communities to actively participate in project activities.

An independent assessment of changes in workers' outcomes and practices following Vision Zero Fund's intervention in Myanmar was undertaken in 2021. [The Outcomes and Practices Assessment 2017-2020](#) found that through its gender mainstreaming efforts, the VZF team in Myanmar created an environment in which women workers and other stakeholders could step into leadership roles and further enhance OSH improvements across supply chains.

Good practices and lessons learned

- **Partnering with organizations that have specific expertise on gender and women's empowerment (as was done in Mexico with the IWCA) is mutually beneficial.** The partnership with IWCA allowed the Fund to use IWCA's extensive network of

⁴¹ The [WIND training programme](#) is participatory and action-oriented and designed to address the specific OSH challenges present in the agricultural sector. The training covers five technical areas: materials storage and handling, work ergonomics and tools, machine safety, work environment, and welfare facilities and work organization.

⁴² Ref case study: "Implementing effective, low-cost solutions to improve OSH conditions at the workplace level" for details.

women coffee producers to reach workers it may otherwise not have been able to reach while at the same time embedding OSH training into the services that IWCA provides to its members. This experience illustrates that identifying organizations with complementary expertise and skills and working together on concrete outputs helps to build trust and strengthens collaboration. The partnership with IWCA in Mexico has resulted in discussions with IWCA's global team for a broader partnership to replicate and expand this collaboration through global-level activities as well as in other target countries.

- **Capturing in-depth information on the role of women in the target supply chains is key to designing solutions that respond to their specific needs.** In Mexico, the comprehensive survey illustrated that women in the agricultural sector are not a homogenous group; that their terms of engagement in the coffee supply chain varies, and that they have differing levels of knowledge, attitudes and behaviours towards OSH. In Myanmar, studies (including the assessment of drivers and constraints) showed that women have a good understanding of safety and health risks and are more motivated to adopt changes for the well-being of their family, and that including them in the process helps embed good OSH practices in the workplace and household.
- **An integrated approach requires developing gender profiles across target locations and supply chains and using this information to inform programming that meets the needs of women in each context, especially in female dominated sectors and where risks are high.** Some information may only become clear once implementation begins and should therefore involve a careful process of monitoring and feedback to ensure appropriate changes are made during the course of the project.
- **Women and men should equally benefit from OSH project outputs and outcomes and have equal access OSH services.** To do so, projects must:
 - ▶ be designed in a gender-responsive manner that includes the formulation of outcomes, outputs and indicators in such a way that gender responsiveness is clearly communicated and visible;
 - ▶ conduct research, including assessment of drivers and constraints, in a gender-responsive manner;
 - ▶ carry out awareness-raising activities in the workplace and, if possible, beyond, given that social norms have strong impacts and modifying them requires a comprehensive approach;
 - ▶ organize gender-responsive learning activities that address the rights and duties of both women and men workers (this has an impact on the planning of materials and on the activities themselves); and
 - ▶ address voice, representation and leadership as a precondition for equal access to participation and influencing decisions at the factory, sector and policy level. As needed, promote dialogue on gender equality and OSH with social partners and deliver training on gender issues and gender sensitivity.⁴³

⁴³ *Vision Zero Fund Approach to Gender Equality: Guidance for Projects Working on Improving Occupational Safety and Health in Global Supply Chains.*





6. Delivery of trainings through constituents and partners to reach scale

Knowledge and capacity gaps are among the key challenges in strengthening OSH, particularly in the agriculture sector. This case study examines the ways in which the Fund has worked with key partners in Myanmar, Lao PDR, Mexico and Honduras in reaching scale to ensure sustainable mainstreaming of OSH across targeted GSCs and beyond.

The challenge

At the start of each country project, Vision Zero Fund carries out an assessment of drivers and constraints for OSH improvements in a given supply chain to identify existing gaps and opportunities. Assessment studies show that across all countries, workers, in particular those in the agriculture sector, lack the appropriate knowledge and skills to mitigate OSH risks. The studies further indicate that solutions to address these gaps need to be customized to each country context in order to address the root causes. This also holds true for deficits at workplace and institutional levels. In **Myanmar**,⁴⁴ for example, government agencies mandated to provide OSH training lack practical knowledge of OSH in the agriculture sector, mainly because existing OSH laws are not applicable to the sector. Despite the fact that numerous earlier development cooperation projects focused on capacity building of agricultural producers, it is apparent that significant gaps remain, in particular in respect of the ability of producers to adopt measures to manage and mitigate safety and health risks effectively. Following the legal recognition of trade unions in 2011, the Agriculture and Farmer Federation of

Myanmar and the Confederation of Trade Unions of Myanmar started conducting trainings on OSH, on the proper use of pesticides and the formation of farmer groups. Nevertheless, their reach remained limited.⁴⁵

In **Lao PDR**, the assessment of drivers and constraints (2018) revealed that producers and stakeholders within the coffee value chain had limited knowledge of the OSH hazards to which they were exposed. Multiple initiatives to address these knowledge gaps had been established (including some by the Department of Agriculture Extension and Cooperatives) but human and financial resource constraints limited their efficacy. Experience in the country had shown that participatory planning at the village level, with village authorities playing a coordinating role, was key to success. The Fund recognized that training should be designed to solve the actual problems faced by farmers and should include the transfer of practical skills to address local conditions and be implemented in a participatory manner.

In the **Latin America** region, Vision Zero Fund started its work in 2018, covering Colombia, Honduras and Mexico. The Fund's studies on the drivers and constraints for OSH improvement

44 All activities regarding Myanmar recounted in this case study were completed prior to the military takeover that took place on 1 February 2021.

45 ILO, [A Case Study of Drivers and Constraints for Occupational Safety and Health Improvement in the Ginger Global Value Chain from Myanmar](#), 2018.

in [Mexico](#) and [Honduras](#) highlighted several barriers, including a lack of systematic training programmes on OSH for coffee farmers and producers. In addition, in both countries, existing support functions did not offer OSH-specific training programmes. There was also a general lack of standardized guidance to improve working conditions in the coffee sector.

Approach and achievements

Myanmar

In Myanmar, the Fund adopted a multifaceted approach to knowledge-sharing and capacity building on OSH in the ginger and garment sectors. The project worked with farmers and communities directly to equip them with relevant and context-specific knowledge on various health risks associated with agricultural practices, including the safe use of agrochemicals. To reach greater scale, the Fund collaborated closely with the Department of Agriculture, the United Nations Industrial Development Organization (UNIDO), the Myanmar Institute for Integrated Development and with a large-scale USAID-funded value chain programme implemented by Winrock International. VZF adopted a strategy of training lead farmers who, in turn, would disseminate OSH messages in their villages. This approach achieved great success. VZF's messages reached nearly 1,000 farmers across 57 ginger farming villages. These village-based OSH trainings involved various components, including the use of a training of trainers (ToT) approach, awareness-raising in villages using visual aids and mentoring by lead farmers. Furthermore, The Fund provided follow-up support to ensure that the lead farmers had the capacity to respond to farmer concerns and were able to implement activities that reinforce the learning process.⁴⁶ The Fund also provided OSH training and training on cooperative management to farmers' cooperatives. Finally, the Fund also

provided training for various other stakeholders along the value chain, including agriculture input retailers and ginger traders.

To address OSH deficits in the garment supply chain in Myanmar, Vision Zero Fund worked with tripartite partners, including the Confederation of Trade Unions and the Union of Myanmar Federation of Chambers of Commerce and Industry (UMFCCI), to disseminate key OSH messages to employers and workers. These efforts led to a greater awareness among employers and employees about key workplace safety and health issues. The Fund's strategy to mainstream safety and health messages in the trainings offered by project partners (rather than delivering training directly at the factory level) ensured greater engagement of the project's tripartite partners and facilitated sustainability of project Interventions. The *Outcomes and Practices Assessment 2017-2020* found that the ToT training model embedded OSH practices at the village level by empowering lead farmers and cooperative management.⁴⁷ Through various partnerships, the project in Myanmar created a group of 142 master trainers from a wide range of stakeholders, including the Government, and workers' and employers' organizations. This, in turn, allowed the project to respond efficiently and effectively to the COVID-19 pandemic by using the master trainers to train more than 3,000 workers and other stakeholders in the garment, agriculture and construction sectors on COVID-19 prevention measures.⁴⁸

Lao PDR

In Lao PDR, the Fund has supported the country's garment and agriculture sectors through direct interventions at the workplace level. The Fund adopted a comprehensive approach to OSH trainings that included a blend of techniques, such as technical "classroom" learning; field visits and a collective/practical reflection; development of follow-up plans; support to apply lessons in practice; and follow-up monitoring through labour inspection

⁴⁶ ILO, *Vision Zero Fund Myanmar: Outcomes and Practices Assessment 2017-2020*, 2021.

⁴⁷ *Vision Zero Fund Myanmar: Outcomes and Practices Assessment*.

⁴⁸ The trainers' guides and manuals and the learners' manuals for the three sectors were developed as standardized packages in both Burmese and English and are available on the [ILO Myanmar's e-campus](#).

systems in garment factories and local training partners in the coffee sector.

In Lao PDR, the Fund's selection of training partners was guided by its objective of embedding trainings in national sector-specific training institutions and associations. This is based on the premise that these partners are better suited to adapt and customize training materials that respond to the needs of their members. They also have the means to achieve scale. For OSH trainings in the agriculture sector, the project partnered with the Agriculture Research Center (ARC), a research institution under the Ministry of Agriculture and Forestry, to deliver foundational and refresher trainings to farmers and cooperatives. Subsequently, the trained resource persons from ARC supported the Lao Coffee Association to organize trainings on OSH in agriculture for their members, including coffee cooperatives and plantations. The training covered a range of OSH-related topics such as chemical safety, ergonomics and biological hazards. A large coffee cooperative also contracted ARC resource persons directly to conduct training for their members, which contributes to ARC's long-term financial viability.

In the garment sector, the project collaborated with the Association of Lao Garment Industries to improve the capacity of stakeholders in OSH. The training programme covered topics such as the foundations of OSH in the garment sector; the national OSH Decree; establishment and training of OSH committees at the factory level; and strengthening the labour inspectorate's capacity in OSH. Using a ToT approach, VZF created a pool of master trainers from the Ministry of Labour, Lao National Chamber of Commerce and Industry (LNCCI), the Association of Lao Garment Industries (ALGI), the Garment Skills Development Centre (GSDC), the Lao Federation of Trade Unions (LFTU) and the Ministry of Health.

Latin America

In **Colombia**, VZF partners with the National Federation of Coffee Growers of Colombia (FNC), which has a nationwide reach and a mandate to provide training and technical advice to coffee farmers across the country. Vision Zero Fund has

designed and implemented various trainings on OSH for coffee farmers in partnership with the Federation. In response to the restrictions imposed by the COVID-19 pandemic, the Fund explored innovative ways to deliver trainings and increase awareness on safety and health. In this regard, partnerships with national institutions and specialized agencies have been critical in designing and implementing training programmes that are effective and easy to scale. For example, in Colombia, a virtual training course on OHS management to address the COVID-19 pandemic was developed in partnership with the [Colombian Safety Council](#). More than 1,000 agriculture technicians, extension officers, representatives of the Federation's member organizations, officials from the Ministry of Labour, representatives from the Workers' Confederation of Colombia and officials from the Ministry of Labour of Peru participated in and benefited from this virtual course.

In Mexico, in collaboration with the Mexican Coffee Association (AMECAFE) and the National Association of Coffee Industries (ANICAFE), the project developed [five OSH protocols](#) on preventing and mitigating COVID-19. These protocols were accompanied by [five virtual courses](#) to facilitate the dissemination of the protocols to various stakeholders along the coffee value chain. In partnership with PREVENCIÓNAR, a specialized OSH body in Mexico, the training courses are hosted by and delivered via PREVENCIÓNAR's platform, which has facilitated broad dissemination and ease of use.

The project also collaborates with the Mexican Institute of Social Security (IMSS), which offers training to workers and small agricultural producers throughout Mexico. This collaboration included the adaptation of the ILO's WIND methodology. The Honduran Coffee Institute (IHCAFE), a Vision Zero Fund partner, requested access to this training for roll-out to its own OSH technical staff, including technicians from its training school "Escuela Superior del Café" (ESCAFE) and to producers affiliated with its organization. As a result, the project developed a [virtual training course](#) that IMSS included in its course offerings. In turn, IMSS is supporting the Escuela Superior del Café to develop its own

training platform that will further enhance the reach of the course.

In Honduras, a [virtual course](#) on OSH and COVID-19 was developed in partnership with the Honduran Council of Private Enterprise (COHEP) and with the support of the Central American Technological University (UNITEC). COHEP promotes the course to all its members, ensuring dissemination beyond the Fund's supply chains of focus.

Good practices and lessons learned

- **Providing multiple actors across supply chains with the knowledge, skills and tools to disseminate key OSH messages is an effective way to reach scale in a more sustainable manner.** In Myanmar, this is best exemplified by the training and support that the project provided to lead farmers, agriculture extension agents, traders, processors, warehouses, input retailers and farmer cooperatives. By training each of these actors, the Fund improved OSH knowledge, skills and tools along the entire supply chain. It is particularly important to work with partners that have access to the first tiers of supply chains to ensure that the most vulnerable workers are reached. In addition, partnering with well-established national institutions (as is the case in the Latin America region) ensures that the impact of the project is extended beyond the project's sectoral and geographical focus and facilitates South-South collaboration, as seen in the case of Mexico and Honduras.
- **The selection of the right training partners is key to the successful roll-out and scale-up of trainings in OSH.** The effectiveness of partnerships for capacity building across Vision Zero Fund projects is predicated on a common mandate, mutual trust and value addition by each partner (for example, specific expertise, reach and institutional capacity to scale up). In Myanmar, project partners had an existing network of training agents (for example, lead farmers) with strong connections to the community, making farmers more
- receptive to adopting better OSH practices. In Colombia, partnership with the National Federation of Coffee Growers was effective because of its reach to the first tier of the value chain, which is often the most difficult to reach and where the majority of vulnerable workers are located.
- **Involving key stakeholders and target beneficiaries in the development of training methodologies and materials ensures ownership, relevance and sustainability.** The Fund has promoted ownership and institutional learning across its country projects. In Lao PDR, training methodologies, training materials and roll-out plans were developed in close consultation with constituents and key stakeholders (Government, employers, unions, training institutions, farmers and the private sector). The project also engaged with a large multinational enterprise (coffee buyer and trader) to ensure that training materials were relevant, practical and effective. A similar approach was followed in Latin America where training needs were identified jointly and formal partnerships were established to develop, implement and monitor trainings. This collaborative approach resulted in greater interest and ownership by partners and enhanced their OSH knowledge and training capacities in the process, thereby ensuring sustainability of the achieved results.
- **The Fund's Collective Action approach facilitates partnerships for capacity building.** Tripartite partners and other sector-specific stakeholders have a broad reach to both employers and workers and are well placed to transfer important OSH messages to their members. In Lao PDR, the training of OSH committees by trainers and resource persons from key tripartite stakeholders has strengthened the project, underlining the importance of both OSH and joint action. In Myanmar and Latin America, constituents and other key actors in OSH have worked jointly to conceptualize and develop needs-based training programmes and deliver these programmes through their institutions.

- **Innovative training methods using digital and social media further enhances reach and impact.** Training through digital means has the potential to reach exponential scale at a lower cost. Restrictions imposed by the COVID-19 pandemic have further underscored the need to use digital and social media in communication and trainings. Virtual learning modules developed by the Fund in Mexico and Honduras have received overwhelmingly positive feedback and have fostered collaboration across and beyond Vision Zero Fund project countries.
- **A key sustainability factor for all scale-up training lies in financing.** Constituents and project partners often face financial constraints to carry out trainings on their own. While trainings may need to continue to be subsidized by the Fund, it is important to explore alternative sources of financial support. In Myanmar, the project partner UMFCFI offered costed training courses on OSH for its members using the materials and resource persons developed through the project. Such initiatives, however, need time to become institutionalize





7. Implementing effective, low-cost solutions to improve OSH at the workplace level

Supporting workplace-level interventions to improve OSH is an important aspect of the work of Vision Zero Fund. By introducing workplace-level solutions that are low-cost and scalable, Vision Zero Fund strives to raise awareness on OSH issues and strengthen OSH culture among workers and employers. Presenting specific examples from Madagascar and Myanmar, this case study describes the experience, good practices and emerging lessons from implementing workplace-level solutions to improve OSH.

The challenge

Actionable research is the cornerstone of every Vision Zero Fund country project intervention. All projects start with a comprehensive assessment **of the drivers and constraints for OSH improvement** in the targeted supply chain(s). Among others, this assessment includes workplace-level observations.

Assessments often reveal that OSH improvement at the workplace-level does not require a substantial financial investment to be effective. Low-cost solutions that are relatively simple to implement and maintain can have a significant impact on workers' health and safety. In addition, evidence also suggests that these solutions can have a positive impact on productivity.

This case study will focus on the impact of low-cost solutions to address safety and health challenges in Madagascar and Myanmar respectively.

In Madagascar, Vision Zero Fund aimed to improve OSH in the lychee supply chain. Based on the assessment of drivers and constraints, the Fund identified OSH hazards in the

harvesting and processing of lychees as entry points for OSH improvement. The post-harvest treatment stations lacked health and safety committees and systems to record incidents and accidents. Occupational health services focused on curative care for workers and their families rather than on preventive measures, and staff generally lacked awareness of the procedures to follow in the event of an accident. It was also apparent that certification standards on OSH had a limited impact on the root causes of non-compliance. At the producer level, trees were often not maintained or pruned, which created significant OSH hazards during the harvest season (such as workers falling from heights). Neither occupational accidents nor diseases were registered or reported. There was a need to improve OSH data collection (especially during the harvest season) in order to propose adaptations to working practices and equipment and raise general OSH awareness in the sector. Finally, the lack of equipment and training were important impediments to the improvement of OSH at the producer level.

In Myanmar,⁴⁹ the Fund identified a high degree of exposure to OSH hazards and a high risk of exposure to ergonomic and biological hazards

⁴⁹ All activities regarding Myanmar recounted in the case study were completed prior to the military takeover that took place on 1 February 2021.

in ginger trading facilities. At trading houses, porters (male workers) carried baskets of produce on their backs, shoulders or heads from the warehouse to load onto trucks and were compensated based on the amount carried/loaded on a daily basis. This created an incentive for workers to carry heavier loads at a rapid pace, often putting significant strain on their bodies. Sorters (nearly all female) were exposed to ergonomic hazards from squatting all day, high levels of dust in the air and workspace and poor sanitary conditions. In addition, porters and sorters were not entitled to social security benefits and financial assistance in the event of injury or illness, which further underscored the importance of prevention and the need to develop context-specific solutions to protect all workers.

Approach and achievements

Madagascar

In Madagascar, the project set up a coordination mechanism for key OSH actors to improve workers' access to OSH knowledge and services and introduced a number of workplace-level OSH improvements. The project provided joint trainings on risk prevention to producers and operators and gave help to design small-scale, easy-to-replicate solutions at the workplace to improve OSH conditions. The Fund piloted a prototype of an easier-to-handle *Garaba* (traditional basket used for the harvesting and transport of lychees) that minimized the risk of cuts and was ergonomically more suitable. The improvised basket was designed in consultation with local basket producers. Furthermore, the practice of regular trimming of lychee trees was introduced to minimize the risk of falling from heights. Using the workplace-level solutions as an entry point, Vision Zero Fund team also introduced measures to inculcate a culture of prevention in workplaces. This included introduction of standardized first-aid kits on plantation sites, supporting the availability of on-site nursing staff for workers and the establishment of OSH management systems on lychee farms and in lychee processing plants.

Myanmar

In Myanmar, Vision Zero Fund assessed OSH conditions in trading houses and mapped out innovative ways to address OSH challenges by linking improvements with productivity enhancement and the quality of products. After an initial consultation and assessment of the facilities, the project identified methods to improve OSH, mostly addressing ergonomic concerns and exposure to large amounts of dust and debris in ginger sorting. The project worked with traders and processors to develop and test a prototype of a "ginger sorting table" that allowed sorters to stand while doing their job instead of squatting, which put excessive strain on their bodies. The introduction of the sorting table had an immediate impact on female workers in terms of reduced stress caused by crouching and frequent bending down and reduced levels of dust in the air. In addition, the introduction of a "trolley" aid loaders with the transport of ginger. In terms of productivity enhancements, trading houses estimated that the use of sorting tables saved 40 per cent more time compared to the traditional method of sorting primarily because the table has a dust accumulator at the bottom that significantly reduces the time required for post-sorting cleaning.⁵⁰

Good practices and lessons learned

- **OSH assessments at the start of projects help to develop a sound understanding of the issues for different types of work processes and gendered segmentation of work, recognizing that there may be a need for different interventions within a single workplace.** As a result, the projects identified key OSH gaps, explored practical, low-cost solutions and worked with local private entrepreneurs to develop them (for example, the *Garaba* in Madagascar and the sorting table and trolley in Myanmar). These solutions were innovative, affordable and simple enough to be produced locally. They also responded directly to the most pressing needs of trading houses/producers and workers. It should be noted that the

⁵⁰ Results from the independent *Vision Zero Fund Myanmar: Outcomes and Practices Assessment*.

introduction of new solutions requires buy-in from both producers and workers. It also requires proper follow-up over time to support the successful integration of workplace solutions and to promote their upscaling.

- **A key element of the successful adoption of workplace solutions is emphasizing productivity and efficiency and making the business case for OSH improvement.** Employers tend to be more willing to invest in OSH-related workplace improvements when there is evidence that it also improves productivity. As the *Outcomes and Practices Assessment* study in Myanmar shows, the trading houses measured the benefits of using the sorting table and trolley not only in terms of OSH improvements but also in regards to increased productivity and therefore were willing to invest in more tables on their own.
 - **The Fund has been effective at engaging and working with the private sector at the end of the supply chain.** Interventions at enterprise level in Myanmar were implemented in close collaboration with trading houses, who were receptive to supporting and willing to pilot the solutions introduced by the project. In Madagascar, key stakeholders worked closely with the project to engage producers and exporters who first volunteered to pilot the solutions proposed by the project and eventually adopted them.
 - **Engaging local producers to develop workplace solutions ensures the sustainability and replicability of the measures introduced, while also generating income for local people who can produce, maintain and repair the solutions introduced.** The projects in Madagascar and Myanmar used local entrepreneurs to produce the redesigned equipment (*Garaba* in Madagascar and sorting table and trolley in Myanmar). This not only provided these entrepreneurs with an opportunity to generate income, it also ensured that the solutions were manufactured, maintained and repaired
- locally, thereby increasing the likelihood of their adoption and replication.
- **In the development of new solutions, it is important to consider their utility beyond the targeted supply chain.** This includes developing solutions that can be used for products other than those targeted by the project. For example, in Myanmar, the solutions introduced by the project are also used for other products like potatoes, underlining that spillover is critical to upscaling and overall success. Workplaces would also benefit from a documentation system to be able to track and record improvements in OSH, productivity and quality to make a strong business case for adopting innovative workplace solutions.
 - **Promoting OSH-related workplace solutions is more effective when connected to compliance schemes and better markets.** The Fund's collaboration with the Tamatave Technical Horticulture Centre (CTHT) in Madagascar provided invaluable support for implementation of OSH workplace improvements. Thanks to the support of the project, CTHT is applying measures that enable its members to meet certification standards related to food safety (for example, safe handling of products).
 - **Designing solutions in a participatory manner that involves all key actors was essential for the success of the interventions and an illustration of collective action in practice.** In both countries, solutions were designed in a participatory manner, engaging a range of stakeholders (including managers, supervisors and workers) that were critical to their adoption and use. This helped project teams to understand the needs from all perspectives (for example, design aspects, costing, ease of use by workers, manufacturing of prototypes and maintenance). Moreover, such participation generated interest and ownership among stakeholders. The projects also shared the good practices locally (among other traders and producers) to transfer knowledge and encourage the use of new solutions by other actors beyond the targeted workplaces.

Conclusion

Since its establishment, Vision Zero Fund has evolved into a global leader in the improvement and mainstreaming of OSH practices and conditions in sectors linked to global supply chains (GSCs). Guided by a strong global strategy and results framework, the Fund's work across global supply chains and in project countries has resulted in significant improvements at different levels, ranging from the workplace to the policy and institutional levels. Past evaluations have found that the Fund's approach to knowledge generation, the promotion of social dialogue, the facilitation of collective action and the development and implementation of evidence-led and targeted interventions has proven highly effective in driving sustainable changes in the countries and value chains in which it operates. This compendium of cases presents selected VZF accomplishments and serves as a learning document to inform the next phase of its work.

- From the global perspective, the Fund's **robust governance structure, effective communication and access to technical knowledge and expertise from LABADMIN/OSH technical specialists has helped the Fund to become a global leader in addressing OSH in global supply chains.**
- **Under the revised strategy "Collective Action for Safe and Healthy Supply Chains" (2019-2023),** the Fund mobilizes all relevant stakeholders to act collectively to address the underlying root-causes of workplace accidents, injuries and diseases. **The Fund's collective action approach has greatly facilitated its timely COVID-19 response at the country level.** The approach was instrumental in mobilizing tripartite constituents, OSH institutions and the private sector to respond in a coordinated and effective way.
- **Vision Zero Fund's work at an institutional level is promoting greater sustainability and resilience to shocks such as the COVID-19 pandemic.** In combining

workplace, industry, institutional and policy interventions, the Fund's country-level activities ensure institutional learning and strengthened capacity, both of which are key requirements for sustainability and replication. The Fund's work at institutional level has also provided a strong foundation to implement pandemic response initiatives, and its presence at enterprise and workplace levels has served as an effective channel to reach workers and employers. Furthermore, the Fund's work at institutional level (strengthening legal and policy frameworks and OSH institutions, for example), has created spill-over effects and resulted in impacts beyond Fund's targeted supply chains.

- **Vision Zero Fund's adaptive and flexible approach ensuring context-specific interventions and promoting continuous learning greatly facilitates the relevance and impact of its work.** The Fund translated its original political mandate into an actionable global programme that is sufficiently flexible to provide for overall coherence but leaves room for country-specific adaptations based on national realities and stakeholder needs. The **facilitation of cross-learning**, exemplified in the Fund's approach in Latin America, has enhanced South-South collaboration and ensured impact beyond the Fund's project countries.
- To date, **the Fund has collaborated with nine programmes, units and departments** in the ILO on various themes relevant to its work. The Fund draws upon the knowledge and expertise of the ILO, notably on OSH, labour inspection and employment injury insurance, and benefits from the ILO's experience in promoting decent work in a variety of sectors, including those in which the Fund is active. To maximize these benefits and ensure greater impact of its work, the Fund has actively promoted collaboration with ILO programmes such as Better Work and Sustaining Competitive

and Responsible Enterprises, and with other units and departments such as Enterprise and Social Protection.

- **The Fund's collaboration with organizations that have specific expertise on gender and women's empowerment** (such as the International Women's Coffee Alliance) is mutually beneficial. Such partnerships are instrumental to replicate and expand the Fund's gender work through global-level activities as well as in other target countries.
- **The Fund recognizes that engagement with the private sector is crucial to its**

efforts to improve safety and health in global supply chains. This includes engaging with global buyers to leverage their presence, influence, resources and mandate in support of the Fund's ultimate objective of eliminating severe and fatal accidents and diseases in global supply chains. The Fund's nature of engagement is equally diverse, ranging from financial partnerships to various forms of in-kind exchanges. This comprehensive and flexible approach allows the Fund to achieve economies of scale and have impact beyond the sectors and countries in which it is active.

Appendix

Appendix 1. Longlist of case studies

As referenced in the ToR, a set of potential case studies that merited in-depth exploration and could be part of the compendium were identified. These are:

1. Working with employers' organizations (EOs) and workers' organizations (WOs) in capacity development programmes to reach scale (examples: Colombia/Myanmar);
2. Capacity building of labour inspectors for improved quality of inspection and mitigation of OSH issues: Outcomes and lessons learned (example: Madagascar);
3. Implementing a holistic approach to improve OSH and decent work: Experiences and learning from Ethiopia: The case study will analyse how VZF works as a component of the larger ONE ILO programme. It will seek to understand how VZF outcomes are strengthened (or not) by simultaneous, coordinated actions in the same place [revised: Working with One ILO Ethiopia: VZF experiences and lessons];
4. Improving workers' access to social security/employment injury insurance schemes (examples: Ethiopia, Myanmar and Lao PDR);
5. Experiences and lessons from working at different tiers in agricultural and non-agricultural value chains;
6. Relevance and effectiveness of VZF's COVID-19 response initiatives (global and country level);
7. VZF results at the global level: This case study will focus on identifying the results achieved and lessons learned in the last five years at global level by the Vision Zero Fund and formulate recommendations for a stronger impact in the future. It should focus on results that have had a global level impact or have the potential to have a positive impact at the global level;
8. Implementing effective, low-cost solutions to improve OSH conditions at workplace level (examples: Madagascar/Myanmar): This case study will look into workplace-level improvements promoted through VZF from the perspective of workers and employers. It will explore the enabling conditions that encouraged them to address OSH deficits and productivity;
9. Application and use of learning within projects for creating spill-over effects across sectors and beyond targeted sectors;
10. Private sector engagement: Experiences and good practices for future initiatives;
11. Mainstreaming gender equality in projects: Experiences from VZF's work with women workers and cooperatives (example: Latin America).

Appendix 2. Case study selection criteria

Category	Criteria code	Criteria	Description	Scoring (possible points)
Informative	C1	Type of VZF action	Direct intervention of the project at factory/production/enterprise level; Intervention strategy/approach; Capacity development; Legal and policy development; Research and knowledge generation; Knowledge sharing and awareness raising	NA
	C2	What is the initiative about vis-à-vis VZF Framework⁵¹	Which key outcomes/outputs are highlighted?	NA
Key deciding factors	C3	Robustness	Is there sufficient information to support this case?	1-3
	C4	Reach and impact	Key results and impact thus far	1-3
	C5	Utility/replicability	Does this present a model/example that can be replicated elsewhere?	1-3
	C6	Scalability	Has or can this example be scaled?	1-3
	C7	Sustainability	Does this present a sustainable model or lessons on sustainability?	1-3
Additional Factors	C8	Collective action	Does this highlight VZF's Collective Action model in practice?	+1
	C9	Effectiveness	Does this present an example of an effective model or solution?	+1
	C10	Spill-over	Does this provide an example of spill over effects to other sectors/locations?	+1
	C11	Gender	Is this case gender sensitive, or a positive example of female empowerment in mainstreaming OSH?	+1
	C12	Innovation	Does this provide an example of an innovative approach/solution?	+1
	Total possible points per case (country level)			

Note on scoring: The above criteria were used to develop a matrix in which each thematic case in the longlist was analysed. The matrix as filled in for each case study based on a review of available documentation and resources and initial calls with the VZF secretariat and country teams. While the case study documentation process was largely qualitative in nature, a quantitative scoring system was used to help identify the top cases to include in the final report. The matrix was first filled in for each country and scores were assigned for each case based on the criteria that it met. The total scores for each case across each country were tallied into a total cumulative score for each thematic case. In terms of assigning points under each criteria, C3 to C7 (key deciding factors) were rated from 0 to 3 (0= does not meet criteria or not relevant; 3= meets criteria to the highest degree), and C8 to C12 (additional factors) added 1 point if the case met any of these additional criteria. Therefore, the highest score a thematic case could receive (at the country level, before being tallied in total) was 20. This scoring system was merely intended to view the potential case studies from a more objective standpoint to help in selecting the top six to eight case studies. The final decision was made in agreement with the VZF secretariat, donors and any other key members involved.

⁵¹ https://www.ilo.org/wcmsp5/groups/public/---ed_dialogue/---lab_admin/documents/publication/wcms_729031.pdf.

Appendix 3. Shortlisting of case studies

Key deciding factors					Additional factors				
Robustness	Reach & impact	Utility/ Replicability	Scalability	Sustainability	Collective action	Effectiveness	Spill-over	Gender	Innovation
Case 1									
Delivery of trainings via organizations (i.e. employers' organizations and workers' organizations) to reach scale									
<i>Lao PDR (lead example), Myanmar & Latin America</i>									
High	High	High	High	High	Yes	Yes	Yes	Yes	NA
Case 2									
Capacity building of labour Inspectors for improved quality of inspection and mitigation of OSH issues: Outcomes and lessons learned									
<i>Madagascar (lead example) & Lao PDR</i>									
High	High	High	High	Medium	Yes	Yes	Yes	Yes	Yes
Case 3									
Working with ONE ILO Ethiopia: VZF experiences and lessons									
<i>Ethiopia (lead example)</i>									
Medium	Medium	Medium	Low	Medium	Yes	Yes	Yes	NA	Yes
Case 4									
Improving workers' access to social security/employment injury insurance schemes									
<i>Myanmar (lead example), Ethiopia & Lao PDR</i>									
High	High	Medium	High	Medium	Yes	Yes	Yes	NA	NA
Case 5									
Relevance and effectiveness of VZF's COVID-19 response initiatives (global and country level)									
<i>Global</i>									
Medium	High	High	High	Low	Yes	Yes	Yes	NA	Yes
Case 6									
VZF's work at the global level: Achievements and lessons learned with recommendations for greater global-level impact									
<i>Global</i>									
Medium	Medium	Medium	Medium	Medium	Yes	Yes	NA	Yes	Yes
Case 7									
Implementing effective, low-cost solutions to improve OSH conditions at workplace level									
<i>Myanmar (lead example) & Madagascar</i>									
High	High	High	High	High	Yes	Yes	Yes	Yes	Yes
Case 8									
Mainstreaming gender equality in projects: Experiences from VZF's work with women workers and cooperatives									
<i>Latin America (lead example), Myanmar & Lao PDR</i>									
Medium	Medium	Medium	Medium	Medium	NA	Yes	NA	Yes	NA

Appendix 4. List of interviews

The criteria selection matrix was shared with the VZF secretariat and all country teams, after which meetings were conducted with each team to explore the longlist of case studies relevant to each country context.

► Meeting log of stage one discussions

VZF Country/ office	Meeting topic	Participants' name	Organization	Date
VZF secretariat	Inception meeting	Ockert Dupper, Maria Munaretto, Mini Thakur & Kallene Ryan (External Collaborator)	VZF secretariat	May 7, 2021
	Initial discussion – Case studies 6, 7	Ockert Dupper, Maria Munaretto, Mini Thakur, Alizée Charbonneau & Kallene Ryan (External Collaborator)	VZF secretariat	May 26, 2021
VZF Madagascar	Initial discussion – Case studies 1, 2, 6, 8	Bernard Foe Andegue, Mini Thakur & Kallene Ryan (External Collaborator)	VZF Madagascar CT & VZF secretariat	May 18, 2021
	Follow-up – Case studies 1, 2, 6, 8	Ana Catalina, Mini Thakur & Kallene Ryan (External Collaborator)	VZF secretariat	May 25, 2021
VZF Ethiopias	Initial discussion – Case study 3	Ockert Dupper, Maria Munaretto, Mini Thakur & Kallene Ryan (External Collaborator)	VZF secretariat	June 1, 2021
	Initial discussion – Case studies 2, 3, 4, 6, 11	Evans Lwanga, Hirut Dawit, Adil Yassin, Maria Munaretto, Mini Thakur & Kallene Ryan (External Collaborator)	VZF Ethiopia CT & VZF secretariat	June 7, 2021
VZF Myanmar	Initial discussion – Case studies 1, 4, 5, 6, 8, 9, 10, 11	Mariana Infante Villarroel, Htein Linn, Khin Akari Tar, Khun Maung Toke, Naw Carol Hein, Mini Thakur & Kallene Ryan (External Collaborator)	VZF Myanmar CT & VZF secretariat	May 20, 2021
	Discussion on COVID-19 re-sponse – Case study 6	Paul Htay & Kallene Ryan (External Collaborator)	External collaborators	May 24, 2021
VZF Lao PDR	Initial discussion – Case studies 1, 2, 4, 6, 9, 10, 11	Kristina Kurths, Mini Thakur & Kallene Ryan (External Collaborator)	VZF Lao PDR CT & VZF secretariat	May 20, 2021
VZF Latin America	Initial discussion – Case studies 1, 6, 10, 11	Rodrigo Mogrovejo, Maria Munaretto, Mini Thakur & Kallene Ryan (External Collaborator)	VZF LA CTs & VZF secretariat	May 26, 2021

► Meeting log of stage two discussions

VZF Country/ office	Meeting topic	Participants' name	Organization	Date
VZF secretariat	Case study 6 (global)	Ockert Dupper, Maria Munaretto, Mini Thakur & Kallene Ryan (External Collaborator)	VZF secretariat	July 6, 2021
	Case study 4 (EII/GEIP)	Anne Marie La Rosa & Kallene Ryan (External Collaborator)	GEIP	July 6, 2021
	Case studies 3, 5, 6	Peter Rademaker & Kallene Ryan (External Collaborator)	PARDEV	July 6, 2021
	Case studies 5, 6 (global & COVID-19 response)	Joaquim Pintado Nunes, Mini Thakur & Kallene Ryan (External Collaborator)	LABADMIN/OSH	July 13, 2021
	Case studies 5, 6 (global & COVID-19 response)	Laiticia Dumas & Kallene Ryan (External Collaborator)	LABADMIN/OSH	July 20, 2021
	Case study 6 (global)	Beata Plonka & Kallene Ryan (External Collaborator)	DG INTPA	July 19, 2021
	Case study 6 (global)	Patricia Steiner & Kallene Ryan (External Collaborator)	BMAS	August 10, 2021
VZF Madagascar	Case studies 2, 5, 7	Frédéric Laisné-Auer, Bernard Foe Andegue, Mini Thakur & Kallene Ryan (External Collaborator)	VZF Madagascar CT & VZF secretariat	July 9, 2021
	Case study 2	Bernard Foe Andegue, Hanitra Fitiavana Razakaboana & Kallene Ryan (External Collaborator)	VZF Madagascar & Madagascar Labour Inspectorate	July 14, 2021
VZF Ethiopias	ONE ILO Ethiopia	Evans Lwanga, Adil Yassin, Kidist Chala & Kallene Ryan (External Collaborator)	VZF Ethiopia CT	July 16, 2021
VZF Myanmar	Case studies 1, 4, 5, 7, 8	Mariana Infante Villarroel, Htein Linn, Khin Akari Tar, Khun Maung Toke, Naw Carol Hein, Mini Thakur & Kallene Ryan (External Collaborator)	VZF Myanmar CT & VZF secretariat	July 12, 2021
VZF Lao PDR	Case study 2	Renée Robert, Kristina Kurths, Mini Thakur & Kallene Ryan (External Collaborator)	VZF Lao PDR & VZF secretariat	July 7, 2021
VZF Latin America	Case study 1	Schneider Guataqui Cervera, Rodrigo Mogrovejo & Kallene Ryan (External Collaborator)	VZF Latin America & VZF secretariat	July 13, 2021
	Case study 8	Vera Espíndola Rafael, Pilar Carino, Mini Thakur & Kallene Ryan (External Collaborator)	Independent consultants working on women workers' trainings in LA	July 7, 2021

VISION ZERO FUND

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Labour Administration, Labour Inspection
and Occupational Safety and Health Branch
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This report is a product of the Vision Zero Fund project “Filling data and knowledge gaps on OSH in GSCs to strengthen the model of shared responsibility”. This document was produced with the financial assistance of the European Union. The views expressed herein can in no way be taken to reflect the official opinion of the European Union.



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Vision Zero Fund is part of Safety + Health for All,
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