



International
Labour
Organization

+ SAFETY
HEALTH
FOR ALL

► From Knowledge to Action on OSH: Experiences from collaboration with Workers' Organizations

VISION
ZERO
FUND

► Summary

Country: Madagascar

Project name: Improving health and safety at work in Madagascar's value chains - Vision Zero Fund (VZF)

About the project

The project aimed to reduce fatalities, occupational accidents, and diseases across Madagascar's value chains. Its core focus was to promote a culture of prevention, enhance company policies and practices, and strengthen the regulatory and institutional framework for occupational safety and health (OSH). This initiative was part of a broader strategy that initially supported the agricultural sector – specifically the lychee supply chain - before expanding to the textile and construction sectors.

The project was implemented under the ILO' [Safety and Health for All Flagship Programme](#) in Madagascar with joint funding from the German Ministry of Labour and Social Affairs (BMAS), the Federal Ministry of Economic Cooperation and Development (BMZ), and the French Ministry of Labour and Employment.

Introduction

The approach adopted by the project builds on lessons learned from an initial training program conducted between 2020 and 2022. This earlier program revealed limitations in its planning, management, and content. The ILO used these insights to design a third series of training courses that facilitated a more effective transfer and sharing of knowledge among workers. The updated approach also improved the visibility of follow-up actions, generating more concrete and measurable results through training and the use of performance evaluation tools.

These interventions have enhanced the skills of trade union representatives, enabling them to more effectively fulfil their roles and adapt swiftly to the new provisions of the Labour Code.

Launched in early 2023 and continuing into 2024, this initiative actively contributes to a greater involvement of workers' representatives in promoting OSH, particularly among the members of Madagascar's two main trade union federations: the Confédération des Travailleurs de Madagascar (CTM) and Randrana Sendikaly.

Summary of results

A total of 39 training sessions were organized for workers' organizations, involving 33 trainers and reaching 1,074

workers. These sessions led to a significant improvement in the trainers' skills, enabling them to deliver OSH training, tailored to workers' needs. This progress was achieved through the concerted efforts of the project team, who ensured that the expectations of union representatives were incorporated into the program design.

The success of this initiative was also fuelled by a dynamic of mutual support and knowledge-sharing among the 33 trainers, supported by the project team. Despite being part of two separate trade union groups, the trainers collaborated effectively, training one another and refining their methods throughout the process, thereby enhancing their teaching and training capabilities.

As a result of this skill-building, workers' awareness of occupational safety and health (OSH) has increased, leading to tangible improvements in OSH practices and behaviour, particularly within the textile industry.

► Description

Context

In December 2020, the ILO launched an initial training program for 93 trade union leaders from the Confédération des Travailleurs de Madagascar (CTM). This workshop led to the development of an action plan structured around four key areas:

1. Strengthening the operational capacity of the CTM to enhance the effectiveness of trade union actions.
2. Implementing a comprehensive OSH capacity-building program.
3. Supporting informal economy platforms to promote OSH and address health crises.
4. Developing communication tools on OSH and COVID-19.

Following this, the project focused particularly on the second area by designing and implementing a capacity-building program for workers' representatives on OSH/COVID-19 from August 2021 to January 2022. This initiative trained 29 trainers, who subsequently delivered training to 420 people from the CTM across three regions. However, the anticipated results were not fully realized. Key obstacles identified included insufficient planning for activity monitoring, administrative delays related to fund management by the Institut National du Travail (INTr), and training content that was overly theoretical and not well-suited to the practical needs of workers in their respective sectors.

To address these challenges, the project adopted a more participatory approach in 2023. In collaboration with the Trade For Decent Work project (T4DW), a peer training

strategy was introduced to make the program more practical and better aligned with the realities faced by workers.

Description of the practice

The training courses, conducted by trade union trainers, received technical, logistical, and financial support from the ILO and the regional labour offices of the Ministry of Labor. Delivered across six regions of Madagascar through the CTM and Randrana Sendikaly trade union federations, these courses were tailored to the unique economic characteristics of each region, ensuring that a broad spectrum of workers could benefit from the training.

Preparing training courses

The preparation and organization of the training courses were based on a consultative process and thorough planning. Key mechanisms implemented included:

- **Consultation with trade union Leaders:** Trade union leaders were consulted to identify the specific needs and expectations of employees regarding OSH and training. This input allowed for the tailoring of training content to better align with their priorities. In addition to OSH,

modules on the rights of people with disabilities, social dialogue, and child labour were incorporated to address other expressed needs.

- **Recruitment of Trainers:** Trainers were selected to deliver training to their peers—worker delegates or representatives—who were then tasked with training all staff. Trainers were recruited through calls for applications from the trade unions, with recommendations from the General Secretaries of the two trade unions. These recommendations were based on candidates' availability, qualifications, and professional experience. Initially, each union was allotted two trainers, but this number was increased for the CTM by adding more eligible members according to their quotas. Emphasis was placed on ensuring the trainers had experience in OSH and training. In total, 40 trainers were recruited, including 32 from CTM and 8 from Randrana Sendikaly. These trainers later trained 1,074 workers.
- **Training the Trainers:** The training of trainers was led by a team composed of VZF project staff from Madagascar, Malagasy labour inspectors, an OSH specialist from the LABGOV Department, and a representative from the Gender, Equality, Diversity, and Inclusion (GEDI) Department of the ILO in Geneva. They were supported

Trainers prepare for implementing the training program on OSH, social dialogue, fight against child labour and the rights of people with disabilities



by labour inspectors and labour controllers trained in OSH from the Regional Labor and Employment Departments and the Civil Service.

- ▶ **Selection and Training of Lead Trainers:** Lead trainers were chosen based on evaluations conducted during the training of trainers. Their role was to oversee the sessions, coordinate the trainers' teams, and manage administrative and logistical aspects.
- ▶ **Establishment of the Training Programme Management Committee:** A dedicated committee was established to organize training sessions effectively and maintain continuous communication with the ILO. The committee involved trade union officers and lead trainers, all of whom were trained on the ILO's administrative rules and procedures to ensure transparent expenditure management.
- ▶ **Recruitment of Target Workers:** Trade union leaders were mobilized to encourage their members to participate in the training program, ensuring broad engagement from target workers. Participants included active worker representatives such as union leaders, staff delegates, shop stewards, and members of work councils and/or occupational safety and health committees (CSST).

Training courses

The training sessions were organized progressively throughout 2023 and into 2024, with approximately 25 participants per session, gradually increasing as the program advanced. Each session lasted three days and was preceded by a pilot training in each region to equip the trainers with the

necessary tools and guidance for conducting the sessions. In total, 1,074 workers participated in the training programme.

Impact

This training approach has proven successful, as evidenced by the testimonials from delegates and workers' representatives. They emphasized that the training effectively addressed their needs, particularly in assessing workplace risks. This success has sparked a growing demand to expand the training to other regions and to a broader audience. In the long term, this could facilitate the establishment of peer training programs to reach all workers.

The training also significantly raised the profile of occupational safety and health (OSH), generating increased interest among workers in occupational risk prevention. This has led to a shared sense of motivation between trade union leaders and workers to actively engage in future training courses. The testimonials collected reflect a growing recognition of the crucial role these trainings play in their daily work, particularly in understanding the consequences of workplace accidents.

Trainers themselves have expressed renewed commitment, driven by the growing interest among workers. They now feel better equipped and more determined to continue their work in OSH, fully aware that this training also contributes to strengthening their trade unions' membership in the long run.

Evaluations of the training courses highlighted the significant importance of understanding the law and social dialogue, which generated considerable interest among workers. Many participants were able to apply these concepts directly

The ILO project team closely supervised the worker training activities to ensure the efficient use of allocated resources. The presence of trained 'lead' trainers to manage the sessions facilitated effective fund management and the smooth delivery of parallel training sessions. It also ensured clear and effective communication regarding the organization and content of the training. Without proper communication, recruitment of target workers and the achievement of desired outcomes could have been negatively impacted at the start of the programme. To strengthen communication channels, the ILO project team actively monitored feedback and information sharing through the trade unions, management committee, and the ILO team via regular meetings and visits to training sites. Although cooperation between the two trade union federations appeared strong, underlying conflicts and tensions arose. In response, the project introduced a charter of good conduct at the outset of the training program, helping to prevent conflicts and resolve tensions.

Along with the supervision provided by the project team and the good communication between the stakeholders, several other factors also contributed to the success of the training. For example, the training of trainers (ToT) on OSH and the formation of a fund management committee, aimed at making the workers' organisation autonomous in managing the training courses were critical to sustainably embed the capacity building agenda within the organization. The charter of good conduct for trainers and workers contributed to seamless implementation of the trainings while an advance assessment of the interests and needs, particularly in terms of workers' rights and social dialogue made the training relevant and fit for purpose. Finally, translating the training into Malagasy to make it more relevant and pragmatic for workers was also a key factor in the success of the training.

in negotiations about protective gear and risk assessments in their workplaces. Some even assumed that these themes were developed by the lead trainers themselves, underscoring the relevance and lasting impact of the training programme.

Beyond the project team's supervision and effective communication among stakeholders, several other factors played a crucial role in the success of the training. Notably, the training of trainers in OSH and the capacity-building of lead trainers in fund management helped empower the workers' organization to independently manage training courses. The charter of good conduct for both trainers and workers contributed to standardizing training quality.

Additionally, addressing the core needs of trade unions upfront—especially regarding workers' rights and social dialogue—ensured the training was aligned with their priorities. Finally, the translation of the training materials into more accessible and practical formats for workers was key to the programme's success.

► Other information

- <https://www.ilo.org/projects-and-partnerships/projects/improving-occupational-safety-and-health-garment-and-construction-supply>

Formation en SST pour les représentants des travailleurs à Majunga, août 2022



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