



LABADMIN/OSH

Labour Administration, Labour Inspection and Occupational Safety and Health Branch



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Achieving Compliance through Strategic Compliance Planning

Symposium on Strategic Compliance in
Indonesia through the Labour Inspection System

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Chief

Labour Administration/Labour Inspection/
Occupational Safety and Health
International Labour Organization



Traditional Compliance Model vs Strategic Compliance Model



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Traditional

The Labour Inspectorate **is** the entity mandated to achieve compliance with national labour law, but it **is NOT sufficiently resourced to do so**, through routine inspection schedules or in response to worker complaints.

Strategic

The Labour Inspectorate **is** the entity mandated to achieve compliance with national labour law, and it **IS uniquely positioned to do so**, through Strategic Compliance Planning that identifies and prioritizes compliance issues and targets, engages multiple stakeholders, and wields multiple interventions.

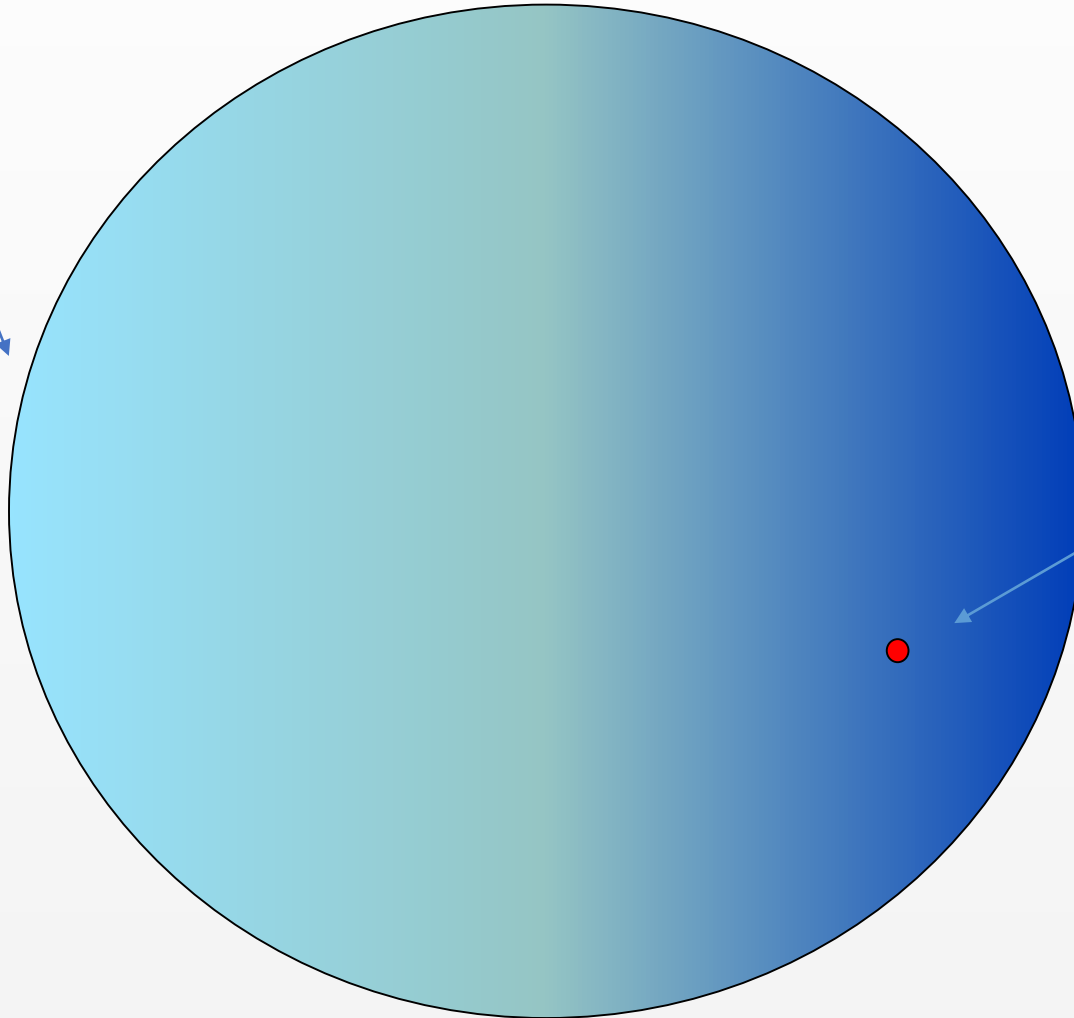


Traditional Compliance Model

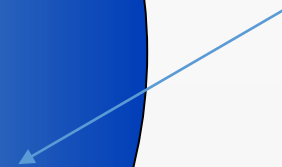


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**Universe of
workplaces
targeted for
inspection.**



**Universe of
workplaces
inspected.**



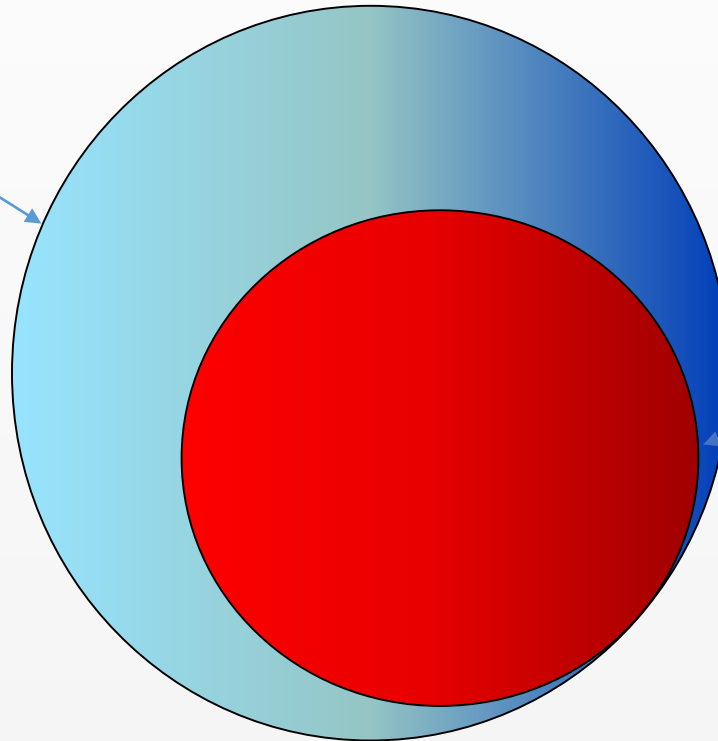


Strategic Compliance Model



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Universe of workplaces targeted for compliance interventions.



Universe of workplaces impacted by compliance interventions.

Strategic Compliance Planning

1.1 Map Labour Inspectorate:

1.2 Map Compliance Data:

2.1 Map Compliance Issues:



2.2 Map Compliance Targets:



4.1 Map Stakeholders:



Worker Org.



Enterprise



Employer Org.

Government



Non-Governmental Org.

Media



Wild Card

2.3 Set Compliance Target Pivot



3.1 Map Compliance Drivers and Constraints:

Driver



Constraint



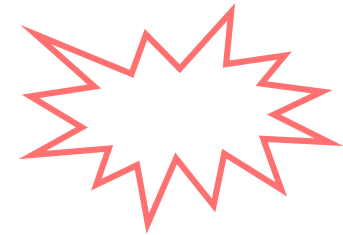
Direct Influence



Indirect Influence



5.1 Map Compliance Interventions:



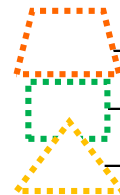
[Map Compliance Target, Overlay Compliance Drivers and Constraints; Overlay Stakeholders; Overlay Compliance Interventions]

6.1 Operationalize Strategic Plan:

6.2 Multi-Intervention Escalation Strategy:



6.3 Multi-Stakeholder Engagement:



Step 1 – 2

Map Labour Inspectorate, Compliance Data, Compliance Issues, & Compliance Targets

Strategic Compliance Planning

1.1 Map Labour Inspectorate:

1.2 Map Compliance Data:

2.1 Map Compliance Issues:

2.2 Map Compliance Targets:

2.3 Set Compliance Target Pivot

 Employer Org.  Government  Non-Governmental Org.  Media  Wild Card	(Map Compliance Target, Overlay Compliance Drivers and Constraints, Overlay Stakeholders, Overlay Compliance Interventions)	Direct Influence ——— Indirect Influence - - - -
5.1 Map Compliance Interventions: 		
6.1 Operationalize Strategic Plan: 6.2 Multi-Intervention Escalation Strategy:  _____  _____  _____ 6.3 Multi-Stakeholder Engagement:  _____  _____  _____		



Map Labour Inspectorate, Compliance Data, Compliance Issues, & Compliance Targets

The Labour Inspectorate is uniquely positioned to identify and prioritize compliance issues and targets:

- Access to and ability to collect data on:

- Compliance Issues:



Compliance issues
enforceable under mandate

- Compliance Targets:



Compliance targets
reachable under
mandate

- Data enables prioritization of compliance issues and targets (e.g. prevalence, severity, recidivism ...)

Step 3

Map Compliance Drivers and Constraints

Strategic Compliance Planning	
1.1 Map Labour Inspectorate:	1.2 Map Compliance Data:
2.1 Map Compliance Issues:	2.2 Map Compliance Data:
4.1 Map Stakeholders:  Worker Org.  Enterprise  Employer Org.  Government  Non-Governmental Org.  Media  Wild Card	2.3 Set Compliance Target Piv: 
3.1 Map Compliance Drivers and Constraints: Driver  Constraint  Direct Influence _____ Indirect Influence - - - - -	
(Map Compliance Target; Overlay Compliance Drivers and Constraints; Overlay Stakeholders; Overlay Compliance Interventions)	
6.1 Operationalize Strategic Plan: 6.2 Multi-Intervention Escalation Strategy:  _____  _____  _____	
6.3 Multi-Stakeholder Engagement:  _____  _____  _____	



Map Compliance Drivers and Constraints



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Why do enterprises comply?

- What influences have a positive impact on compliance?
- How does the influence work?
- Who wields or could wield the influence?
- How can positive influences be enhanced?
- What positive influences could be added?

Why don't enterprises comply?

- What influences have a negative impact on compliance?
- How does the influence work?
- Who wields or could wield the influence?
- How can negative influences be diminished or eliminated?



Map Compliance Drivers and Constraints



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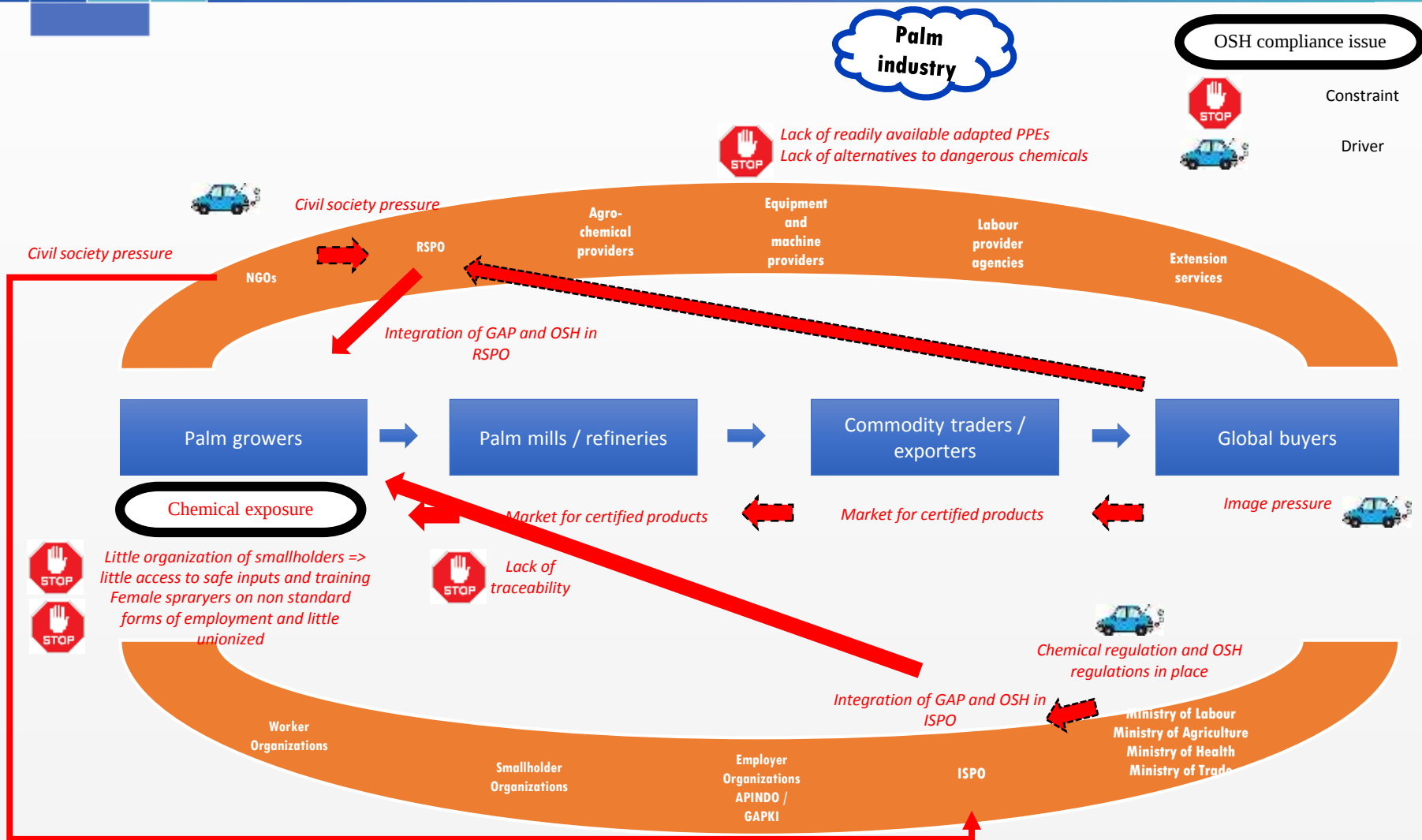
Just as a doctor must **diagnose** the **cause or causes** of an **illness** before prescribing a **cure ...**

... the Labour Inspectorate must **diagnose** the **drivers and constraints** of **compliance** and **non-compliance** before prescribing a compliance intervention.

Example of in depth analysis of drivers and constraints for OSH compliance: ILO case study on palm oil in Indonesia



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Step 4

Map Stakeholders

4.1 Map Stakeholders:



Worker Org.



Enterprise



Employer Org.



Government



Non-Governmental Org.



Media



Wild Card

Compliance Planning	
1.2 Map Compliance Data:	
2.2 Map Compliance Targets:	
3.1 Map Compliance Drivers and Constraints:	Driver  Constraint  Direct Influence Indirect Influence
5.1 Map Compliance Interventions:	
	
6.3 Multi-Stakeholder Engagement:	
  	



Map Stakeholders



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- What influences have a negative impact on compliance?
- How does the influence work?
- Who wields or could wield the influence?
- How can negative influences be diminished or eliminated?



Map Stakeholders



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The Labour Inspectorate is uniquely positioned to engage multiple stakeholders:

- Mandate to enlist and facilitate collaboration and cooperation of stakeholders that can impact labour law compliance but who would not otherwise participate because it is not their mandate.

Map Stakeholders



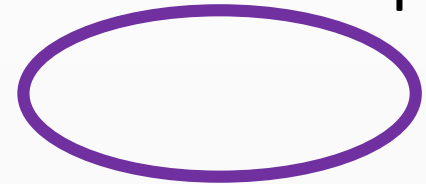
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Who wields or could wield the influence?

Worker Org.



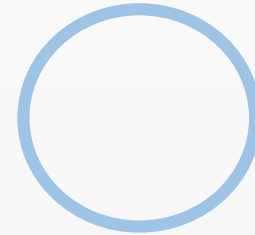
Employer
Org.



Government



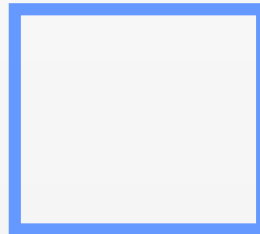
Enterprise



Media



Non-Governmental Org.



Wild Card

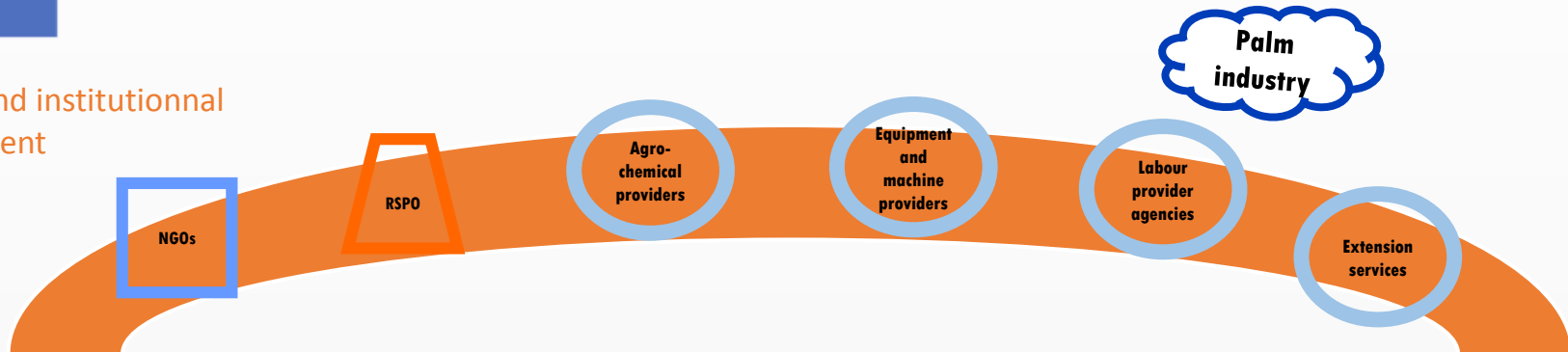


Example of in depth analysis of stakeholder mapping: ILO case study on palm oil in Indonesia

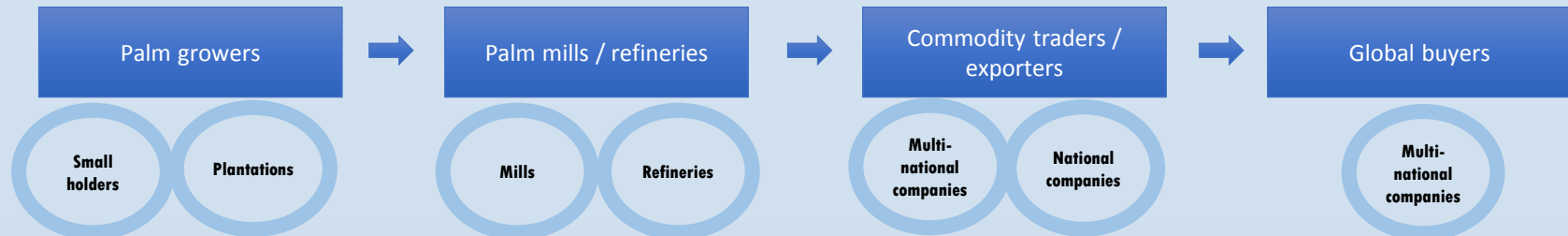


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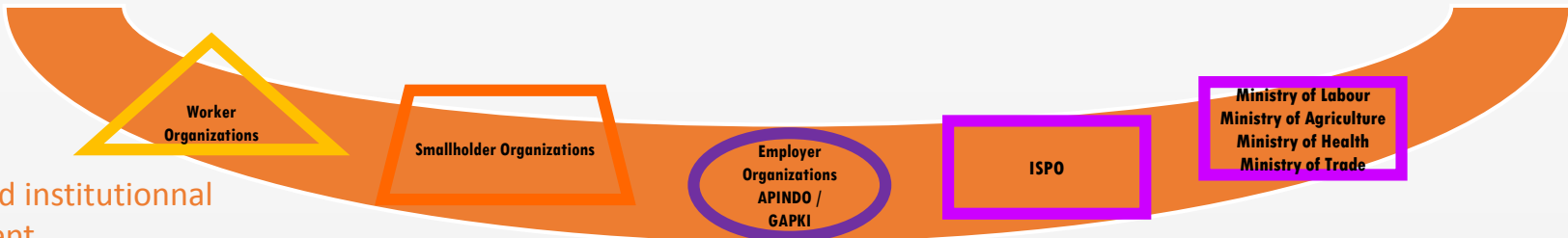
Market and institutionnal
environment



Palm oil industry



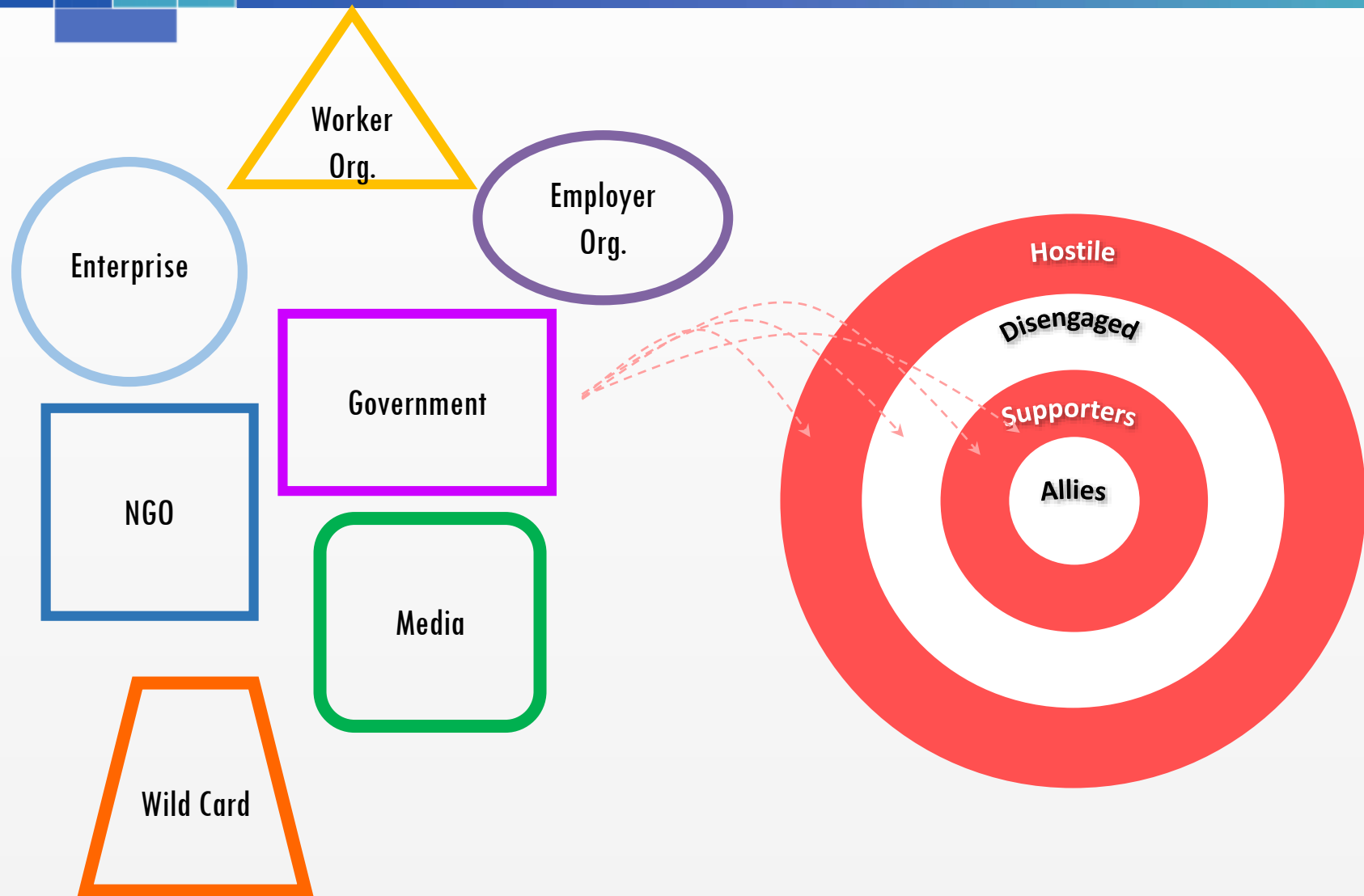
Market and institutionnal
environment



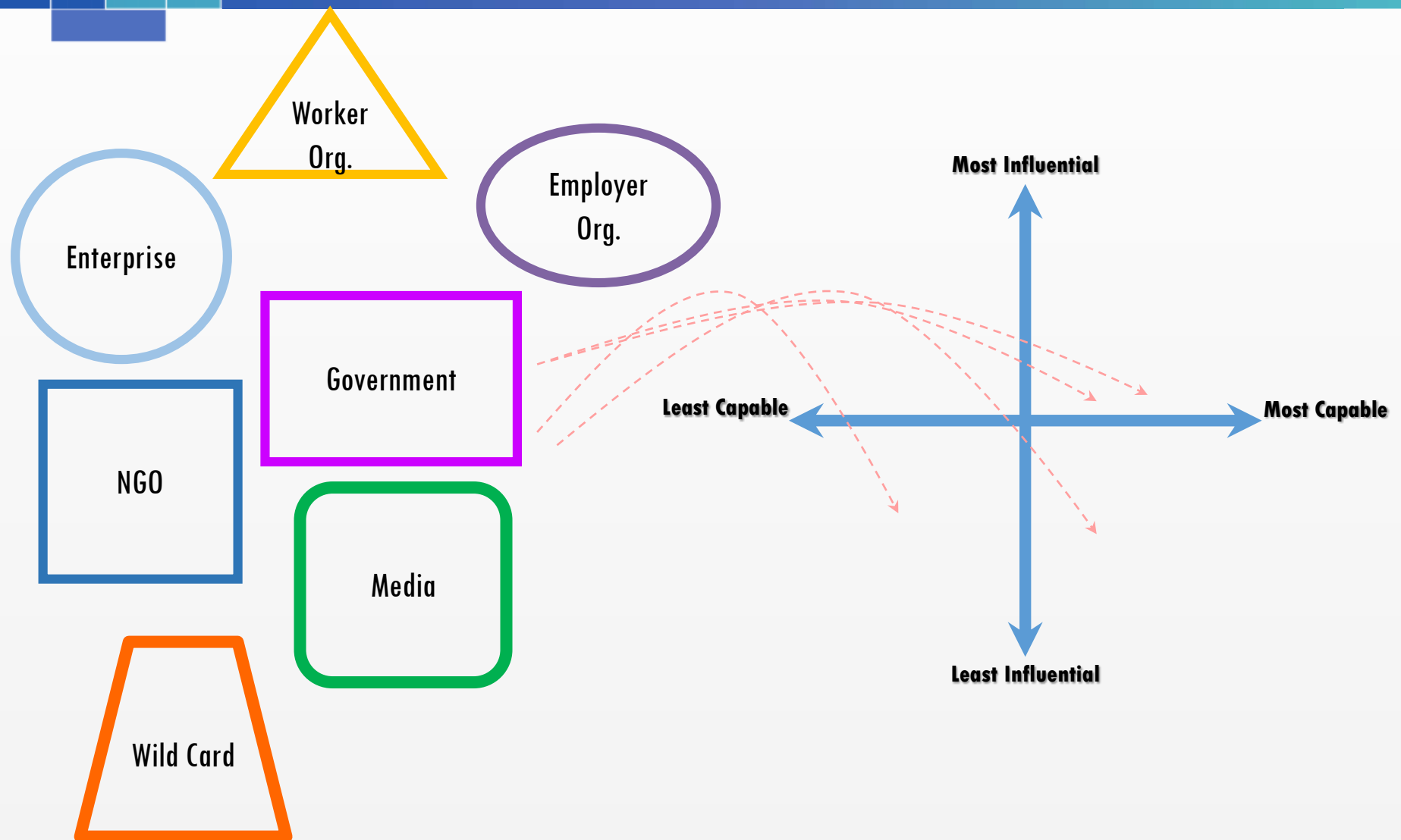
Map Stakeholders – Identify Allies



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Map Stakeholders – Identify Influencers



Step 5

Map Compliance Interventions

Strategic Compliance Planning		
1.1 Map Labour Inspectorate:		1.2 Map Compliance Data:
2.1 Map Compliance Issues:	2.2 Map Compliance Targets:	
4.1 Map Stakeholders:	2.3 Set Compliance Target Pivot	3.1 Map Compliance Drivers and Constraints:
Worker Org.  Enterprise  Employer Org.  Government  Non-Governmental Org.  Media  Wild Card 	 (Map Compliance Target, Over Stakeholders, Overlay Compl)	Driver  Control 
6.1 Operationalize Strategic Plan:		5.1 Map Compliance Interventions: 
6.2 Multi-Intervention Escalation Strategy:		
  		



Map Compliance Interventions



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Why do enterprises comply?

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- How does the influence work?
- Who wields or could wield the influence?
- How can negative influences be diminished or eliminated?



Map Compliance Interventions



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The Labour Inspectorate is uniquely positioned to wield multiple influences:

- Mandate to leverage interventions of other stakeholders that can impact labour law compliance but that would not otherwise be used for that purpose.



Map Compliance Interventions



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What are positive and negative influences?

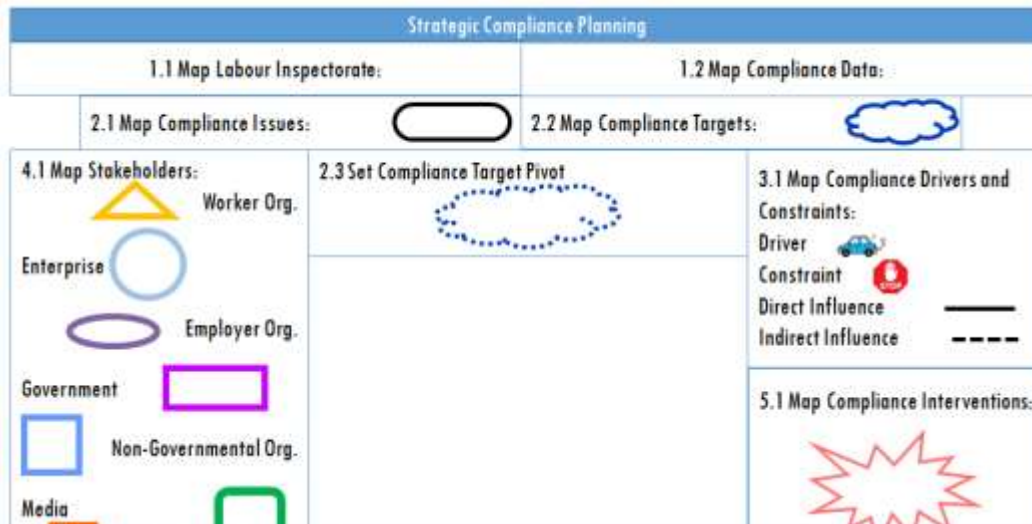


Non-compliance and compliance are caused by multiple influences.

Improving compliance requires multiple interventions.



Step 6



Operationalize Strategic Compliance Plan

6.1 Operationalize Strategic Plan:

6.2 Multi-Intervention Escalation Strategy:



6.3 Multi-Stakeholder Engagement:



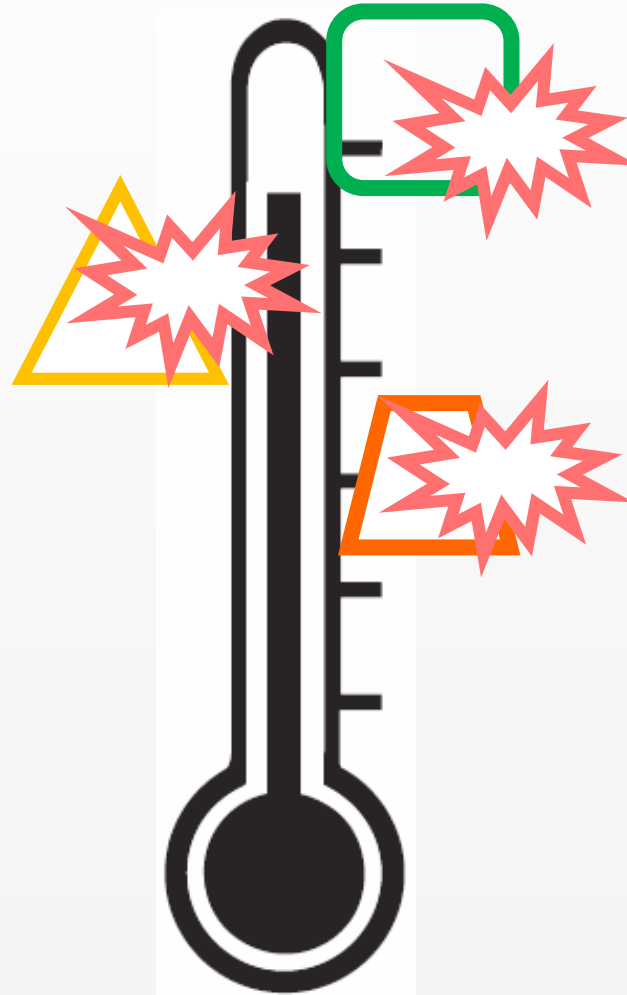


Operationalize Strategic Compliance Plan



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The Labour Inspectorate is uniquely positioned to operationalize a Strategic Compliance Plan with multi-intervention escalation strategies and multi-stakeholder engagement.





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Impact

Program to
Promote
Formalization in
the Palm Oil
Industry in
Colombia

Strategic Compliance Planning

1.1 Map Labour Inspectorate:

1.2 Map Compliance Data:

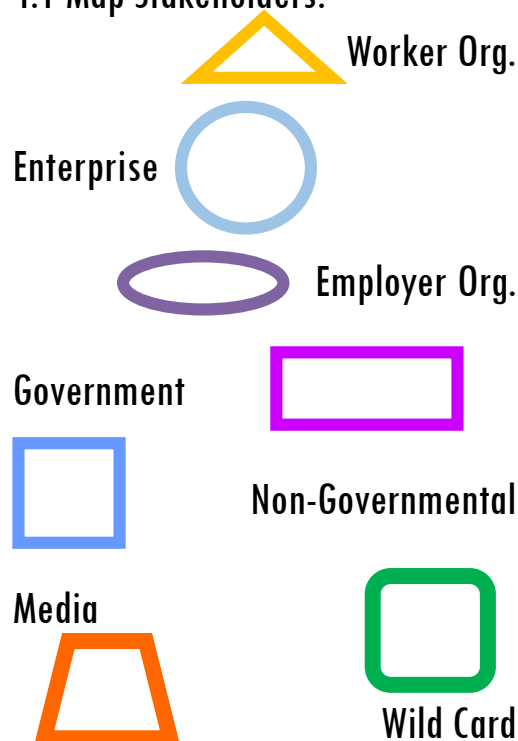
2.1 Map Compliance Issues:

Disguised employment relationships

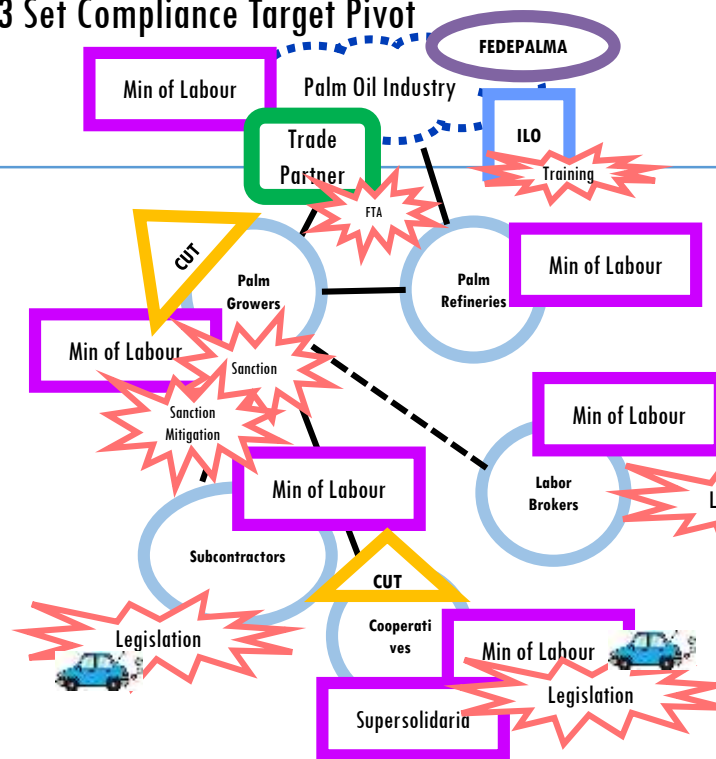
2.2 Map Compliance Targets:

Palm Oil Industry

4.1 Map Stakeholders:



2.3 Set Compliance Target Pivot



3.1 Map Compliance Drivers and Constraints:

Driver



Constraint



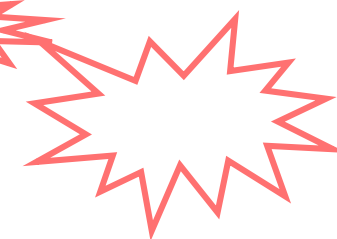
Direct Influence



Indirect Influence



5.1 Map Compliance Interventions:



6.1 Operationalize Strategic Plan:

6.2 Multifaceted Intervention Escalation Strategy:

Sanction Mitigation (Formalization Agreements)

Political Pressure via Trade Agreement

Compliance Assistance

6.3 Multi-Stakeholder Engagement:

Min. of Labour; Employer Group; Enterprises

Trade partners; Multilateral Orgs; Worker Orgs

ILO



Program to Promote Formalization in the Palm Oil Sector in Colombia



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- Signing of Formalization Agreements to mitigate millions in sanctions and directly hire hundreds of workers.
- Levying of sanctions in excess of \$ 10 million dollars.
- Increase in union membership by 387% in the palm sector.





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Thank you!