

**Final report**  
July 2017 – January 2020

**Improving safety and health in Madagascar global supply chains  
(VZF)**

Project codes (GLO/18/58/FRA and MDG/17/50/FRA)



|                                         |                                                                                                                                                                                           |
|-----------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Project title:</b>                   | Improving safety and health in global supply chains in Madagascar (VZF)                                                                                                                   |
| <b>Report type:</b>                     | Final report and self-evaluation                                                                                                                                                          |
| <b>Reporting period:</b>                | July 2017 - January 2020                                                                                                                                                                  |
| <b>Strategic Outcome:</b> <b>Policy</b> | Outcome 7 of P&B – 2018-2019                                                                                                                                                              |
| <b>Country Programme Outcome:</b>       | 4.2.2.1 The enforcement of legislation for decent work is strengthened (2015-2019)                                                                                                        |
| <b>Sustainable Development Goal:</b>    | SDG 8 – Target 8.8                                                                                                                                                                        |
| <b>UNDAF Outcome:</b>                   | Output 1 and output 2 of UNDAF 2015-2019                                                                                                                                                  |
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### List of acronyms

|                 |                                                                                          |
|-----------------|------------------------------------------------------------------------------------------|
| <b>AMIT</b>     | Tananarive Inter-enterprise Medical Association                                          |
| <b>BTP</b>      | public buildings and works                                                               |
| <b>CC</b>       | Inter-professional Cotton Council                                                        |
| <b>CHSST</b>    | workplace safety and health committee                                                    |
| <b>CIC</b>      | Inter-ministerial Committee on Cotton                                                    |
| <b>CNAPS</b>    | Caisse Nationale de Prévoyance Sociale (National Social Security Fund)                   |
| <b>CTHT</b>     | Toamasina Horticultural Technical Centre                                                 |
| <b>CTM</b>      | Workers' Conference of Madagascar                                                        |
| <b>DGTLS</b>    | Directorate General for Labour and Social Legislation                                    |
| <b>DIECCTE</b>  | French Directorate for Enterprises, Competition, Consumer Affairs, Labour and Employment |
| <b>DRSP</b>     | Regional Public Health Directorate                                                       |
| <b>DRTEFPLS</b> | Regional Directorate for Labour, Employment, the Civil Service and Social Legislation    |
| <b>DSST</b>     | Directorate for Workers' Social Protection                                               |
| <b>DWCP</b>     | Decent Work Country Programme                                                            |
| <b>ENAM</b>     | École Nationale d'Administration de Madagascar                                           |
| <b>ESIA</b>     | Antananarivo Inter-enterprise Medical Forum                                              |
| <b>EU</b>       | European Union                                                                           |
| <b>FTF</b>      | First Task Force                                                                         |
| <b>FUNHECE</b>  | Fund Health Center                                                                       |
| <b>GEFP</b>     | Group of Export Processing Zone (EPZ) Companies and Partners                             |
| <b>GEL</b>      | Lychee Exporters Group                                                                   |
| <b>GEM</b>      | Grouping of Madagascar Companies                                                         |
| <b>ILO</b>      | International Labour Organization                                                        |
| <b>ITLS</b>     | Labour and Social Legislation Inspectorate                                               |
| <b>NGO</b>      | non-governmental organization                                                            |
| <b>OMIT</b>     | Toliara Inter-enterprise Medical Organization                                            |
| <b>OMSI</b>     | Inter-occupational Medical and Social Organization                                       |
| <b>OSH</b>      | occupational safety and health                                                           |
| <b>OSTIE</b>    | Tananarivo Inter-enterprise Organization                                                 |
| <b>PPE</b>      | personal protective equipment                                                            |
| <b>SIM</b>      | Madagascar Union of Industries                                                           |
| <b>SMAE</b>     | independent in-company medical provider                                                  |
| <b>SMIE</b>     | inter-enterprise medical service                                                         |
| <b>UNDAF</b>    | United Nations Development Assistance Framework                                          |
| <b>VZF</b>      | Vision Zero Fund                                                                         |
| <b>WHO</b>      | World Health Organization                                                                |

## 1. Executive summary

As part of its Safety + Health for All flagship programme, the International Labour Organization (ILO) has carried out a project in Madagascar intended to improve the safety and health of workers in the textile and lychee global supply chains, with financial assistance from the Vision Zero Fund (VZF).

Primarily export-oriented, the textile and lychee industries are vital parts of the Malagasy economy. The textile sector generates around 260,000 jobs and embraces four main activities: cotton cultivation, cotton ginning/cleaning, spinning and weaving, and garment manufacturing. Madagascar is also among the world's top five lychee producers. This industry generates some 110,000 jobs divided among three main activities: lychee cultivation, harvesting/transport and packing/processing.

Among the project interventions in the lychee industry, support was provided for seasonal workers and their families to register with occupational health services during the annual lychee harvesting and processing campaign. This resulted in the registration of 1,100 seasonal workers in 2018 and 1,335 in 2019 (700 women – 635 men). The project also supported immediate actions to improve occupational safety and health (OSH) among lychee producers and at treatment stations. These included restricting tree size to reduce falls from height; developing a prototype *garaba* (a traditional basket used to harvest and transport lychees) which is easier to handle and reduces the risk of cuts; and introducing a standard first-aid kit to plantations and an OSH management system at lychee farms and treatment stations. The heads of seven cooperatives, representing 245 planters, were trained in safe harvesting practices and also in prevention in the context of the plague epidemic which struck Madagascar in 2017. The project also provided OSH training for 293 managerial staff, mostly women, from seven lychee treatment stations employing some 2,800 workers (more than 60 per cent women), who subsequently made changes to the work organization at their enterprises.

In the textile supply chain, the project conducted a participative study addressing the drivers and constraints for OSH improvement. The results then helped to set priorities for the development of phase II of the project focusing on the textile sector.

At the institutional level, in order to strengthen the role of labour inspection in OSH, the project facilitated OSH training for the entire Malagasy labour inspectorate, comprising 120 labour inspectors (48 men and 72 women) and 125 controllers (53 men and 72 women). All these officials now have the knowledge needed to perform effective OSH checks nationwide, including in the construction and public works context. The *École nationale d'administration* has revised and strengthened its OSH training course, which it is currently delivering to 50 future labour inspectors (33 women and 17 men). Finally, a five-year plan was adopted to facilitate coordinated and/or joint interventions by institutional actors in the OSH system. Under the plan, labour inspectors and the National Social Security Fund (CNAPS) conducted joint visits to factories. As a result of this coordinated action, 558 employers, accounting for 12,172 workers, registered with the CNAPS in 2019.

## 2. Basic information

|                                      |                                                                                                                                                                                                                                            |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Countries covered:</b>            | Madagascar                                                                                                                                                                                                                                 |
| <b>Donor:</b>                        | Ministry of Labour, Department of European and International Affairs (DAEI); France                                                                                                                                                        |
| <b>Budget:</b>                       | GLO/18/58/FRA - \$324,971.91<br>MDG/17/50/FRA - \$184,424.00                                                                                                                                                                               |
| <b>Administrative unit:</b>          | LABADMIN/OSH for GLO/18/58/FRA and<br>CO-ANTANANARIVO for MDG/17/50/FRA                                                                                                                                                                    |
| <b>Programme and Budget outcome:</b> | Outcome 7                                                                                                                                                                                                                                  |
| <b>DWCP outcome:</b>                 | 2.1 – The enforcement of the legislation supporting decent employment is strengthened, 2.2 – The involvement of the social partners in formulating national economic and social policy through social dialogue makes significant progress. |
| <b>Start date:</b>                   | July 2017                                                                                                                                                                                                                                  |
| <b>End date:</b>                     | January 2020                                                                                                                                                                                                                               |
| <b>Project duration in months:</b>   | 30 months                                                                                                                                                                                                                                  |

## 3. Summary outputs

| Outputs                                                                                                             | Output status                                      | Analysis of output delivery                                                                                                                                                                                                                                                                         |
|---------------------------------------------------------------------------------------------------------------------|----------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1.1 Mapping of both supply chains                                                                                   | Completed for Madagascar;<br>Cancelled for Tunisia | Mapping of the textile value chain in Madagascar, from cotton production to ready-to wear export.<br><br>The work on the olive oil value chain in Tunisia was cancelled.                                                                                                                            |
| 1.2 Analytical studies of the two supply chains, including drivers and constraints for improving OSH, are available | Completed for Madagascar;<br>Cancelled for Tunisia | Drafting of the analytical report on the textile value chain in Madagascar was finalized. The report was approved by the stakeholders on 25 February 2019. The publication is available in French and English <sup>1</sup> .<br><br>The work on the olive oil value chain in Tunisia was cancelled. |
| 1.3 Intervention                                                                                                    | Completed for                                      | Intervention models for improving OSH in the                                                                                                                                                                                                                                                        |

<sup>1</sup> ILO, Drivers and constraints for occupational safety and health improvement in the global textile supply chain in Madagascar, Case study, 2020, available at: [https://www.ilo.org/global/topics/safety-and-health-at-work/resources-library/publications/WCMS\\_741175/lang--eng/index.htm](https://www.ilo.org/global/topics/safety-and-health-at-work/resources-library/publications/WCMS_741175/lang--eng/index.htm)

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| models to improve OSH for workers in the two supply chains are developed and adopted                                          | Madagascar;<br>Cancelled for<br>Tunisia | Malagasy textile value chain were adopted and integrated into the strategy for phase II of the project, which commenced in February 2020. Some activities began in the textile sector.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| 2.1 Preventive actions are taken prior to the harvest (November), in collaboration with the national social protection bodies | Completed                               | <p>Preventive actions were taken prior to the lychee harvest, in collaboration with the CNAPS, the Inter-enterprise Medical Service (SMIE) in Toamasina, the Labour Inspectorate, the WHO (in 2017), the Tamatave Horticultural Technical Centre (CTHT), the Regional Public Health Directorate (DRSP) and the ILO:</p> <ul style="list-style-type: none"> <li>- In 2017, 123 managerial staff from seven treatment stations employing around 2,800 workers received combined training on OSH and on plague response measures in the working environment of the lychee supply chain;</li> <li>- In 2018, 170 staff from six volunteer export-oriented enterprises received awareness training on occupational accident prevention and response at treatment stations;</li> <li>- In 2019, 30 key actors in the lychee industry, including representatives of the Lychee Exporters Group (GEL), the Direction Générale du Travail et des Lois Sociales (Directorate for Labour and Social Legislation (DGTLS)), the Direction Régionale du Travail, de l'Emploi, de la Fonction Publique et des Lois Sociales (Regional Directorate for Labour, Employment, the Civil Service and Social Legislation (DRTEFPLS)) the CNAPS (national and regional), the Inter-occupational Medical and Social Organization (OMSI), the FUNHECE (Fund Health Center) of Toamasina (FUNTOA), the Toamasina Horticultural Technical Centre (CTHT) and the ILO met to evaluate the interventions of VZF Project I in the lychee industry. After the workshop, the good practices for improving OSH in the lychee</li> </ul> |

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|                                                                                                                     |                                                     | value chain which emerged from the project interventions were identified and retained.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| 2.2 Immediate measures for OSH improvement are put in place in collaboration with volunteer exporters and producers | Completed beyond what was included in the work plan | <p>Several immediate measures for OSH improvement were implemented in 2017:</p> <ul style="list-style-type: none"> <li>- Introduction of a system to measure incidents, accidents and hourly productivity at three pilot enterprises;</li> <li>- Training/awareness raising for seven heads of producers' cooperatives and associations on plague prevention techniques and safe harvesting practices;</li> </ul> <p>In 2018, the following measures were proposed and discussed with the social partners:</p> <ul style="list-style-type: none"> <li>- Tree pruning and felling to gradually reduce height and improve yield;</li> <li>- Ergonomic improvements to lychee-harvesting activities;</li> <li>- Standardization of a first-aid kit for lychee plantations;</li> <li>- Establishment of an OSH management system at lychee farms and treatment stations (incident/ accident measurement);</li> <li>- 1,100 seasonal workers registered by their enterprise with the OMSI in Toamasina at a fixed cost of 11,600 Malagasy ariary (MGA) (approx. USD 3) per worker, which covers the worker and entitled family members for month of the campaign. The health cover offered during this period comprised a pre-employment medical check, awareness-raising of OSH by the enterprise for all workers, local (in-house) services during the campaign, first-aid and emergency care, and evacuation to hospital if required. <p>In 2019, 1,335 seasonal workers from two enterprises were registered by their employers with FUNTOA at a fixed cost of 8,700 MGA (approx. USD 2.36) per worker.</p> </li></ul> |
| 2.3 Training activities and awareness-raising for the Labour Inspectorate on                                        | Completed beyond what was included in the work plan | The representatives of six OSH support institutions (10 labour inspectors, 7 physicians from SMIEs, 8 OSH experts from the CNAPS and 3 OSH officers from the ministries of tourism, health and agriculture) were trained in the main functions of the national OSH                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |

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| <p>strategic compliance by workplaces in the textile and agro-food industries are implemented</p> |  | <p>system and in the importance of institutional coordination on OSH matters (June 2018). This workshop led to the drafting of a five-year action plan to facilitate coordinated and/or joint interventions by stakeholders in the OSH system. In this connection, the labour inspectors and the CNAPS set up "social protection task forces", based on a Labour Inspectorate model, to carry out joint visits to factories, following a decision taken by the Council of Ministers. As a result of this coordinated action led by the labour inspectors, 558 employers, accounting for 12,172 workers, were registered with the CNAPS.</p> <p>The First Task Force (FTF) for Occupational Safety and Health, comprising 12 Malagasy labour inspectors and controllers (7 women and 5 men), was established in 2018 as a strategy to help strengthen the intervention capacity of the Labour Inspectorate, particularly in OSH. These official contact points were tasked with training the entire inspection staff of the Malagasy labour inspectorate. The First Task Force received a thorough basic training, relevant documentation and digital OSH training tools (Nov. 2018), and then undertook in-depth field training through a study visit to the French Labour Inspectorate in La Réunion (Feb. 2019).</p> <p>The FTF inspectors then transferred this knowledge to their remaining Inspectorate colleagues in Madagascar and the OSH training material was integrated into the training course at the <i>École nationale d'administration</i>.</p> <p>The FTF inspectors also received training on OSH in the construction and public works sector in November 2019.</p> <p>As part of a systemic integration strategy for all actors likely to be concerned with OSH for workers, the employers' and workers' organizations were fully included in the</p> |
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|  |  | <p>training and/or awareness-raising process.</p> <p>To this effect, textile workers from the Conférence des Travailleurs de Madagascar (Workers' Conference of Madagascar)(CTM) and the largest inter-occupational trade union bodies were made aware of the importance of risk assessment in enterprises and of upholding the general principles of workplace accident and occupational disease prevention (Feb. 2019). Following this awareness-raising, they agreed to take part in a training approach based on the formation of a Workers OSH Task Force comprising 14 trade unionists (10 women and 4 men), which then received training on the main principles of risk prevention and the main risk categories.</p> <p>Forty employers (28 women and 12 men) from the textile sector, members of the Group of EPZ Companies and Partners (GEFP), were given initial information on the importance of OSH for improving their economic performance and enhancing their responses to the challenges of social and environmental responsibility (Oct. 2019); they then requested a short-term training activity.</p> <p>A participatory assessment of OSH services in relation to the principles of the Occupational Health Services Convention, 1985 (No.161) was carried out under the leadership of an ILO expert in OSH. During the assessment process, the chief medical officers of 16 occupational health services (SMIEs and Services Médicaux Autonomes d'Entreprises (Independent In-company Medical Providers (SMAEs)) received training on issues relating to Convention No. 161.</p> <p>In June 2019, two conferences to promote OSH were held at the <i>École nationale d'administration de Madagascar</i> (ENAM). These were attended by 270 officials (117 women, 153 men) working as auditors for various ministries, as part of in-service training provided by ENAM with the</p> |
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|  |  | <p>aim of modernizing Malagasy public administration.</p> <p>Aside from the lychee and textile supply chains, the workers' organizations in the mining sector requested the ILO to provide training on the Safety and Health in Mines Convention, 1995 (No.176). The ILO Country Office in Antananarivo entrusted the project to provide the OSH training. As a result, 70 trade unionists from the IndustriAll Global Union - Madagascar (13 women, 57 men) were trained in the provisions of Convention No.176 and in the procedures for ratifying a Convention (July 2019).</p> |
|--|--|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

| Outputs: Overall delivery assessment                                                                                                                                                                                         |                                                                                                                                                                                                               |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <input checked="" type="checkbox"/> <b>Highly satisfactory</b><br>Almost all outputs (>80%) have been implemented on schedule as envisaged in the implementation plan and almost all indicator targets (>80%) have been met. | <input type="checkbox"/> <b>Satisfactory</b><br>Some (60-80%) outputs have been implemented on schedule as envisaged in the implementation plan and the majority of indicator targets (60-80%) have been met. |
| <input type="checkbox"/> <b>Unsatisfactory</b><br>Some (40-60%) outputs have been implemented on schedule as envisaged in the implementation plan and only some indicator targets (40-60%) have been met.                    | <input type="checkbox"/> <b>Very unsatisfactory</b><br>Few (<40%) outputs have been implemented on schedule as envisaged in the implementation plan and only a few indicator targets (<40%) have been met.    |

## 4. Summary outcomes

| Indicator                                                                     | Baseline | Target | Summary of immediate objective |
|-------------------------------------------------------------------------------|----------|--------|--------------------------------|
| Immediate objective 1: Improved understanding of OSH conditions in the supply |          |        |                                |

| <b>chains for olive oil in Tunisia and textiles in Madagascar leads to the development of integrated intervention models</b>                                                                                     |                                                                           |                                                   |                                                                                                                                                                                                                                                                                  |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------|---------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 01 A participatory analysis of the drivers and constraints for OSH in the textile supply chain in Madagascar is available, including an intervention model.                                                      | 1 Draft analysis available.                                               | 01 Analysis available and published.              | Analytical report on the textile value chain in Madagascar is finalized and published.                                                                                                                                                                                           |
| 01 A participative study of the drivers and constraints for OSH in the olive supply chain in Tunisia is available, including an intervention model.                                                              | 0 Analysis available                                                      | 01 Analysis available and published.              | Analysis of the olive oil supply chain cancelled                                                                                                                                                                                                                                 |
| <b>Immediate objective 2: On the basis of the results from the case study of the lychee supply chain in Madagascar and in accordance with the Global GAP standard, OSH improvement measures are put in place</b> |                                                                           |                                                   |                                                                                                                                                                                                                                                                                  |
| Three types of pilot measure are implemented: one at treatment stations, one with producers, one with institutional support functions.                                                                           | No measure in place.                                                      | Six types of measure in place.                    | At treatment stations:<br>1. OSH management system;<br>2. Registration with SMIEs (OMSI, 2018 and FUNTOA, 2019).<br>3. Among producers:<br>4. OSH management system;<br>5. First-aid kit;<br>6. Start of tree pruning and felling;<br>7. Prototype non-hazardous <i>garaba</i> . |
| OSH capacities in at least four institutional functions are strengthened in accordance with the ILO instruments.                                                                                                 | Institutional functions exist but with limited capacity and coordination. | Strengthened capacity at six support institutions | Measures taken at institutional level:<br>- Facilitation and development of exchanges between institutions.<br><br>- Adoption of an inter-institutional                                                                                                                          |

|  |  |  |                                                                                                                                                                                                                                                                                                                                                                                                                |
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|  |  |  | <p>coordination plan for OSH</p> <p>Stakeholders with strengthened OSH capacity:</p> <ol style="list-style-type: none"> <li>1. Labour Inspectorate;</li> <li>2. CNAPS officials;</li> <li>3. Chief medical officers of occupational health services</li> <li>4. Health service;</li> <li>5. Workers' organizations in the textile sector</li> <li>6. Employers' organizations in the textile sector</li> </ol> |
|--|--|--|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

#### Overall outcome summary

☐ **Highly satisfactory**

Based on the indicators and the risk assessment, all outcomes have been achieved by the end of the project.

☐ **Unsatisfactory**

Based on the indicators and the risk assessment, only some outcomes have been achieved.

☒ **Satisfactory**

Based on the indicators and the risk assessment, the majority of outcomes have been achieved.

☐ **Very unsatisfactory**

Based on the indicators and the risk assessment, only a few outcomes have been achieved.

## 5. Narrative report: managing for results

### 5.1 Result summary

#### 5.1.1 Results in logical framework

**Immediate objective 1- Improved understanding of OSH conditions in the supply chains for olive oil in Tunisia and for textiles in Madagascar leads to the development of integrated intervention models**

#### Analysis of the textile value chain – Madagascar



The analysis of the textile sector, based on methodology developed under the ILO Safety + Health for All flagship programme to promote safety and health in the workplace, was carried out in several stages. First, the scope of the study was defined and a national consultant trained to use the methodology. In September 2018, the project held a consultation exercise specifically concerned with cotton cultivation, which brought together 27 participants including representatives from cotton producer cooperatives, ginning factory operators, the Cotton Council (CC), the Inter-ministerial Committee for Cotton (CIC), local NGOs, the ministries of Trade, Agriculture and Labour (Inspections Dept.) and regional government. During the consultation the results relating to the occupational hazards and risks encountered in the cotton industry, in particular the chemical

hazards and those relating to production issues triggered by climate change, were presented to the participants, who then endorsed them.

The final report on the textile industry, addressing cotton production as well as manufacturing, was then approved by all the actors in the sector on 25 February 2019 at a national tripartite review workshop. At this time the drivers and constraints for OSH were discussed and confirmed. Intervention models embracing 19 actions were also proposed and prioritised by the participants. The lengthy report was then edited in preparation for publication, and translated into English. Finally, the relevant intervention models were merged into the strategy for phase II of the project, which began in January 2020.

## Analysis of the olive oil value chain – Tunisia

The analysis of the olive oil value chain in Tunisia did not take place as initially planned. Despite the official agreement and engagement of the Ministry of Social Affairs and the Ministry of Agriculture, and even as the initial mapping work was underway, the Ministry of Social Affairs announced informally, via the ILO Office in Algiers, that the social partners did not wish to proceed. The reasons given included the low OSH risks experienced by workers in the sector. The ILO received an official communication to this effect in January 2019. Following further discussion with the Algiers office, it was decided to discontinue the VZF involvement in Tunisia.

## **Immediate objective 2 – On the basis of the results from the case study on the lychee supply chain in Madagascar and in accordance with the Global GAP standard, OSH improvement measures are put in place**

### **Cross-cutting activities**

Various measures were implemented under the project to improve OSH in Madagascar, with particular emphasis on the two value chains in the project:

- Institutional coordination

In June 2018, the project began consulting with national institutions, with the aim of upgrading the national system of OSH management through strengthened coordination and collaboration among stakeholders. This activity brought together 28 representatives from the following institutions: the Ministry of Labour, through the Labour and Social Legislation Inspectorate (ITLS) under the Directorate for Workers' Social Protection (DSST); regional labour directorates (Antananarivo, Antsirabe, Toamasina and Toliara); the CNAPS and its representatives in the areas of project intervention; the SMIEs including the Organisation Tananarivienne Interentreprises (OSTIE), the Association Médicale Interentreprises de Tananarive (AMIT), the FUNHECE, the Espace Médical Interentreprises d'Antananarivo (ESIA), the Service Médical Interentreprises d'Antsirabe (SMIA) and the Organisation Médicale Interentreprises de Toliara (OMIT); the Ministry of Health (OSH/Environment Dept.); the Ministry of Agriculture and the Ministry of Tourism.

At these meetings the project defined the tasks of the OSH stakeholders in Madagascar; analysed the relevant ILO Conventions, in particular the Labour Inspection Convention, 1947 (No.81); the Labour Inspection (Agriculture) Convention, 1969 (No.129); the Occupational Safety and Health Convention, 1981 (No.155); the Occupational Health Services Convention, 1985 (No.161) and the Promotional Framework for Occupational Safety and Health Convention, 2006 (No.187) as well as the legal framework in Madagascar (Labour Code and Social Welfare Code); trained the stakeholders in risk management methods; and analysed the divergences between the prescribed tasks and an inter-institutional incorporating short-medium and long-term planning for coordinated action by OSH services.

As part of the five-year inter-institutional plan to facilitate coordinated action by OSH services, the labour inspectors and the CNAPS set up “social protection task forces” based on

a Labour Inspectorate model (see below) to carry out joint visits to factories. This coordinated action, carried out over three months of joint visits to enterprises in 2019, resulted in 558 employers, with 12,172 workers, being registered with the CNAPS.

- Labour Inspectorate

In November 2018, following a good practice developed in the framework of an earlier project to strengthen the competencies of the Labour Inspectorate, the project selected a First Task-Force (FTF) for OSH, comprising 12 labour inspectors and controllers, and organized a series of activities intended to bring their OSH skills up to the level of their tasks, based on a toolkit of the skills required in order to respond effectively to the needs of enterprises, workers and their representatives.

The first stage comprised training in professional OSH monitoring for all the FTF members. This training equipped them with the basic knowledge to perform OSH checks at all kinds of establishments, particularly in the sectors concerned by the project, including in the informal economy; they also acquired and assimilated the training modules needed to share what they had learned with all the relevant officers in the Malagasy Labour Inspectorate, in the capital as well as the regions.

In order to fully operationalize the FTF, the Malagasy labour inspectors involved made a study visit to the nearest French labour inspection office, at Saint-Denis de la Réunion, from 18 to 22 February 2019 (*see box below*).



The FTF inspectors then transferred their knowledge to the remaining Inspectorate members (120 inspectors and 125 controllers). In this connection, the inspectors developed an OSH training plan using the models provided in November 2018 and then passed on the training to all their colleagues.

*Presentation of certificates to inspectors following the shared training in OSH*

Finally, the Malagasy FTF was trained on OSH issues in the construction sector by a labour inspector from La Réunion (Oct. 2019). This workshop marked the end of the overall OSH training programme. All the labour inspectors then received a certificate from the ILO, signed by the relevant ILO Director and the Minister of Labour.

## Capacity building for the Malagasy Labour Inspectorate – an innovative collaboration between La Réunion and Madagascar

During their study visit to the French Directorate for Enterprises, Competition, Consumer Affairs, Labour and Employment (DIECCTE) in La Réunion, the inspectors:

- learned how a labour inspection system operates;
- discussed the role and powers of the Malagasy inspectorate;
- took part in OSH inspection tasks, as well as their preparation and follow-up; and
- identified the partner institutions of the labour inspectorate, especially on health issues.

This exchange also provided the Malagasy inspectors with helpful legal and regulatory insights in the context of strengthening the body of labour law in Madagascar.



Members of the First Task Force and labour inspectors from the La Réunion DIECCTE, Saint-Denis de la Réunion, February 2019

This was the first visit shared between the DIECCTE in La Réunion and the Malagasy Labour Inspectorate. Several areas for cooperation were identified and have already come to fruition in the form of OSH training for the construction and public works sector, held in Madagascar in autumn 2019 by an inspector from La Réunion.

*“This was clearly an enriching experience for all the participants. The human factor in this exchange is the key to the sustainability of the actions undertaken.”* Nathalie Kubicek, Deputy Diplomatic Advisor to the Prefect of La Réunion.

In June 2019, two seminars to promote OSH were held at the *École nationale d'administration de Madagascar* (ENAM). These workshops were attended by 270 officials (117 women, 153 men) from various ministries who were undertaking either skills development or specialized auditor training in the context of the in-service training offered by ENAM and intended to modernize Malagasy public administration.

- Health services

In mid-2018, the DSST requested technical and financial support to hold a conference for the chief medical officers of occupational health services. The intention was to encourage the sharing of ideas and experience among the various services as a means to improve OSH provision in Madagascar. A further aim was to provide an opportunity for reflection on the constraints and possibilities for extending occupational health service coverage to workers in the informal economy, including the sectors with which the project was involved.



*Workers awaiting medical examinations at an occupational health centre*

The conference brought together the chief medical officers of 28 SMIEs and 30 SMAEs, as well as representatives of the DSST. The main outcomes of the

exercise and the concerns that emerged among the group may be summarized as follows:

- Regarding the legal mandate of SMIEs to provide coverage for vulnerable workers with little or no protection, the participants identified groups which could easily be integrated into existing membership schemes, such as seasonal workers;
- The sectors to be given priority in the context of an intervention in the informal economy were identified, including seasonal workers in agriculture, among others;
- The various SMIE representatives identified key partners for strategy development and to support the efforts to move towards worker formalization;
- With regard to available resources, the participants agreed on the need for an in-depth analysis of the services that might be offered and the structures and capacities needed to deliver them.

To meet this request the ILO, through its LABADMIN/OSH Branch, conducted a study of the health services in Madagascar. This participatory assessment identified the gaps and opportunities for improving occupational health services in Madagascar and helped to define priorities for action based on the Occupational Health Services Convention, 1985 (No.161). The assessment identified a number of priority actions: the introduction of a coordinating mechanism between occupational health services and other stakeholders in the occupational health system and the health system; the broadening of occupational health service coverage in the formal and informal sectors; the promotion of a prevention culture among employers and workers; staff training on OSH and improved collection, recording and analysis of data relating to occupational accidents and diseases.

In light of the study results, a number of interventions for improving access to, as well as upgrading, occupational health services will be implemented in phase II of the VZF project.

## Activities specific to the lychee value chain

### *Lychee production*

In 2017, with support from the Tamatave Technical Horticultural Centre (CTHT), the project promoted awareness of safe harvesting practices among groups of accredited lychee producers. In 2018, the project continued actively to strengthen the capacities of producer cooperatives and groups by introducing an OSH management system in lychee farms.



*Travailleuses triant des litchis*

To achieve this, the CTHT trained as trainers 19 outreach workers from the CTHT and the chamber of agriculture and certification/quality focal points made available by the volunteer exporters. These participants were then tasked with passing on this training to groups of producers before harvesting began. In this way, 34 other rural extension workers and members of producer groups were then also trained.

In this context, the CTHT trained the farmers in lychee planting, pruning and felling, with the aim of gradually reducing tree heights and reducing the risk of falls during harvesting. This training also provided an opportunity to present farmers with a prototype improved *garaba* and to discuss other possible improvements. The prototype reduces the risk of cuts and makes manual handling easier. Around 1,800 improved *garabas* were used in the 2018 and 2019 campaigns.

In April 2018, a workshop was held for the GEL and the CTHT to evaluate the impact of Cyclone Ava on producers along the eastern coast of Madagascar. The recommendations from this study led to a tree replanting initiative.

### *Treatment stations*

Over the past three seasons, the following actions have been taken at lychee treatment stations for the benefit of seasonal workers:

- In 2017, 103 managerial staff from seven treatment stations employing around 2,800 workers received joint training on OSH (in accordance with the Global GAP standard) and in the same year three volunteer stations also took part in a support activity to measure productivity at treatment stations.
- Madagascar was struck by an epidemic of plague in mid-2017. The project set up a response system for enterprises, which helped to reassure international purchasers. The aim was to anticipate the procedures to be implemented at treatment stations so as to prevent contamination and deal with suspected cases. A nine-point guide was developed and distributed to the stations. Its main recommendations were: inform about the plague's symptoms and modes of transmission; follow the guidelines on

hygiene, prevention and control; update the details of medical advisers and services and activate the Committee on Occupational Hygiene, Safety and Health (CHSST); prevent transmission; approach the competent medical authorities in the event of suspicion; isolate the work area once the sick person's needs have been addressed; collaborate with the health authorities to prevent and contain any spread of the disease; take measures to address any discrimination and stigmatization against persons who have been affected and mobilize the CHSST to ensure continuous OSH promotion.

- In 2018, 170 OSH focal points (managers, supervisors and section heads working in areas such as receipt, sorting, sulphuring, packing and dispatch) from the seven volunteer stations received information and awareness-raising on workplace accident prevention and response at lychee treatment stations.
- In 2018, the CTHT also brought in tools to record accidents and incidents and measure productivity at the volunteer stations, which led to improved risk analysis at stations. These tools were used during the 2019 campaign.
- 1,100 seasonal workers at lychee treatment stations were able to benefit from occupational health services provided by an OMSI in the same way as permanent workers, for a month during the 2018 campaign; during the 2019 campaign this number increased to 1,335 workers.
- The seven enterprises working with the VZF Project recruited workplace nursing staff during the 2018 and 2019 campaigns.



*Workers at a lychee treatment station*

Ahead of the project's conclusion in January 2020, a participatory assessment workshop was held in November 2019 in Toamasina, the main lychee-producing province.

The workshop brought together the main stakeholders in the sector (30 participants – 11 women and 19 men), including representatives of the GEL, the Ministry of Labour and the CNAPS at national and provincial levels, a local SMIE, the CTHT and the ILO. The participants identified the following good practices for improving OSH in the lychee value chain arising from the project interventions:

- Access to occupational health services for seasonal workers. This mainly involves a pre-recruitment health check and the availability of nursing staff at the volunteer treatment stations during the campaign;
- Workplace risk assessment;
- The use of a tool to record incidents and accidents at lychee processing plants as well as their causes;
- A review of work organization (e.g. introduction of official breaks) in addition to OSH training for middle managers;

- Theoretical and practical training in tree planting, pruning and felling;
- Proper use of PPE following awareness-raising;
- The use of a new safer type of *garaba* and of more suitable and safer ropes (braided fabric instead of nylon).



*Worker carrying a garaba*

Regular information exchange and collaboration between the various involved parties were identified as a key factor in bringing about lasting change.

The stakeholders also identified a number of lessons to be drawn from this experience, including: the importance of social dialogue to OSH improvement; the need to involve/interest exporters from the beginning of the intervention; the importance of having the support functions (Labour Inspectorate, CNAPS, SMIE, etc.) involved throughout the year and the need to extend social protection to seasonal workers.

During the workshop, the Labour Inspectorate proposed the drafting of a code of conduct focusing on OSH promotion in the lychee value chain in Madagascar. The objective of the code was to encourage employers to prevent and control workplace risks on a voluntary basis. The GEL representatives agreed in principle to the drafting and adoption of this document. However, they requested to see similar codes of conduct from other sectors (although these focus on different issues) in order to have a clearer idea of how the code would function. They also felt that the process would require extensive consultation with all GEL members. The ILO is now planning to provide a model good conduct code/charter to promote OSH in the lychee value chain and will oversee the consultation process and the code's adoption and signature.

### **Activities specific to the textile value chain in Madagascar**

- Social partners

At the request of the social partners, the project held an awareness-raising exercise for textile workers in February 2019. Textile workers from the Workers' Conference of Madagascar (CTM) and the largest inter-occupational trade union bodies were made aware of the importance of risk assessment in enterprises and of adhering to the general principles of occupational accident and industrial disease prevention. During the meeting they agreed to commit to OSH training involving the formation of a Task Force that would share the training with activists and workers.



A Task Force comprising 14 union representatives (10 women and 4 men) was then trained in the general principles of risk prevention. The ILO also provided them with a methodology for monitoring the main occupational risks. The working group will share this training with other union representatives during phase II.

At their request, in October 2019, 40 employers (28 women and 12 men) from the textile sector, members of the Group of EPZ Companies and Partners (GEFP), were provided with initial information on the importance of OSH for improving their economic performance and addressing more effectively the challenges of social and environmental responsibility. Following this first information session, all the employers requested the ILO to provide them with training on OSH management. This will be organized during phase II.

Training for the social partners on OSH and related issues, including economic ones, is an important pre-condition for establishing a genuine policy of prevention in enterprises. It constitutes an important stage in the project. The empowerment of all the actors gives them a common language and thus strengthens the social dialogue on these issues, including through the representative institutions that are strengthened in this way. The role of the labour inspectorate also becomes better understood and recognized and its agency reinforced; the dialogue leads to more effective legal enforcement and strengthens decent work.

Besides the lychee and textile supply chains, workers' organizations in the mining industry requested the project to provide information on OSH. As a result, 70 members of the IndustriAll Global Union - Madagascar (13 women, 57 men) received training on the provisions of the Safety and Health in Mines Convention, 1995 (No.176) in July 2019.

### **5.1.2 Project contribution to ILO strategy implementation**

#### **Contribution to the implementation of the Programme and Budget for the Biennium 2018-2019**

The project contributed directly to the achievement of outcome 7 of the 2018-2019 P&B: *Promoting safe work and workplace compliance including in global supply chains*, in particular indicator 7.1. on *Number of member States that have developed or revised policies, programmes or legal frameworks or strengthened institutions, systems or mechanisms to improve OSH*.

The project met the following P&B “criteria for success”:

- 7.1.2 *Institutions and systems are established or strengthened to improve OSH at international, national, sectoral or enterprise levels based on social dialogue.*
  - In this regard, the project stimulated inter-institutional dialogue on OSH matters through a five-year plan embracing short, medium- and long-term programmes of coordinated action by OSH services.
- 7.1.3 *Constituents develop and implement their occupational safety and health mechanisms at national, sectoral or enterprise level for prevention, enforcement and compliance, such as OSH management systems and OSH committees, including for risks resulting from climate change or other environmental factors.*
  - In this regard, and as described above, the various actors in the lychee supply chain took a series of measures to improve OSH for lychee workers and proposed interventions to counter the impact of Cyclone Ava and the plague epidemic.

### **Contribution to country programme outcomes**

*MDG 202: The involvement of the tripartite constituents in strengthening social dialogue and the representativeness of the system shows significant progress*

With the support of the project, the institutions responsible for promoting OSH, namely the CNAPS, the Labour Inspectorate and the occupational health services (SMIEs and SMAEs) devised and adopted a joint five-year strategic plan for improving OSH in Madagascar.

## **5.2 Self-evaluation**

### **Self-evaluation results**

#### **Relevance**

The project objectives and strategy fully met the requirements of the beneficiaries in the lychee and textile industries in Madagascar and the OSH needs identified by the partners at national and sectoral level.

Regarding the methodological approach, partners such as the GEL noted that the assessment made of the lychee industry helped to ensure that a relevant response was made. Concerning the study of the textile industry, this is the first time that such an exercise, targeting all the stakeholders in the chain from cotton cultivation to clothing manufacture, has been carried out. This analysis yielded vital information, which will enable relevant action to be taken in phase II of the project and has enlightened the tripartite constituents as to the actual situation around OSH in the sector and the actions

to be taken.

Members of the Labour Inspectorate confirmed that the project accurately identified the gaps in their knowledge of OSH and resolved them in a sustainable manner.

At national level, the project met the need to strengthen coordination among the various stakeholders working on OSH issues, such as the Labour Inspectorate and the CNAPS. In this regard, the Director of the ILO Country Office in Madagascar emphasized that the continuous social dialogue maintained throughout the project's implementation had contributed significantly to the relevance of the proposed response.

The project also adapted to changing contexts and external shocks, such as Cyclone Ava and the plague epidemic, by rapidly proposing targeted actions that enabled the stakeholders in the lychee industry to develop effective responses (see sections 5.2. and 5.3.).

Last, the project succeeded in maintaining consistency in terms of its integration/coordination with other interventions such as the project on *Supporting Sustainable and Child Labour Free Vanilla Growing Communities in Sava* (SAVABE); the project on *Structured High Intensity Labour Force (HIMO) Training for Small and Medium-sized Enterprises and Consulting Engineers and Creation of On-site Schools*; the Safety + Health for All flagship programme and the VZF global component.

The VZF Project has strengthened the OSH component of the SAVABE and HIMO projects, in particular by providing training on OSH in construction for the HIMO project, and has given technical support to members of the Regional Committee against Child Labour concerning the use of the Guidance on Labour Inspection in the Informal Economy in the vanilla sector.

However, the fact that the stakeholders in the project were unable to work in English hampered the full integration of the VZF Madagascar Project with the other country projects being implemented under the VZF and with the VZF global component, and also with the work of the regional OSH expert based in Lusaka. In response, the development cooperation team and the French-speaking technical experts from LABADMIN/OSH monitored the project directly in French and passed on information to the VZF global programme in English.

### **Effectiveness**

The various project stakeholders consider that the project has fully achieved its objectives. In particular, it brought about:

- **A realization of the importance of prevention in OSH by the social partners,** including employers in the two sectors targeted by the project. This is clearly demonstrated by the fact that the lychee enterprises will continue to provide health coverage for their temporary workers. Also, the interest of the textile sector employers is evident from the new training organized for them under phase II of the project (40 enrolments).
- **A tangible improvement in the safety and health of workers in the lychee supply**

**chain**, through the registration of workers with health services as mentioned above, the use of new ergonomic *garabas*, improved workstation arrangements, and the introduction of on-site nursing staff for workers.

- **The engagement/strengthening of labour administration on OSH matters**, through a full capacity-building programme for the Inspectorate, leading to a joint inspection campaign with the CNAPS. This resulted in the registration of 12,172 workers with the social security system. The intervention at the Labour Inspectorate also helped foster male-female equality, as the First Task Force comprised seven women and five men.
- **The establishment of social dialogue on OSH at national, regional and sectoral level**. This is most evident from the participation of all the stakeholders in the study on the textile industry, the development of participatory risk prevention and control practices, and the adoption of a five-year inter-institutional OSH plan.
- **A participatory study of the textile sector**. The completion of this study is regarded as significant, since it is difficult to gain entry to the sector, particularly garment manufacturing, owing to its subcontracting practices and the wariness of its stakeholders. The study shone a light on gender-related issues such as exposure to psychosocial risks and chemical hazards, especially for pregnant women. The completion of the study has established an overall bond of trust between the project and the industry stakeholders, which will help phase II of the project to deliver meaningful results.

Despite these positive outcomes and the significant progress made, it was noted that the lack of resources, mainly equipment, at the Ministry of Labour, particularly in the Labour Inspectorate, poses a challenge to the implementation of inspection visits and to the follow-up required after inspections.

Moreover, only 7 out of 28 lychee treatment stations volunteered to take part in the project, thus limiting the number of workers who could benefit from the intervention. However, the enterprises that hesitated to volunteer for the pilot activities then expressed their regret at not being involved and now wish to introduce some of the changes initiated under the project, such as productivity measurement, agreements with SMIEs and the recording of incidents and accidents.

Finally, the project placed little emphasis on integration of the gender dimension. More effort will be devoted to this issue in phase II.

### **Sustainability**

The project led to a number of results, which can be maintained, scaled up or replicated. The following lasting results were identified:

- **Institutionalization of the training curriculum for the Task-Force on**

**occupational safety and health.** The OSH training curriculum developed by the ILO and delivered to the FTF members was shared by that group with all the labour inspectors and controllers in Madagascar. The curriculum has also been included in the initial training that ENAM provides for its future labour inspectors, such that its initial in-house training on OSH has increased from 24 hours to 32 hours. Now that this training has been institutionalized, all new labour inspectors and controllers will benefit from it in years to come.

- **Strengthened role of labour inspection in Malagasy institutions.**

This strengthening can be seen in the joint inspection campaign conducted with the CNAPS, without intervention by the ILO. The campaign, led by the Labour Inspectorate, resulted in the registration of 572 enterprises in three months, accounting for 12,172 workers.

*“The inspections that I carried out following the training delivered by the ILO have made it possible to provide workers with an enhanced approach to risk management and thus with safer and healthier working conditions that prevent many workplace accidents and occupational diseases.”* Hanitra Fitiavana Razakaboana, Regional Director for Labour, Analamnaga region, member of the First Task Force on OSH.

- **Registration of temporary workers with occupational health services.** As indicated above, the project facilitated the registration of seasonal lychee workers in 2017 and 2018. In 2019, 1,335 seasonal workers were registered with local SMIEs by their employers, without direct project support. Employers in the sector stated their intention to continue with this practice in future seasons. Outside the lychee sector, phase II of the project will examine the possibility of replicating this practice for seasonal cotton workers. In addition, the project will continue its work to promote occupational health services in institutions and will use this experience to promote greater worker registration at the national level.
- **Support for the implementation of direct/substantive solutions to strengthen OSH for workers in the lychee supply chain.** As indicated above, the intervention in this supply chain led to the adoption of sustainable measures in the eyes of the employers in the chain, such as the assignment of nursing staff by the SMIE to treatment stations for the whole campaign or the OSH training provided for managerial staff. These kinds of measures will be adapted and offered to stakeholders in the textile supply chain in phase II of the project.
- **Adoption of a code of conduct for the lychee sector.** The aim of this code is to encourage employers to prevent and control workplace risks on a voluntary basis. The representatives of the GEL have agreed in principle to the drafting and adoption of this document.

### 5.3 Main challenges, risks and corrective action

#### Cancellation of activities in Tunisia

The Tunisian constituents were not willing to continue with in-depth analysis of the OSH issues in the olive oil value chain, although the Tunisian Government had sent a formal letter of agreement to the ILO. This change of priorities came very late, just before the LABADMIN/OSH team was due to conduct a scoping mission on the ground together with national consultants and the OSH expert from the ILO Office in Algiers. Following further discussion with the Algiers office and management, it was decided to cancel the project intervention in Tunisia, since the support of the national tripartite constituents could not be guaranteed. The funds allocated for the Tunisia study were then redirected to activities in Madagascar.

#### Delay in approval of phase II of the project and halting of the work on the lychee industry

In the first half of 2019, the team from the LABADMIN/OSH Branch drafted a project document for a phase II of the project in the lychee and textile industries. This proposal was submitted for EU funding. However, at a meeting of the VZF Steering Committee in June 2019, the EU stated that it was not in a position to finance the proposal, which was then submitted to the Multi-donor Fund. Germany, the main partner in the Fund, finally agreed to finance the proposal as long as it was confined to the textile industry. However, this process took time and approval was only given at the end of 2019.

These setbacks and the new project's focus on the garment/textile sector required the team to extend the project by a month and to adjust the activities in the lychee sector for 2019. The project then revised its approach by strengthening the activities on knowledge sharing and good practice identification in the lychee sector.

Moreover, the cancellation of the study in Tunisia enabled the project to reallocate funds to Madagascar so that the team was able to continue working pending the approval of phase II of the project.

#### Response to the plague epidemic

Madagascar was struck by a plague epidemic in mid-2017. The project then incorporated a response system for enterprises in its preparation of pilot activities for the lychee sector. The GEL was very appreciative of this support, which enabled it to continue with the 2017 harvest and reassure international buyers. In other words, this response rescued the season.

#### Response to Cyclone Ava

In January 2018, Cyclone Ava destroyed most of the lychee plantations. In response, the project conducted an impact study which resulted in a replanting of trees that enabled the activity to continue on a sustainable basis.

## 5.4 Opportunities and corresponding strategy adjustments

The project made use of the additional resources resulting from the cancellation of activities in Tunisia to go further than planned with the implementation of activities in Madagascar, both in the lychee industry (where the project also invested in a sectoral exit plan) and in the textile industry, where the project began implementing activities with the social partners, which had not been scheduled for this phase.

## 5.5 Overall budget analysis

The budget implementation rate is 90 per cent. Concerning the central component (GLO/18/58/FRA), the team hoped to continue for another three months, at no further cost, in order to commit all the funds, but was informed that this was not possible shortly before the close of the project. The use of resources was rated as very good by all the stakeholders interviewed for the self-evaluation exercise (see table below).

|               | Budget         | Outlay         | Implementation rate |
|---------------|----------------|----------------|---------------------|
| MDG/17/50/FRA | 184,424        | 183,854        | 100%                |
| GLO/18/58/FRA | 324,972        | 276,148        | 85%                 |
| <b>TOTAL</b>  | <b>509,396</b> | <b>460,002</b> | <b>90%</b>          |

### Self-evaluation results

#### Efficiency

The project disbursed its funds very efficiently. From the start it was decided, for the sake of more flexible management, to have centralized funds (GLO/18/58/FRA) and decentralized funds (MDG/17/50/FRA). This method allowed the various Geneva-based experts involved in project monitoring and implementation to commit expenditures directly in accordance with their activities. The allocated resources were sufficient to achieve the project outcomes, which in Madagascar consistently exceeded what had been originally planned. The funding body has also confirmed that the project resources were used with above-average efficiency.

Despite limited resources, the project was able to conduct activities in two supply chains in Madagascar without affecting the achievement of results. This is mainly due to the fact that the objectives were different for each of the industries – with lychee, the project took actions emanating from the recommendations in an existing study, whereas with textiles the main objective was to conduct this study. The experience gained from the project in an agricultural sector like lychee has proved extremely valuable. It has helped to identify good practices relating to the protection of seasonal workers, which will be replicated in phase II of the project for the benefit of cotton growers and possibly extended to a greater number of temporary workers.

The project showed flexibility in reallocating the funds destined for Tunisia to Madagascar, with the agreement of the donor. The project also managed to extend some activities until

the delayed approval and allocation of funding for phase II, thereby ensuring continuity between the two projects, especially in terms of personnel, and avoiding broken contracts.

The technical support and overall coordination provided by LABADMIN/OSH, in close and continuous consultation with the ILO Office in Antananarivo, made it possible to deploy rapidly the range of expertise required, both in occupational safety and health and in labour inspection, thus ensuring consistency between the interventions and the ILO policy and standards in this area, as well as in project management. This also helped establish a regular flow of information with the project donor, the secretariat of the VZF initiative and the members of the Fund steering committee on progress and implementation issues. The funding body also emphasized that communication was very smooth and that the project leaders were always proactive and alert to any problems arising on the ground or with the funder.

However, this organizational effort came at some cost to the Headquarters staff in terms of working hours. Accordingly, for phase II of the project an international expert in OSH based in Antananarivo will be recruited to provide the technical support needed to implement activities, in particular with the partners.

During the evaluation the suggestion was made that the regional OSH expert based in Lusaka, an English speaker, should be involved more regularly in project implementation. The language barrier is a sizeable challenge that hampers smooth relations between the regional expert and the project staff based in Madagascar. The involvement of this expert would help to integrate Madagascar more closely into ILO regional planning on OSH matters and facilitate exchanges of good practice at regional level during the implementation of phase II. However, this problem would be removed completely with an international expert on the spot.

In order to maintain administrative continuity, and in line with the ILO's general instructions, all of the funding for phase II of the project is decentralized.

## 5.6 Good practices

| Invest in a reference group of labour inspectors and strengthen institutional capacities so as to ensure improved compliance with the labour standard by enterprises, particularly in textile supply chains in connection with OSH |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
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| Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)                                                                                                                       | <p>The Malagasy labour inspectorate comprises 245 inspectors whose work focused mainly on achieving conciliation between workers and employers. It very rarely carried out checks on working conditions at enterprises and never on issues relating to occupational safety and health. As a result, it only partly fulfilled the duties incumbent upon it under ILO Convention No. 81 of 1947. This situation can be explained in several ways: The labour inspectors, like all public officials, undertook administrative training with the ENAM before taking up post. This general training did not offer the high degree of specialization needed by this inspection body, particularly in occupational safety and health, and therefore failed to develop the skills needed to intervene in such matters. In addition, the highly specific inspection methodology was not taught either. Lack of logistical resources was the final factor conditioning the supine nature of the service.</p> <p>Strengthening the OSH capacities of the Labour Inspectorate was thus an absolute priority, but also a challenge. The challenge lay in the size of the country, the regional spread of assignments, the differing labour markets requiring alterations to the training, and also the specific language requirements. The need for sustainability of outcomes from an ILO intervention was also a central consideration in the approach to capacity-building.</p> <p>The project accordingly developed a shared strategy with all the public institutions concerned, principally the Malagasy Ministry of Labour, aimed at professionalizing a main core of labour inspectors who would then be responsible for training all their other colleagues. This was the 12-member First Task Force.</p> <p>Next, the project held a five-day professional training course on OSH for all the reference inspectors with support from the French General Directorate for Labour (DGT), which made available a labour inspector to co-facilitate the training delivery. The courses focused on the principles of workplace risk assessment and prevention, and on the main types of risk (chemical, noise, falls from height or tripping, biological, electrical, mechanical, psychosocial...). The training also included exercises and a field visit. Courses were created specially and a trainer file containing all the teaching tools on paper and in electronic form (OSH presentations, training guides, OSH brochures...) was handed to each group member to use in sharing the skills acquired. At the end of the training, the group</p> |

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|                                                                                                    | <p>established a schedule for sharing the training with all their other labour inspection colleagues in each region.</p> <p>By six months after the training of the reference group, every Malagasy labour inspector had received the same professional training using paper or electronic support material, enabling them to promote and effectively monitor workers' safety and health in the enterprises of Madagascar.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Relevant conditions and context: limitations or advice in terms of applicability and replicability | <p>This approach was only possible because the Ministry of Labour and its central administration were fully committed, there was a full complement of labour inspection staff, and the social partners had been made aware of the advantages to them of having a more efficient and competent inspection service available which was better able to meet their needs (advice, information, comments). The project also received support at the highest level of government.</p> <p>The group was selected following a call for candidates among the inspection body. A number of criteria were applied in forming the group: regional distribution, experience, ability to communicate, peer recognition and, especially, long-term availability to commit to being a trainer. This last factor ruled out some good candidates. The reference group was then formed.</p> <p>Resources were granted for the knowledge-sharing task, in terms of time, premises, projection equipment and transportation to the training venue.</p> <p>Finally, the proposal to provide fast-track training in parallel for the social partners helped to improve dialogue among the various stakeholders and thus the OSH in enterprises.</p> |
| Establish a clear cause-effect relationship                                                        | <p>Empowering labour inspectors to intervene fully in OSH improvement in enterprises reduces workers' exposure to the risks of sustaining accidents or developing occupational diseases. The provision of training for all stakeholders improves compliance and strengthens social dialogue.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Indicate measurable impact and targeted beneficiaries                                              | <p>Almost all the labour inspectors in Madagascar (245) received training. Over time, this translates into enhanced OSH inspection at enterprises; more safety committees; more safety committee meetings; fewer workplace accidents and fewer cases of occupational disease.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Potential for replication and by whom                                                              | <p>This good practice can be replicated by any project intended to strengthen institutional capacities to intervene at enterprises, provided this objective is widely shared with the stakeholders.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Upward links to higher ILO goals (DWCPs, Country                                                   | <p>Strengthening of conditions conducive to decent work; improved social dialogue in enterprises; enhanced social protection for workers; strengthened protection for vulnerable workers.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |

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| Programme Outcomes or ILO Strategic Programme Framework) | <p>This good practice contributes to the achievement of Output 1.3. in the ILO P&amp;B for the Biennium 2020-2021, <i>Increased institutional capacity of labour administrations</i>, in particular Policy Outcome Indicator 1.3.1, <i>Number of member States with institutional frameworks for labour administration that address current and new challenges in the world of work</i>.</p> <p>This good practice also contributes to the achievement of Intermediate Outcome 4 of the Safety + Health for All flagship programme, <i>Stronger enforcement of OSH laws</i>, and Objective 2B of the VZF at global level, <i>National mechanisms to enforce OSH regulations in global supply chains are strengthened</i>.</p> |
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## Broaden access to occupational health services

### Register seasonal workers for health care with an occupational health service

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| <b>Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)</b> | <p>This good practice was developed in the framework of the project's second immediate objective, which involved putting in place measures to improve OSH based on the results of a case study on the lychee supply chain in Madagascar and in accordance with the Global GAP standard (Output 2.2. concerning the establishment of immediate measures to improve OSH in collaboration with exporters and volunteer producers).</p> <p>One of the problems identified was the lack of coverage for seasonal workers employed at lychee treatment stations during campaigns. In the absence of any specific legislation these workers were engaged for not more than 10 days during the campaign and received no social protection or OSH coverage. To address this problem, the ILO, the Labour Inspectorate and the DSST held negotiation sessions in 2018 between the OMSI in Toamasina and the GEL, and in 2019 between the GEL and the <i>Fund Health Center</i> de Toamasina (FUNTOA) to establish an understanding regarding the coverage of seasonal workers by occupational health services.</p> <p>After intensive negotiations on the issue of making occupational health services available for the first time to seasonal lychee workers, it was agreed that:</p> <ul style="list-style-type: none"> <li>- the GEL would pay the OMSI a fixed sum of 11,761 Malagasy ariary (MGA) (3 USD) per seasonal worker for the 2018 campaign. In return, the OMSI would guarantee care for the worker and their family members during the month of the campaign. A total of 1,100 seasonal workers were registered;</li> </ul> |
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|                                                                                                           | <ul style="list-style-type: none"> <li>- the GEL would pay FUNTOA a fixed sum of 8,760 MGA (2.3 USD) per seasonal worker for the 2019 campaign. In return, FUNTOA would guarantee care for the worker and their family members during the month of the campaign. A total of 1,335 seasonal workers were registered.</li> </ul> <p>The package provided for sick workers and their families covers treatment, evacuation to the nearest medical establishment and preventive education.</p> <p>The care available only to workers comprises: a thorough pre-recruitment medical examination, food for sick workers being cared for in isolation and awaiting evacuation, instruction on OSH, training of first-aiders and a site visit to check on working conditions. In one case, a sickbay was even installed next to a treatment station.</p> |
| <b>Relevant conditions and context: limitations or advice in terms of applicability and replicability</b> | This practice was made possible to the extent that occupational health services existed on site, the Lychee Exporters Group was relatively well organized, and there was local supervision of OSH support functions (Labour Inspectorate, DSST and ILO). Also, the context was favourable, with prior awareness-raising and training for the stakeholders on the importance of OSH and on the relevant legislation. Applicability and replicability are guaranteed since the conditions and context are in place.                                                                                                                                                                                                                                                                                                                                |
| <b>Establish clear cause-effect relationship</b>                                                          | The good practice in question originated from understandings between the OMSI and the GEL and between FUNTOA and the GEL, which were made aware, encouraged and trained, and placed under slight pressure by the support functions.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <b>Indicate measurable impact and targeted beneficiaries</b>                                              | <p>This understanding meant that the seasonal workers who were the targeted beneficiaries received coverage from the occupational health services for the month of the campaign: 1,100 workers and their families by the OMSI in 2018 and 1,335 workers and their families by FUNTOA in 2019. The average size of a household is five persons.</p> <p>A total of 2,435 seasonal workers were able to benefit from occupational health services for the first time in the 2018 and 2019 campaigns. This has had a positive impact on productivity, as the workers are unworried and concentrate better and the time lost to incidents and accidents has been reduced.</p>                                                                                                                                                                         |
| <b>Potential for replication and by whom</b>                                                              | This experience could easily be replicated in other sectors that use seasonal workers, with support and supervision from the Ministry of Labour in localities where there are occupational health services and the employers are organized into a group. In particular, the ILO is planning to replicate this good practice with seasonal cotton workers in Madagascar.                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <b>Upward links to higher ILO goals</b>                                                                   | This good practice contributes to the achievement of CPP 2 of the Decent Work Country Programme (DWCP) for Madagascar (2015-                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |

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| <b>(DWCPs, Country Programme Outcomes or ILO Strategic Programme Framework)</b> | <p>2019): <i>Improve labour productivity by promoting social dialogue, fundamental principles and rights at work and social protection.</i> It implements Country Programme Outcome (CPO) MDG202, “2.1 The enforcement of legislation for decent employment is strengthened,” and SDG 8.8., which aims to “<i>Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants and those in precarious employment.</i>”</p> <p>This good practice contributes to the achievement of Output 7.2. of the ILO P&amp;B for the Biennium 2020-2021: <i>Increased capacity of member States to ensure safe and healthy working conditions</i>, especially concerning enhanced promotion of occupational health.</p> <p>Last, this good practice contributes to the achievement of Immediate Effect No. 2 of the Safety + Health for All flagship programme, <i>Greater adoption of OSH management systems and provision of occupational health services</i>, and VZF Strategic Outcome 3.1, <i>Improved capacity of employers, workers and service providers to promote OSH in the workplace.</i></p> |
| <b>Other documents or relevant comments</b>                                     | <p>Decree No. 2003-1162 of 17 December 2003 on Company Medical Services could be adapted to cover temporary workers and those in the informal economy.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |

## Importance of local extension services to activities carried out in rural areas

### Crucial collaboration with the Tamatave Technical Horticultural Centre (CTHT).

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| <b>Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)</b> | <p>The CTHT is a body supervised by the Ministry of Agriculture, which aims to assist sustainable development in Madagascar and reduce poverty through economic growth based on increased local and international trade, while also enhancing the technical skills of the actors involved from horticultural sectors. Established in April 2001, it is an inter-professional association under Malagasy law, set up as a result of various projects backed by the traditional funding bodies in order to support the development of export-oriented horticultural sectors, including the lychee industry. It takes action to safeguard traditional production and to support the introduction of new production sectors.</p> <p>These actions focus on three future-oriented areas: product processing and preservation; quality control and compliance of exported products; and specialized technical training.</p> <p>Direct intervention by the CTHT provided invaluable support for the implementation of project activities. It included the hosting of working meetings, the delivery of training to various stakeholders, technical research and observations at treatment stations to evaluate certain</p> |
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|                                                                                                           | <p>practices.</p> <p>This enabled specific OSH improvement measures to be put in place based on the results of the study on the lychee supply chain in Madagascar and in accordance with the Global GAP standard, in particular its Output 2.2. concerning the introduction of immediate measures to improve OSH in collaboration with exporters and volunteer producers.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>Relevant conditions and context: limitations or advice in terms of applicability and replicability</b> | <p>The collaboration with the CTHT came about because of the possibility of signing service contracts with the ILO, but also because of the Centre's expertise and its management experience in the horticultural sector. Particularly important were its links with the Ministry of Agriculture, its proven technical capacity and its available human, technical and logistical resources. The CTHT also has a solid reputation among the stakeholders. It is certified under the Global GAP/GRASP system, is listened to and accepted by the GEL and its collaborating farmer cooperatives, and has the support of other funders and the Ministry of Agriculture.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>Establish a clear cause-effect relationship</b>                                                        | <p>The collaboration with the CTHT provided the lychee supply chain in Tamatave with technical support as well as local supervision for main stakeholders such as the GEL and the lychee farmers. The CTHT was a reliable advisor for them and the regional authorities listened to its suggestions, one example being its proposal on a date for starting a harvesting campaign.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>Indicate measurable impact and targeted beneficiaries</b>                                              | <p>The collaboration between the VZF Project and the CTHT furthered the promotion of OSH in the lychee supply chain. The following examples are highlighted:</p> <ul style="list-style-type: none"> <li>- The introduction of a systematic register of incidents and accidents and their causes for each workstation, enabling employers can take corrective action;</li> <li>- Improved work organization through the introduction of regular official breaks for workers at treatment stations;</li> <li>- Contribution to the empowerment of supervisory staff in OSH matters (awareness, training, enforcement);</li> <li>- Good collaboration among the stakeholders to ensure the success of preventive actions, through the formation of a network of support functions and GEL officials beyond the campaign;</li> <li>- The design, manufacture and promotion of improved <i>garaba</i> baskets to prevent injuries caused by cuts;</li> <li>- Proper use of personal protective equipment by workers thanks to awareness raising;</li> <li>- The use of braided ropes instead of nylon ones for lychee harvesting;</li> </ul> |

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|                                                                                                                  | - Theoretical and practical training in tree planting, pruning and felling.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>Potential for replication and by whom</b>                                                                     | This collaborative experience could be replicated in other sectors, particularly in the rural environment, given the presence of an organization with the size and openness of the CTHT.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <b>Upward links to higher ILO goals (DWCPs, Country Programme Outcomes or ILO Strategic Programme Framework)</b> | <p>The collaboration between the VZF Project and the CTHT contributed towards achieving Priority 2 of the Decent Work Country Programme (DWCP) for Madagascar (2015-2019): <i>“Improve labour productivity through the promotion of social dialogue, the fundamental principles and rights at work and social protection.”</i> It implements CPO MDG202, <i>“2.1 The enforcement of legislation for decent employment is strengthened”</i>, and SDG 8.8., which aims to <i>“Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants and those in precarious employment.”</i></p> <p>This good practice contributes to the achievement of Output 7.2. of the ILO P&amp;B for the Biennium 2020-2021, <i>Increased capacity of member States to ensure safe and healthy working conditions</i>, especially concerning enhanced promotion of occupational health.</p> <p>Finally, this good practice contributes to the implementation of the Safety + Health for All flagship programme, namely the Immediate Effect concerning <i>Strengthening the capacities of organizations responsible for OSH</i>, and of VZF Strategic Outcome 3: <i>Improved application of OSH prevention, protection and compensation mechanisms for women and men working in targeted global supply chains.</i></p> |
| <b>Other documents or relevant comments</b>                                                                      | <a href="http://ctht.org/">http://ctht.org/</a>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |

## 5.7 Visibility and communication

### Communication of project results

The project results were communicated to the funding body in annual reports. Information on progress and results was also given at joint committee meetings (Paris, February 2018; Geneva, September 2019) held in the framework of the agreement between France and the ILO which authorized the funding for the project.

The results were also shared with the VZF steering committee through twice-yearly summary reports.

Now that significant results have been achieved and good practices identified and validated,

phase II of the project will focus on promoting them, placing emphasis on communication and knowledge sharing. The VZF Secretariat will have an important role in this context.

## Project visibility

- The final version of the report is available online.<sup>2</sup>
- A webpage has been created and is updated regularly in French and English<sup>3</sup>.
- A booklet highlighting the main project results until summer 2019 has been published and is available in French and English<sup>4</sup>.
- A booklet on the collaboration between the Malagasy Labour Inspectorate and the DIECCTE in La Réunion has been published and is available online in French and English<sup>5</sup>.
- A number of news items have been published on the ILO website in Madagascar:
  - Innovative international collaboration - Exchanges between the labour inspectorate in Madagascar and the French labour inspectorate in La Réunion [In French]<sup>6</sup>
  - Madagascar, towards effective improvement of OSH in the textile supply chain [In French]<sup>7</sup>
  - Madagascar, making the safety and health of all workers a major national cause [In French]<sup>8</sup>

Additionally, since the project comes under the ILO Safety + Health for All flagship programme and the VZF, it is included with all the communication products developed and distributed in that context.<sup>9</sup>

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<sup>2</sup> ILO, Drivers and constraints for occupational safety and health improvement in the global textile supply chain from Madagascar, A case study, 2020, available at - [https://www.ilo.org/global/topics/safety-and-health-at-work/resources-library/publications/WCMS\\_741175/lang--eng/index.htm](https://www.ilo.org/global/topics/safety-and-health-at-work/resources-library/publications/WCMS_741175/lang--eng/index.htm)

<sup>3</sup> Improving safety and health in Madagascar lychee and textile supply chains – A Vision Zero Fund project - [https://www.ilo.org/global/topics/safety-and-health-at-work/programmes-projects/WCMS\\_616150/lang--fr/index.htm](https://www.ilo.org/global/topics/safety-and-health-at-work/programmes-projects/WCMS_616150/lang--fr/index.htm)

<sup>4</sup> Improving the safety and health of workers in global supply chains in Madagascar – Results achieved - [https://www.ilo.org/safework/projects/vzf/WCMS\\_716056/lang--fr/index.htm](https://www.ilo.org/safework/projects/vzf/WCMS_716056/lang--fr/index.htm)

<sup>5</sup> An innovative collaboration between La Réunion (France) and Madagascar – Strengthening labour inspection capacities in Madagascar - [https://www.ilo.org/labadmin/info/pubs/WCMS\\_675555/lang--fr/index.htm](https://www.ilo.org/labadmin/info/pubs/WCMS_675555/lang--fr/index.htm)

<sup>6</sup> Coopération internationale inédite - Echanges entre l'inspection du travail de Madagascar et l'inspection du travail française à La Réunion - [https://www.ilo.org/global/topics/safety-and-health-at-work/programmes-projects/WCMS\\_676307/lang--fr/index.htm](https://www.ilo.org/global/topics/safety-and-health-at-work/programmes-projects/WCMS_676307/lang--fr/index.htm)

<sup>7</sup> Madagascar, pour une amélioration effective de la Sécurité et de la Santé au Travail dans la chaîne d'approvisionnement du textile - [https://www.ilo.org/africa/media-centre/news/WCMS\\_673376/lang--fr/index.htm](https://www.ilo.org/africa/media-centre/news/WCMS_673376/lang--fr/index.htm)

<sup>8</sup> Madagascar, faire de la sécurité et de la santé de tous les travailleurs une grande cause nationale - [https://www.ilo.org/global/topics/safety-and-health-at-work/programmes-projects/WCMS\\_644463/lang--fr/index.htm](https://www.ilo.org/global/topics/safety-and-health-at-work/programmes-projects/WCMS_644463/lang--fr/index.htm)

<sup>9</sup> For more information on these initiatives see - [www.ilo.org/safety-health-for-all](http://www.ilo.org/safety-health-for-all) and [www.ilo.org/vzf](http://www.ilo.org/vzf)

## 5.8 Conclusions

The project has achieved and sometimes exceeded its expected outcomes thanks to regular dialogue with the tripartite constituents, who committed themselves fully to the project's implementation, and through regular collaboration between the project team in the field and the headquarters staff, both in planning and on technical matters.

Phase II of the project has been approved, and formally commenced operations in January 2020. It focuses on interventions in the textile supply chain from cotton cultivation to the export of garments. This new project follows the recommendations made in the study carried out under phase I of the project and incorporates the lessons learned and good practices identified in phase I.

In particular, the project will work with the multinationals that operate in and/or source from Madagascar, seeking to ensure that they improve OSH policy and practice throughout their supply chains. At the institutional level, the project will work towards the ratification and implementation of the core OSH Conventions and on improving coordination among the various institutions responsible for promoting OSH. It will strengthen the social partners' capacity to promote OSH; facilitate access to occupational health services by workers in the informal economy and strengthen the capacities of the labour inspectorate and the magistrature to enforce labour legislation. As to specific interventions in the textile industry, the project will foster the implementation of OSH management measures in the workplace; support employers to put in place preventive measures and train farmers to introduce greener and safer practices.

In the lychee industry, as indicated above the project concluded with a tripartite workshop at which the stakeholders identified good practices for OSH improvement in the lychee value chain which emerged from the project interventions. During the workshop, the labour inspectorate proposed the drafting of a code of conduct focused on the promotion of OSH in the lychee value chain in Madagascar. The objective of the code is to encourage employers to prevent and manage workplace risks on a voluntary basis. The representatives of the GEL agreed in principle to the drafting and adoption of this document. The ILO is now planning to provide a model code/charter of good conduct with the aim of promoting OSH in the lychee industry and will oversee the process of consultation, adoption and signature.

Finally, the lessons learned and good practices gained from the project will be shared with other Vision Zero Fund projects to improve their interventions in textile and agricultural supply chains, and more widely with all projects which seek to promote workers' safety and health through the Safety + Health for All flagship programme.

## 6. Annex

### Risk register

| Risk identified                                                               | Mitigating measures                                                                                                                                                                                                                                                                                                                        | Additional risk response                                                                                                                                                                                                                                                                                     | Change                                 | Impact                                                                                                                         |
|-------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------|--------------------------------------------------------------------------------------------------------------------------------|
| Low stakeholder engagement in supply chains                                   | The project undertook several initial consultations, some of them informal, to facilitate access to garment factories                                                                                                                                                                                                                      | The engagement level in the lychee industry is good, confidence in the project is established. It is more difficult to gain access to the subcontractors in the garment sector.                                                                                                                              | Diminution du niveau total de risque   | This delayed the drafting of the textile report but it was finally produced and published along with the relevant information. |
| Low institutional engagement                                                  | The project maintained close ongoing relations with the ILO offices in Antananarivo and in Algiers, which covers Tunisia, in order to address any problems encountered during implementation. In respect of Tunisia, the Algiers Office intervened decisively with the national constituents to bring a positive outcome to the situation. | The institutional stakeholders in Madagascar are highly committed. Activities in the olive oil sector in Tunisia did not take place as originally planned, as the social partners made known their disagreement with this choice at the last moment, despite the initial formal agreement of the Government. | Augmentation du niveau total de risque | The activities in Tunisia were cancelled and the resources reallocated to activities in Madagascar.                            |
| Political instability caused mainly by presidential elections (December 2018) | Regular monitoring of the situation by project staff and the Office Director.                                                                                                                                                                                                                                                              | The elections generally took place smoothly and the project was unaffected.                                                                                                                                                                                                                                  | Diminution du niveau total de risque   | N/A                                                                                                                            |