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Effective Labour Protection for All

Lessons learned
from a synthesis review,
2004–2014

EVALUATION
OFFICE

Effective Labour Protection for All: Lessons learned from a synthesis review, 2004–2014

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PREFACE

This report was prepared in advance of the 2015 Recurrent Discussion of the International Labour Conference (ILC) on Labour Protection. ILO's Evaluation Office (EVAL) commissioned this report at constituents' request, with the aim of contributing to this discussion by presenting the results and lessons learned from selected evaluations and relevant ILO publications in the labour protection domain focusing particularly on wages, working time, occupational safety and health, and maternity protection. Executive summaries of the report are available in French and Spanish as well.

The main report was prepared by Maurizio Curtarelli, Vicki Donlevy and Anja Meierkord with the support of Facundo Sabino Herrera and Victoria Pelka of the Policy and Research Division at Ecorys UK.

I would like to express my appreciation to the following units and individuals inside the ILO who provided valuable inputs to the report: Conditions of Work and Equality Department (WORKQUALITY), Labour Administration, Labour Inspection and Occupational Safety and Health Branch (LABADMIN/OSH), Policy (DDG/P), Inclusive Labour Markets, Labour Relations & Working Conditions Branch (INWORK), Gender, Equality and Diversity Branch (GED), HIV/AIDS and the World of Work Branch (ILOAIDS), and the Labour Migration Branch (MIGRANT).

A special mention goes to Craig Russon, ILO Senior Evaluation Officer, who managed the project with me, and to Dahee Nam, short-term ILO Evaluation Officer, for her support during the initial phases of the project.

Guy Thijs

Director
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EXECUTIVE SUMMARY

Background, purpose and scope of the study

This report, *Effective Labour Protection for All: Lessons learned from a synthesis review, 2004–2014*, presents the findings of an extensive review of evaluations, project documents and studies related to ILO interventions in the field of labour protection. Its aim is to contribute to organizational learning on the effectiveness of ILO interventions in this area, through the systematic analysis of the results, lessons learned and good practices of labour protection interventions carried out by the ILO and selected international organizations in the past decade. Based on existing relevant evaluations and studies, it is hoped that the findings of the analysis will strengthen the evidence base, and inform the development and implementation of future labour protection measures by the ILO and its constituents.

Labour protection has been at the core of the ILO's mandate since its foundation in 1919. The preamble of the ILO Constitution sets out the Organization's concerns in relation to issues of working time, wages, and health and safety, amongst others, which have continued to be central to ILO's work to the present day. Since 1919, three major declarations have confirmed the importance of labour protection as one of the principles and policies of the ILO: the Philadelphia Declaration of 1944, the Declaration on Fundamental Principles and Rights at Work of 1998 and, most recently, the ILO Declaration on Social Justice for a Fair Globalization of 2008.

Labour protection is a crucial element of the concept of decent work. Decent work was conceptualized by the ILO's tripartite constituents – governments, employers and workers – at the end of the 1990s to clarify the Organization's priorities. Decent work is based on the idea that work is “*a source of personal dignity, family stability, peace in the community, democracies that deliver for people and economic growth that expands opportunities for productive jobs and enterprise development*”.¹ The concept serves to shape social, economic and political priorities in individual countries and internationally, with the goal of achieving fair globalization, facilitating development that is inclusive, equitable and sustainable, as well as reducing poverty around the world.

The ILO Declaration on Social Justice for a Fair Globalization – a “contemporary vision of the ILO's mandate in the era of globalization”² – sets out four strategic objectives through which the Decent Work Agenda (DWA) is to be implemented: (1) employment; (2) social protection; (3) social dialogue; and (4) fundamental principles and rights at work. Labour protection is subsumed under “social protection” together with “social security” and plays a crucial role in the DWA in alleviating poverty, and reducing economic challenges and risks for workers stemming from major transformations in the world of work. Labour protection aims to promote decent working conditions and focuses on the economic, temporal and physical aspects of the individual at work: wages, working time and occupational safety and health (OSH). These objectives are put into action by different ILO activities, such as in-country interventions, studies and research.

¹ ILO: www://ilo.org/global/about-the-ilo/decent-work-agenda/lang--en/index.htm [accessed 6 March 2015].

² ILO: *ILO Declaration on Social Justice for a Fair Globalization adopted by the International Labour Conference at its Ninety-seventh Session, Geneva, 10 June 2008*, ILO, 2008, www://ilo.org/global/meetings-and-events/campaigns/voices-on-social-justice/WCMS_099766/lang--en/index.htm [accessed 4 March 2015].

This report has been prepared in advance of the 2015 recurrent discussion of the International Labour Conference (ILC) on labour protection. Recurrent discussions were introduced as a follow-up to the Declaration on Social Justice for a Fair Globalization and as *“a means to understand better the diverse realities and needs of [ILO] Members with respect to each of the strategic objectives, respond more effectively to them, using all the means of action at [the ILO’s] disposal, including standards-related action, technical cooperation, and the technical and research capacity of the Office, and adjust its priorities and programmes of action accordingly.”*³ In previous years, recurrent discussions have focused on the objectives of employment (2008 and 2014), social protection (social security) (2011), fundamental principles and rights at work (2012) and social dialogue (2013).

This review complements the recurrent report drafted as the basis of the ILC’s 2015 recurrent discussion by the ILO Conditions of Work and Equality Department (WORKQUALITY), which will provide an overview of ILO activities in the area of labour protection and outline potential areas of future work. As such, it focuses on the three key dimensions of labour protection as indicated in the 2008 Declaration: (1) labour earnings (wages); (2) working time; and (3) OSH. However, it also includes other relevant topics such as job security, norms and standards for work and employment, work sharing, collective bargaining, HIV and AIDS, maternity protection, labour administration and labour inspection, and working conditions.

Methodological approach

The synthesis review was conducted using the Rapid Evidence Assessment (REA) methodology. This ensured a rigorous and systematic analysis and appraisal of existing evaluations and research on the subject, which increased transparency of the review processes and decisions, and took into account the limited time and budget available for this task. Key elements of the approach were: (1) the development of clearly defined REA research questions; (2) the definition of a search strategy (including the key sources) and protocol; (3) the definition of the parameters for inclusion, such as publication date, geographical scope, language, study type and research questions; and (4) the screening and inclusion of the collected literature according to a set of defined parameters relating to the quality of the evidence.

These criteria included: (1) the degree of relevance of the study to the REA questions; (2) the strength of the sources (if other than ILO); (3) the robustness of the research methods used (including considerations of sample sizes, and experimental and quasi-experimental methods); (4) the country of origin; and (5) the detailed appraisal, analysis and synthesis of the filtered literature, using a detailed recording grid, before summarizing the consolidated evidence base.

The ILO collected the documents to be considered for the review primarily from the ILO Evaluation Office (EVAL) evaluation database and forwarded them to the research team. They included independent project evaluations, external evaluation reports, joint evaluation reports, and high-level policy or strategy evaluation reports or studies. The final number of documents included in this review was 89, out of a total of 223 documents initially considered and screened for inclusion.⁴

³ Ibid, Part II (B) (i).

⁴ Throughout the report, for each chapter, when a project evaluation is cited for the first time in a footnote, the full reference is given. Thereafter, it is presented as “ILO:” followed by the Technical Cooperation Project Number, e.g. “MOR/02/50/USA, op. cit.”. A list of documents analysed for the review is given in Annex III.

Having appraised the key reports, the research team subjected them to a qualitative thematic synthesis relating to topic areas (e.g. wages, working time, OSH), type of intervention (e.g. training, technical advice on draft legislation), and broad geographical areas (e.g. South-East Asia, Eastern Europe) in order to answer each of the overarching REA questions. In this way, the key research questions were categorized into subsets of relevance for further ILO work in the area of labour protection.

The evidence is illustrated: (1) by displaying the interventions identified in the area of labour protection (What interventions do we observe?); (2) by the impacts and other aspects of project implementation that were particularly effective (What works?); (3) by the beneficiaries of the interventions (For whom?); and (4) by the success factors and challenges (Why?). Conclusions and recommendations were formulated based on this information.

Background: ILO Conventions and Recommendations in the field of labour protection

International labour standards (ILS) in the form of Conventions (legally binding) and Recommendations (non-binding guidelines) are central to ILO's activities. They set out and ensure the basic principles of labour protection and rights at work. These standards are supported by supervisory activities, as well as direct assistance to countries or sets of countries through training, other technical assistance, or the promotion and facilitation of social dialogue. In the field of labour protection the ILO has adopted several Conventions.

In the field of wages, the ILO has adopted Conventions which have been ratified by a large number of member States such as the Minimum Wage-Fixing Convention, 1928 (No. 26), the Protection of Wages Convention, 1949 (No. 95), the Equal Remuneration Convention, 1951 (No. 100), which specified equal remuneration for men and women for work of equal value, the Minimum Wage Fixing Convention, 1970 (No. 131) (accompanied by Recommendation No. R135). Convention No. 100 is one of the ILO's eight 'fundamental' Conventions.

In the field of working time, the Hours of Work (Industry) Convention, 1919 (No. 1) stipulated limits to hours of work for workers and the provision of adequate rest periods. The ILO has since set further standards in relation to working time in the form of Conventions and Recommendations on issues such as working hours, daily and weekly rest and recuperation periods, and annual paid leave. These include the following Conventions:

- Hours of Work (Commerce and Offices) Convention, 1930 (No. 30) regulating standard working hours per week (48);
- Hours of Work (Industry) Convention, 1919 (No. 1): regulating working hours per day (eight);
- Forty-Hour Week Convention, 1935 (No. 47) and Reduction of Hours of Work Recommendation, 1962 (No. 116) setting out the principle of the 40-hour week;
- Weekly Rest (Industry) Convention, 1921 (No. 14) and Weekly Rest (Commerce and Offices) Convention, 1957 (No. 106) regulating a standard rest period of at least 24 consecutive hours every seven days;
- Holidays with Pay Convention (Revised), 1970 (No. 132) setting out that every person falling within the scope of the application is entitled to at least three working weeks of annual paid holiday for one year of service;

-
- Night Work Convention, 1990 (No. 171) requiring member States to take protection measures for night workers;
 - Part-Time Work Convention, 1994 (No. 175) stipulating that part-time workers are to receive comparable protection and employment conditions, basic wages and social security to that received by full-time workers.

As with the issue of working time, the OSH of workers has been a concern of the ILO from its inception and is included in its original 1919 constitutional mandate. Relevant Conventions adopted in the area of OSH are the Occupational Safety and Health Convention, 1981 (No. 155) and the related Protocol of 2002 to the Occupational Safety and Health Convention, 1981, and the Occupational Health Services Convention, 1985 (No. 161). More recent activities in the area include the adoption of the Global Strategy for Occupational Safety and Health by the ILC at its 91st Session in 2003, with the goal of bringing measurable improvements in safety and health to the world of work. In 2006, the Promotional Framework for Occupational Safety and Health Convention, 2006 (No. 187) was adopted with the main objective of developing and maintaining a preventive safety and health culture, and applying a systematic approach to OSH management at the national and enterprise levels.

Finally, maternity protection has been another labour protection priority for ILO since its inception in 1919. The ILO works on the protection of women during pregnancy and maternity with the goal of limiting health risks to mother and child, and ensuring that a woman's economic and employment security is not compromised during this time. International standards on maternity protection are set in particular through the Maternity Protection Convention, 2000 (No. 183), the most up-to-date Convention, which specifies the right to maternity benefits and the principle of non-discrimination based on maternity and pregnancy, amongst others, and the Maternity Protection Recommendation, 2000 (No. 191), which gives further guidance beyond the minimum set by the Convention. The Convention builds on earlier instruments, namely, the Maternity Protection Convention, 1919 (No. 3) and the Maternity Protection Convention (Revised), 1952 (No. 103).

What types of interventions do we observe?

The available evidence on ILO interventions in the area of labour protection illustrates the complexity of ILO activity in this field. It is characterised by a variety of different target groups (e.g. high-level government stakeholders, ILO constituents, and individual employers or workers), an extensive range and heterogeneity of types of interventions (e.g. training, technical advice and support, reports and publications, information and awareness-raising activities), and a range of issues falling under the umbrella of labour protection (e.g. issues around wages, working-time and OSH). Different types of activities are typically linked to target groups at different levels. Three main clusters of interventions can be identified.

The first cluster aims to support high-level stakeholders. Here, target groups are typically ILO constituents at member State level, as well as international forums and stakeholders working on labour protection issues. Interventions targeting these stakeholders typically provide high-level policy advice, in particular relating to negotiations on the ratification of ILO conventions and recommendations, the introduction of new legislation in the field of labour protection, and the setting up of and participation in platforms for information exchange. Support to high-level stakeholders is provided either indirectly through the implementation of and participation in international or national policy forums in the area of labour protection, or through the provision of more direct policy advice and support for the establishment of tripartite bodies. In addition to the establishment of more permanent tripartite

structures, ILO interventions have also included the organization of tripartite meetings on different labour protection issues, and the promotion of tripartism and social dialogue in labour protection projects.

Another cluster aims to support intermediate stakeholders, constituted by communities active in the areas of labour protection such as professionals and practitioners, mid-level legislators and policy-makers, national-level constituent organizations, national tripartite committees, employers and labour inspectorates. The interventions for these groups focus mainly on the provision of advice and support to develop strategies, policies, programmes and guidelines, the dissemination of relevant information at a professional/specialist level, and global monitoring and reporting with the aim of developing and strengthening the capacity of beneficiaries. The types of interventions include the provision and improvement of an evidence-base for policy-making in the form of publications and reports, the development of thematic databases, capacity-building activities, such as the development of guidelines, and the delivery of training and technical workshops on specific topics or aspects of labour protection.

A final cluster of interventions aims to support stakeholders at the local level. Target groups include actors such as individual employers and workers, the wider population, and local training providers and business associations. Interventions focus firstly on providing information and awareness-raising campaigns, including the development of information materials and the setting-up of information centres accessible to the different target groups and, secondly, on developing individual capacity through training and technical support. In addition to the training of intermediaries, training is also provided at this level either through awareness-raising training or through the training-of-trainers approach. Specific target groups are most frequently individual enterprises and workers, but they also include recruitment agencies. Very often, local-level interventions also include training for a range of stakeholders at different levels.

What works?

The outcomes and impacts of the ILO interventions for which evaluative evidence was available have been grouped to reflect the most important outcomes across the range of interventions considered. It should be noted, however, that the evidence provided on outcomes and impacts in the reports was highly variable; in some cases, for example, the projects' results were reported as outputs. In addition, only limited evidence was available on what works with regards to ILO interventions in some of the areas of labour protection, such as working time or maternity protection, as no evaluation reports of individual in-country interventions were available in these areas. Nonetheless, the key outcomes indicated across a range of interventions can be listed as follows.

- Ratification of ILO Conventions and development of national legislative texts or strategic action plans.
- Development and strengthening of social dialogue in the area of labour protection across a range of different countries.
- Awareness raising on the importance and relevance of labour protection.
- Development of tools that will be of use for the future, such as training materials, human resource management tools and research methodologies.

-
- Introduction of OSH protection mechanisms in enterprises: in some cases the establishment of OSH management systems or the introduction of compliance assessment tools has been highlighted in relevant evidence.

Various evaluations point to the importance of synergies in achieving positive outcomes, providing both economies of scale and important leverage for impacts on a larger and more strategic scale. These included synergies between projects and initiatives, actors and resources. Certain evaluations, however, highlighted that synergies had not always been exploited. Synergy between projects (and sometimes between project teams) is reported in a number of evaluation reports as having been crucial for the overall functioning of the intervention. In addition, synergies between different actors have, in some cases, played an important role in the functioning of interventions. Projects have strengthened local networks and knowledge sharing amongst local stakeholders, in particular, where ILO constituents and other partners have been closely involved with the project. This can also include stronger involvement with civil society organizations (CSOs) through their participation in meetings. Finally, in some cases, synergy between resources is also reported to have facilitated the functioning of interventions.

Evidence in terms of ensuring or planning the sustainability of interventions is discussed in a number of the evaluations, although it is relatively limited. It should be noted that often when the evaluations are conducted, either at mid-term or at the end of the project, little can be reported about the sustainability of the intervention. A certain number of the projects reviewed had experienced major delays in implementation and were not even able to complete the full range of planned activities, making it difficult to identify evidence of sustainability.

Gender equality has been addressed to varying degrees in different interventions. Certain projects had a clear emphasis on gender equality, with careful attention being paid to gender issues and gender mainstreaming in all project outputs and tasks so that a gender consciousness permeated the project design. Indeed, such projects recognize that many of the issues related to job quality need to be addressed from a gender perspective to succeed, for example, improving work-life balance or OSH are directly impacted by gender issues and power dynamics. In other projects, however, there was a much more limited emphasis on gender issues.

For whom? Beneficiaries and target groups

The analysis of the evaluation evidence enabled the identification of a wide range of beneficiaries and target groups in the area of labour protection. They ranged from national government officials, national and local level decision-makers, law enforcement agencies, employers, employers' and workers' organizations, enterprises and workers in a number of different economic sectors, to the informal economy, CSOs, recruitment agencies, the general public and migrant workers. In the majority of instances, ILO constituents were involved in the interventions in some capacity, e.g. as participants in capacity-building activities or as members of steering committees.

Based on the available evidence, beneficiaries of interventions in the area of labour protection can be clustered into three main groups corresponding to the level of action of the beneficiary. At the higher level, the beneficiaries are represented by the countries and their governments and national institutions, high-level policy-makers and legislators, and high-level constituents' organizations. At an intermediate level, the beneficiaries are global and national communities, such as professionals and practitioners, national experts in academic institutions and other types of specialists, legislators and policy-makers, national-level constituents' organizations, national tripartite committees, employers

and officials of the labour administration system, including labour inspectorates. At the local level, they are employers and workers, training providers, local or regional level enterprises and business associations and, in some cases, even CSOs.

And why? Success factors and obstacles

Transversal analysis of the evaluations allows the identification of a number of key success factors in terms of delivering effective labour protection projects, which address a number of different aspects of interventions.

The evidence clearly highlights, for example, the crucial nature of the development of a clear, overarching project intervention framework, including an effective needs analysis (for each participating country/actor), a clear workplan, a timetable for implementation, the definition of key responsibilities and identification of external partners, and opportunities for synergies and budgetary estimations. Similarly, the evidence emphasises the importance of management capacity.

Another crucial success factor is the buy-in and involvement of stakeholders at all levels (e.g. government, social partners, CSOs) and all stages of the project. In particular, the importance of the tripartite partners' participation was underlined across the different interventions, while that of other partners was also seen as crucial in adapting the project design and implementation to local contexts.

In addition, the involvement of beneficiaries appears to be crucial in ensuring the effective design of the project, and its sustainability over time. The evidence highlights the importance of identifying and involving the correct target group for each intervention in order to facilitate the accurate identification of needs. It is clear, however, that such involvement can be quite challenging.

Several ILO interventions as well as those of other agencies benefited from a synergistic approach for those projects falling within the specific subject area and other related topics. The importance of evidence to support effective interventions is another success factor that emerged from several evaluation reports.

Finally, the adoption of a “learning organization” approach was revealed to be particularly effective in a number of cases. In particular, some projects' success factors point to the importance of: flexibility in the provision of support, including the principle of “intervention on demand”; the implementation of a practical approach to integrating learning on an ongoing basis; and the introduction of a flexible approach to project design and management that combines national standards with a “bespoke” project at enterprise level.

Nevertheless, the evidence also indicates a number of challenges related to the implementation of interventions.

Project management, staffing and funding issues are some of the most common challenges highlighted. In particular, centralized project management appeared to be problematic in some projects covering different countries, while the Logical Framework Approach (LFA) management tool is considered inappropriate for all types of interventions due to its lack of flexibility. Other evaluations underlined staffing issues that impacted negatively on the project. In other cases, insufficient funding or the cutting short of a funding period were the main issues hampering project implementation. Evaluation reports indicated also that the short timeframe for the funding of interventions is often not sufficient to bring about a significant change in attitudes to deeply rooted issues.

Another frequent challenge is key actors' insufficient commitment, which can hamper effective implementation of the interventions. In some cases, beneficiaries were reluctant to accept support because the government partners ran the support services. Outreach was more successful when relationships were built with local communities, authorities and civil society actors.

In conclusion, it should be noted that it is not always easy to assess the effectiveness and key factors leading to the success or failure of the interventions under review. As noted in the evaluation reports, monitoring and evaluation (M&E) frameworks (e.g. theories of change) and the activities are not always clear. Indicators are often output- rather than impact-oriented, theory of change and intervention logics can be unclear, and indicators of success are not always specified or set unrealistic targets.

Conclusions and recommendations

In order to support the effective implementation of the key ILO Conventions and Recommendations into policies and practices in its member States, the ILO carries out an exceptionally wide range of interventions in the field of labour protection, unparalleled by any other international organization. These interventions target key actors at every level, ranging from high-level decision-makers at national and international levels (i.e. legislators, policy-makers, national tripartite structures) to key labour market intermediaries (i.e. trade unions, employers' organizations, labour inspectorates) to beneficiaries and target groups at local level (i.e. workers, employers, training organizations). For high-level decision-makers, the principal interventions in the field of labour protection include high-level policy-oriented advice and the establishment of appropriate national-level social dialogue mechanisms relating to negotiations on the ratification of Conventions and Recommendations, and to the introduction of new legislation. At the intermediate level, ILO interventions include the provision of expert analysis and reports, the collation of evidence in databases, the delivery of training and the development of guidance materials. At local level, ILO direct interventions include information and awareness-raising activities, and training and technical advice. Key factors influencing trends in ILO interventions in the field of labour protection in the period under review include the Great Recession, increased migration, and the accelerating pace of globalization and technological change. Interventions in the field of labour protection have clear links to interventions in other fields, and often benefit from synergies with other organizations, projects and topics.

Some of the principal impacts and outcomes of ILO interventions which emerged from the review included: support for the ratification of ILO Conventions and development of national legislative texts or strategic action plans; the development and reinforcement of social dialogue; awareness-raising on key issues for a range of key stakeholders; the development of tools such as training materials, data collection mechanisms and guidebooks; and the introduction of OSH protection mechanisms in enterprises. The findings also underlined the importance of the key dimensions of project implementation including the development of synergies, ensuring sustainability and a focus on gender mainstreaming. In terms of synergies, the results of the evaluations highlighted the leverage effect of exploiting synergies between the topics and themes of labour protection, the projects implemented in the different fields, and the actors who implement them. In respect of sustainability, the findings demonstrated a general lack of focus on ensuring the sustainability of impacts beyond the duration of a project, as well as a lack of consideration and understanding of this crucial dimension in relation to the ongoing impact of ILO work within the majority of evaluations examined.

Key success factors which emerged from the interventions included: the importance of effective project management and a well-designed intervention strategy; the importance of effective stakeholder

involvement and engagement; the clear identification and involvement of beneficiaries from the very beginning of the intervention (ideally from the design phase); the need to build on the achievements of previous projects and develop synergies with other interventions; the importance of evidence and research in supporting an intervention's design (including objective setting) and implementation; and the need to implement a "learning organization" approach. However, some of the main challenges included issues related to: ineffective project management; the lack of skilled staff and understaffing; insufficient funding and other funding issues; a lack of recognition of the time needed to generate results; and, finally, insufficient commitment of key actors, such as stakeholders or beneficiaries.

On the basis of the findings of this review a number of key recommendations for strengthening the effectiveness of interventions in the field of labour protection have been formulated and are reported below.

- 1. Reinforcing mechanisms for social dialogue.** The review has clearly shown the importance of establishing and supporting effective mechanisms for social dialogue in order to introduce and maintain effective standards of labour protection. Support provided by interventions should include, among others, the establishment of appropriate consultative committees, the raising of all actors' awareness of the importance of social dialogue, the provision of data and best practice guidelines to support collective bargaining, and capacity building for the key actors in the social dialogue process.
- 2. Encouraging and facilitating the involvement of representatives of enterprises and employers.** The evaluative evidence has clearly pointed to the key role of companies and their representatives in ensuring the success of interventions in the field of labour protection. While governments can provide legislative protection and workers' representatives can campaign for better measures to protect workers in the workplace, employers hold the key to effective implementation at local level. Their involvement in interventions should be promoted and facilitated at all levels, for example, through targeted awareness-raising campaigns (in particular on the benefits of improved labour protection), and by encouraging their participation in social dialogue and involvement in training activities.
- 3. An increased focus on gender mainstreaming.** Project evaluations demonstrated the crucial role of effective gender mainstreaming strategies in the success of certain interventions. In the different fields of labour protection, gender is a major factor encompassing, for example: the gender pay gap in the field of wages; work-life balance issues in the field of working time; maternity protection; highly gender-specific issues related to OSH due to the horizontal segregation of the labour market; the different gender experiences of migrant and domestic workers; and issues related to HIV and AIDS. As such, far too few of the interventions examined included a comprehensive approach to gender mainstreaming. Reinforcing the focus on the gender dimension in future interventions could have a major impact on effectiveness.
- 4. Greater exploitation of the synergies between the fields of labour protection.** The review highlighted the fact that interventions are more successful and have a wider impact where synergies are exploited between different topics and projects and the actors responsible for implementing them. Such synergies should be actively promoted at all levels, for example in in-country project interventions, between different international organizations and also within the ILO itself where, due to the responsibility for different fields of labour protection being spread across different ILO units, there often appears to be insufficient dialogue and interaction between

experts. Promoting such synergies, without reducing the specific focus needed for each of the specialist fields, would also generate efficiencies and give the potential for wider impact.

5. **Ensuring effective project management.** Many of the obstacles to achieving successful interventions in the field of labour protection highlighted in the evaluations revolve around a lack of effective project management. Evaluations clearly highlight the crucial nature of the development of a clear, overarching project intervention framework, including an effective needs analysis (for each participating country/actor), a clear workplan, a timetable for implementation, the definition of key responsibilities, the identification of external partners and opportunities for synergies, and budgetary estimations. However, other evaluations have stressed the need, within this overarching framework, for flexibility and adaptability at local level in the case of multi-country or multi-regional interventions. This element may be considered of particular importance in the field of labour protection due to the importance of cultural and contextual factors.

ABBREVIATIONS

AIDS	Acquired immunodeficiency syndrome
ASIAN	Tripartite Action for the Protection and Promotion of the Rights of Migrant
TRIANGLE	Workers in the Asian Region
BWH	Better Work Haiti programme
CSO	Civil society organization
DWA	Decent Work Agenda
DWCP	Decent Work Country Programme
DWDW	Making work a reality for domestic workers
EVAL	ILO Evaluation Office
GMS TRIANGLE	Tripartite Action to Protect Migrant Workers within and from the Greater Mekong Sub-region from Labour Exploitation
HIV	Human immunodeficiency virus
HKCTU	Hong Kong Confederation of Trade Unions
IJQA	Improving Job Quality in Africa through concerted efforts by governments, employers and workers
ILC	International Labour Conference
ILO	International Labour Organization
LFA	Logical Framework Approach
M&E	Monitoring and evaluation
OECD	Organisation for Economic Co-operation and Development
OSH	Occupational safety and health
PRODIAF III	Promotion of a social dialogue programme in Africa
PROWD	Protecting the Rights of Women Migrant Domestic Workers in Lebanon programme
REA	Rapid Evaluation Assessment
SME	Small- and medium-sized enterprise
UN	United Nations

1. INTRODUCTION

1.1. Introduction and structure of the report

This report *Effective Labour Protection for All: Lessons learned from a synthesis review, 2004–2014* presents the findings of an extensive review of evaluations, project documents and studies related to ILO interventions in the field of labour protection undertaken by Ecorys UK between December 2014 and March 2015.

This report is structured as follows:

- **Chapter 1** details the context for this review, along with the aims, objectives and methodology;
- **Chapter 2** provides a descriptive overview of the trends in labour protection interventions, including how interventions are interlinked and relate to other ILO strategic objectives;
- **Chapter 3** constitutes the core of the review, summarizing what works, for whom and why in ILO interventions in the area of labour protection;
- **Chapter 4** provides the conclusions of the review, including lessons learnt and recommendations based on the evidence:
 - **Annex I** details the methodology guiding the review, including the search, coding and appraisal protocols;
 - **Annex II** includes the coding template;
 - **Annex III** lists the documents analysed.

1.2. Context for the review

Labour protection has been at the core of the ILO's mandate since its foundation in 1919. The preamble of the ILO Constitution sets out its concerns in relation to issues of working time, wages and health and safety, amongst others, which have continued to be central to ILO's work to the present day. Since 1919, three major declarations have confirmed the importance of labour protection as one of the principles and policies of the ILO: the Philadelphia Declaration of 1944, the Declaration on Fundamental Principles and Rights at Work of 1998 and, most recently, the ILO Declaration on Social Justice for a Fair Globalization of 2008.

Labour protection is a crucial element of the concept of **decent work**. Decent work was conceptualized by the ILO's tripartite constituents – governments, employers and workers – at the end of the 1990s to clarify the Organization's priorities. Decent work is based on the idea that work is: “*a source of personal dignity, family stability, peace in the community, democracies that deliver for people and economic growth that expands opportunities for productive jobs and enterprise development.*”⁵ The concept serves to shape social, economic and political priorities in individual

⁵ ILO: www.ilo.org/global/about-the-ilo/decent-work-agenda/lang--en/index.htm (accessed 6 March 2015).

countries and internationally, with the goal of achieving fair globalization, facilitating development that is inclusive, equitable and sustainable, as well as reducing poverty around the world.

The ILO Declaration on Social Justice for a Fair Globalization – a “contemporary vision of the ILO’s mandate in the era of globalization”⁶ – sets four strategic objectives through which the Decent Work Agenda (DWA) is to be implemented: (1) employment; (2) social protection; (3) social dialogue; and (4) fundamental principles and rights at work. Labour protection is subsumed under ‘social protection’ together with ‘social security’ and plays a crucial role in the DWA in alleviating poverty and reducing economic challenges and risks for workers stemming from the major transformations in the world of work. Labour protection aims to promote decent working conditions and focuses on the economic, temporal and physical aspects of the individual at work: wages, working time and occupational safety and health (OSH). These objectives are put into action by different ILO activities, such as in-country interventions, studies and research.

1.3. Aims and objectives of the review

The aim of this synthesis review is to contribute to organizational learning on the effectiveness of ILO interventions in the area of labour protection, through the systematic analysis of the results, lessons learned and good practices of labour protection interventions carried out by the ILO and selected international organizations in the past decade (2004–2014), based on existing relevant evaluations and studies. Findings from the analysis will strengthen the evidence base and inform the development and implementation of future labour protection measures by the ILO and its constituents.

This report has been prepared in advance of the 2015 recurrent discussion of the International Labour Conference (ILC) on labour protection. Recurrent discussions were introduced as a follow-up to the Declaration on Social Justice for a Fair Globalization and as “*a means to understand better the diverse realities and needs of [ILO] Members with respect to each of the strategic objectives, respond more effectively to them, using all the means of action at [the ILO’s] disposal, including standards-related action, technical cooperation, and the technical and research capacity of the Office, and adjust its priorities and programmes of action accordingly*”.⁷ Recurrent discussions in previous years have focused on the objectives of employment (2008 and 2014), social protection (social security) (2011), fundamental principles and rights at work (2012), and social dialogue (2013). The ILO Evaluation Office (EVAL) has prepared synthesis reviews to complement the 2013 recurrent discussion on social dialogue (*Social dialogue interventions: What works and why? A synthesis review 2002–2012*) and the 2014 recurrent discussion on employment (*Decent work results of ILO employment promotion interventions: Lessons learned from evaluations, 2003–2013*).

This current review complements the recurrent report drafted as a basis for the ILC’s 2015 recurrent discussion by the ILO Conditions of Work and Equality Department (WORKQUALITY), which will provide an overview of ILO activities in the area of labour protection and outline potential areas of future work. As such, it focuses on the three key dimensions of labour protection as indicated in the

⁶ ILO: www://ilo.org/global/meetings-and-events/campaigns/voices-on-social-justice/WCMS_099766/lang--en/index.htm [accessed 4 March 2015].

⁷ ILO: ILO Declaration on Social Justice for a Fair Globalization adopted by the International Labour Conference at its Ninety-seventh Session, Geneva, 10 June 2008, *Geneva, 2008*, Part II(B) (i), www://ilo.org/global/meetings-and-events/campaigns/voices-on-social-justice/WCMS_099766/lang--en/index.htm [accessed 4 March 2015].

2008 Declaration: (1) labour earnings (wages); (2) working time; and (3) OSH. However, it extends as well to other relevant topics such as job security, norms and standards for work and employment, work sharing, collective bargaining, HIV and AIDS, maternity protection, labour administration and labour inspection, and working conditions.

Key research questions as specified in the terms of reference (TOR) and guiding this review are:

- 1) What are the trends and good practices in labour protection interventions at all levels?
- 2) Are there external and contextual factors that can determine success or failure of the labour protection interventions (e.g. fragile states, economic crisis, etc.)?
- 3) To what extent are the different areas/topics of labour protection interlinked and integrated in labour protection interventions? How much synergy is indicated?
- 4) To what extent can labour protection interventions be linked to the other ILO strategic objectives?
- 5) Under what conditions do labour protection interventions contribute most to strengthening the institutional capacities of the ILO constituents?
- 6) What is the evidence for the contribution of labour protection to sustainable development?
What is the evidence for inclusive growth as well as gender mainstreaming?

Our approach and methodology for answering these research questions are detailed below.

1.4. Methodology of the review

The synthesis review was conducted using the **Rapid Evidence Assessment** (REA) methodology. This ensured a rigorous and systematic analysis and appraisal of the existing evaluations and research on the subject, by being transparent about review processes and decisions, while also taking into account the limited time and budget available for this task. Key elements of the approach were:

- The development of clearly-defined REA research questions;
- The definition of a search strategy (including the definition of key sources) and protocol, defining parameters for inclusion, such as publication date, geographical scope, language, study type, research question;
- The screening and inclusion of the collected literature according to a set of defined parameters relating to the quality of the evidence. Criteria included the degree of relevance of the study to the REA questions, the strength of the sources (if other than ILO), the robustness of research methods used (including considerations of sample sizes, and experimental and quasi-experimental methods) and the country of origin;
- The detailed appraisal, analysis and synthesis of the filtered literature, using a detailed recording grid, prior to summarizing the consolidated evidence base.

More details on the methodology, search strategy and protocols can be found in Annex I.

1.4.1 Research questions

The formulation of REA questions was crucial to the subsequent assessment, as they drive all REA processes and determine the relevance of the conclusions. Questions were developed in consultation with the Evaluation Office (EVAL) team and a broader set of ILO stakeholders at inception stage. The table below includes the final set of questions that guided the review.

Table 1. Final selection of REA questions guiding the review

What types of interventions do we observe?	• What are the main types of interventions in the labour protection domain (e.g. training, technical advice, policy advice, etc.)? • Do we observe trends in labour protection interventions? • Do interventions target mostly specific areas of labour protection (i.e. labour earnings/wages, working time, occupational safety and health, other)? • Or are different areas within the labour protection domain integrated into specific interventions? • Are there any links between labour protection interventions and other ILO areas of intervention?
What works?	• Which outcomes and impacts are observed as a consequence of the intervention? • Is there evidence that the interventions contribute to sustainable development? • Is there evidence that the interventions contribute to inclusive growth? • Is there evidence that interventions contribute to gender equality? • Is there evidence of positive synergies when interventions address different areas? • Is there evidence that the interventions have expanded the scope of coverage and labour protection afforded to workers? • Is there evidence that the interventions have strengthened the institutional capacities of stakeholders (e.g. ILO constituents)? • Which interventions can be considered good practice? • Are the interventions replicable in different contexts/countries?
For whom?	• Which are the target groups of the interventions? • What is the context of the observed outcomes and impacts? • Are there certain groups that benefit from the intervention more than others? • Have the interventions expanded labour protection to vulnerable categories of workers?
And why?	• Which key success factors, mechanisms and circumstances can be identified? • Which key inhibiting factors can be identified (e.g. fragile states, economic crisis, other changes in context, implementation challenges, political sensitivity)? • Under which conditions do labour protection interventions contribute most to strengthening the institutional capacities of stakeholders (e.g. ILO constituents)?

1.4.2 Search strategy and protocol

Following the definition of the REA questions, the research team defined criteria for including documents to be considered for review. The criteria took into account the questions specified and the overall objectives of the review, in addition to any additional guidance provided by the EVAL team. The following criteria were specified:

- **Type of document:** evaluation reports or studies concerning interventions carried out by the ILO and other selected international organizations;

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- **Authorship:** reports and studies authored by the ILO and other selected international organizations or on behalf of the ILO and other selected international organizations;⁸
 - **Quality of document:** only evaluation reports and studies based on empirical evidence documents including sound findings and conclusions (e.g. lessons learned, recommendations, etc.) were considered for review;
 - **Thematic scope:** interventions in the field of labour protection as defined by the ILO and relating, in particular, to labour earnings/wages, working time, OSH, and to job security, norms and standards, work sharing, collective bargaining, HIV and AIDS and working conditions;
 - **Type of intervention:** interventions carried out by the ILO in the thematic fields indicated above (normally training, technical advice, policy advice, information campaigns), and comparable interventions (as well in terms of size) carried out by other selected international organizations;
 - **Geographical scope:** interventions carried out in a specific country (featuring in international reports) or in more than one country or non-country specific;
 - **Time period:** evaluation reports and studies of interventions carried out and finalized in the period 2004–2014;
 - **Language of the evaluation/study:** documents in English, French and Spanish were considered for the review.

The documents for consideration in the review were primarily collected by the ILO from the ILO EVAL evaluation database and other sources, and forwarded to the research team. Documents included independent project evaluations, external evaluation reports, joint evaluation reports, and high-level policy or strategy evaluation reports or studies. Annex III provides a detailed breakdown of all documents analysed for review.

1.4.3 Coding and appraisal

Subsequent to the document search, the research team used a three-stage process to screen, code and appraise all of the documents received, with the aim of only including the most relevant and best quality studies in the review.

- 1) **Screening** was undertaken based on an analysis of the abstract/executive summary of each document, with the goal of excluding all sources that did not meet the inclusion criteria specified above. Particular attention was paid to only include sources that could provide answers to one or several of the REA questions specified above.

⁸ Selected international organizations were specified in the inception report and included: (1) all intergovernmental organizations which were comparable to the ILO in terms of their mandate, mission or tripartite structure; and (2) all non-governmental organizations (NGOs) operating internationally, including international employers' and workers' organizations.

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- 2) **Coding** of the data was subsequently undertaken by using a coding frame (see Annex II), which helped to identify items that provided the best available evidence to meet the requirements of the review. Reading the abstracts, the researchers extracted data on the relevance of the studies to the review topic, the reliability of the sources, the research methods used, the sample size (where relevant), and the country of origin. On the basis of the coding, the review team was in a position to select more than 80 documents to appraise and synthesize within the time period of the review.
 - 3) The **appraisal** of the selected items was conducted using a systematic approach. It built and expanded on the coding template by including information on the quality of the methodological approach of each research report, as well as the key findings extracted from each study, including the outcomes achieved and the success/inhibiting factors.

1.4.4 Synthesis

Having appraised the key literature items, the research team synthesized the literature in the form of a **qualitative thematic synthesis**, relating to topic area (e.g. wages, working time, OSH), type of intervention (e.g. training, technical advice in drafting legislation) and broad geographical area (e.g. South-East Asia, Eastern Europe), in order to answer each of the overarching REA questions. In this way, the key research questions were summarized for different subsets of relevance for further ILO work in the area of labour protection, and justice was paid to the issue of context heterogeneity. The evidence analysed has been illustrated by displaying the interventions identified in the area of labour protection (What interventions do we observe?), the impacts and other aspect of project implementation which were particularly effective (What works?), the beneficiaries of interventions (For whom?), and the success factors and challenges (Why?). Based on this information, conclusions and recommendations were formulated.

2. OVERVIEW OF ILO LABOUR PROTECTION INTERVENTIONS

2.1. Introduction

This chapter provides an overview of the main types of ILO interventions in the field of labour protection. First, it outlines existing ILO key Conventions and Recommendations of relevance to this subject area. It then describes the types of interventions in the labour protection domain and refers to any contextual factors that may have influenced the interventions. Finally, it discusses if and how the different areas of labour protection are integrated into specific interventions and how labour protection interventions link to other ILO areas of activity more generally. To complement the evidence provided in the documents included in the in-depth review in chapter 3, this chapter also makes reference to a wider body of ILO documentation for the purposes of contextualization and completeness.

Overall, the interventions included in this review cover three significantly different time periods of the global economy: the pre-recession period dominated by strong economic growth, the Great Recession with strong negative impacts on a number of aspects of labour protection and the world of work more widely, and the beginning of a global recovery. In addition, it is worth keeping in mind that interventions in the area of labour protection from 2004–2014 took place in a period of accelerating change, including ever increasing globalization. Labour protection interventions take into account these key drivers of societal and economic change today, including demographic changes, increasing female labour market participation and related issues of work-life balance, developments in information and communications technology (ICT), and the issue of facilitating fair globalization more widely. These changes also occurred alongside a renewed interest in and implementation of minimum wage policies. The growing number of constituents' demands for technical assistance related to wages reflects this. For example, in the ILO's General Survey 2014, there were at least 20 demands from member States for technical assistance related to minimum wages. Another important trend to keep in consideration when observing ILO interventions in the area of labour protection is the increase of migration flows and the complexity of migration movements (e.g. short-term migration, circular migration, transit migration, etc.). According to the United Nations Department of Economic and Social Affairs (UN DESA) estimates, there are nearly 232 million migrants worldwide, the vast majority of whom are of working age.⁹ In the context of accelerated globalization, income inequalities and demand for labour in the developed economies, many migrant workers and their families seek employment and security abroad. Additionally, push factors such as conflicts and climate change are important contributors to increased migration flows.

In conclusion, globalization, the recent economic crisis and the increase in migration flows represent the major trends of the last decade which required ILO attention insofar as they related to labour protection issues, and the impact they had on vulnerable workers, especially in low-income countries.

⁹ UN: Department of Economic and Social Affairs: *International Migration 2013* (New York, Population Division, 2013). www.un.org/en/development/desa/population/migration/publications/wallchart/docs/wallchart2013.pdf [accessed 17 February 2015].

2.2. Key Conventions and Recommendations in the area of labour protection

As outlined in the introductory chapter, labour protection has been at the core of ILO activity since its foundation in 1919 and has most recently been outlined as a strategic objective in the ILO Declaration on Social Justice for a Fair Globalization under the social protection pillar.

International labour standards (ILS) in the form of Conventions (legally binding) and Recommendations (non-binding guidelines) are central to ILO's activities. These standards set out and ensure the basic principles of labour protection and rights at work. These standards are supported by supervisory activities, as well as direct assistance to countries or sets of countries through training, other technical assistance or the promotion and facilitation of social dialogue. The key Conventions and Recommendations in the areas of interest to this review are outlined below.

2.2.1 Wages

Wages are amongst the most important conditions of work and are thus central to labour protection. ILO maintains: *“As both a cost for employers, as well as the main source of income for workers, wages can be a potential source of conflict and have thus become the major focus of collective bargaining at all levels and all over the world. At the same time, wages can represent a major source of discrimination and deprivation if no decent minimum level is guaranteed.”*¹⁰ Wages represent the way in which employers (both companies and individuals) reward workers for their contribution, and thus also need to be seen to be fair. As stated in the ILO's *Global Wage Report, 2008/09*: *“The legitimacy of globalisation and of open economies and societies hinges critically on greater fairness in outcomes. Central to this fairness is the ability of working women and men to obtain a fair share of the wealth they create.”*¹¹ As defined by the ILO in 1973, the concept of earnings covers not only direct wages, but also a variety of other benefits¹² associated with employment such as annual leave, staff canteens and overtime bonuses. The ILO has adopted Conventions in the field of wages to underpin its principles, ratified by a large number of member States; these include in particular the Minimum Wage-Fixing Convention, 1928 (No. 26), the Protection of Wages Convention, 1949 (No. 95), the Equal Remuneration Convention, 1951 (No. 100), which specified equal remuneration for men and women for work of equal value, and the Minimum Wage Convention, 1970 (No. 131) (accompanied by Recommendation No. 135). Convention No. 100 is one of the ILO's eight ‘fundamental’ Conventions.

2.2.2 Working time

The regulation of working time to safeguard the safety and health of workers, while ensuring the productivity of businesses, has equally been central to the work of the ILO since its inception. In fact, the first Convention ever adopted by the ILO was on the subject of working time. The Hours of Work (Industry) Convention, 1919 (No. 1) stipulated limits to hours of work for workers and the provision of adequate rest periods. The ILO has since set further standards in relation to working time in the

¹⁰ ILO: www.ilo.org/global/topics/wages/lang--en/index.htm [accessed 15 February 2015].

¹¹ ILO: *Global Wage Report 2008/09. Minimum wages and collective bargaining: Towards policy coherence* (Geneva, 2008), Preface.

¹² ILO: *“Wages and income inequality”* in *Global Wage Report 2014/15*. (Geneva, 2014), p. 4.

form of Conventions and Recommendations on issues such as working hours, daily and weekly rest and recuperation periods, and annual paid leave.

These include the following Conventions:¹³ Hours of Work (Commerce and Offices) Convention, 1930 (No. 30): regulating standard working hours per week (48); Hours of Work (Industry) Convention, 1919 (No.1): regulating working hours per day (eight); Forty-Hour Week Convention, 1935 (No. 47) and Reduction of Hours of Work Recommendation, 1962 (No. 166) setting out the principle of the 40-hour week; Weekly Rest (Industry) Convention, 1921 (No. 14) and Weekly Rest (Commerce and Offices) Convention, 1957 (No. 106) regulating a standard rest period of at least 24 consecutive hours every seven days; Holidays with Pay Convention (Revised), 1970 (No. 132) setting out that every person within the scope of its application is entitled to at least three working weeks of annual paid holiday for one year of service; Night Work Convention, 1990 (No. 171) requiring member States to take protection measures for night workers; Part-Time Work Convention, 1994 (No. 175) stipulating that part-time workers are to receive comparable protection and employment conditions, basic wages and social security with that of full-time workers.

2.2.3 Occupational safety and health

The OSH of workers has been a concern of the ILO from its inception and is included in its original constitutional mandate of 1919. OSH is a crucial element in ensuring decent working conditions and achieving strong preventative safety cultures. Relevant Conventions adopted in the area of OSH are the Occupational Safety and Health Convention, 1981 (No. 155) and the related Protocol of 2002 to the Occupational Safety and Health Convention, 1981, and the Occupational Health Services Convention, 1985 (No. 161). More recent activities in the area include the adoption of the Global Strategy for Occupational Safety and Health by the ILC at its 91st Session in 2003, with the goal of bringing measurable improvements in safety and health to the world of work. In 2006, the Promotional Framework for Occupational Safety and Health Convention, 2006 (No. 187) was adopted with the main objective of developing and maintaining a preventive safety and health culture, and applying a systematic approach to OSH management at national and enterprise levels.^{14,15}

2.2.4 Maternity protection

Maternity protection has been another labour protection priority since 1919. The ILO works on the protection of women during pregnancy and maternity with the goal of limiting health risks to mother and child, and ensuring that a woman's economic and employment security is not compromised during this time. International standards on maternity protection are set in particular through the Maternity Protection Convention, 2000 (No. 183), the most up-to-date convention, which specifies the right to maternity benefits and the principle of non-discrimination based on maternity and pregnancy, amongst others, and the Maternity Protection Recommendation, 2000 (No. 191), which gives further guidance beyond the minimum set by the Convention. The Convention builds on earlier instruments, namely,

¹³ ILO: www.ilo.org/global/standards/subjects-covered-by-international-labour-standards/working-time/lang--en/index.htm [accessed 20 February 2015].

¹⁴ ILO: Evaluation Office: *Independent evaluation of the ILO's strategy on occupational safety and health: Workers and enterprises benefit from improved safety and health conditions at work* (Geneva, 2013).

¹⁵ B.O. Alli: *Fundamental principles of occupational safety and health* (Geneva, ILO, 2008).

the Maternity Protection Convention, 1919 (No. 3) and the Maternity Protection Convention (Revised), 1952 (No. 103).

2.3. What types of interventions do we observe?

To support the translation of the ILO's principles and above-mentioned standards into effective policies and practices, the ILO carries out a number of interventions in the area of labour protection, in particular around its main pillars: wages, working time and OSH issues.

The available evidence on ILO interventions in the area of labour protection illustrates the **complexity of its activity** in this area, which is characterised by a **variety of different target groups** (e.g. high-level government stakeholders, ILO constituents, individual employers or workers), an extensive range of **interventions** (e.g. training, technical advice and support, reports and publications, information and awareness-raising activities), and **issues under the term of labour protection** (e.g. issues around wages, working-time and OSH).

Different types of activities are typically linked to target groups at different levels. Three main clusters of interventions can be distinguished as follows.

- **Support to high-level stakeholders:** target groups are typically ILO constituents at the level of member States, as well as international forums and stakeholders working on labour protection issues. Interventions targeting these stakeholders are typically high-level policy advice, in particular, relating to negotiations on the ratification of ILO Conventions and Recommendations. They also include the introduction of new legislation in the field of labour protection, as well as the setting up of and participation in platforms for information exchange.
- **Support to intermediate stakeholders:** this includes communities active in the areas of labour protection such as professionals and practitioners, mid-level legislators and policy-makers, national-level constituent organizations, national tripartite committees, employers and labour inspectorates. The interventions mostly include the provision of advice and support to develop strategies, policies, programmes, guidelines, the dissemination of relevant information on a professional/specialist level, and global monitoring and reporting with the aim of developing and strengthening the capacity of beneficiaries.
- **Support at the local level:** target groups include actors at a local level, including employers, workers and training providers. Interventions focus on the provision of information, awareness raising and capacity development through training and technical support to individual enterprises.

Following this taxonomy, types of ILO interventions included in this review are discussed further below. It should be noted that there is a natural overlap between these three clusters of interventions and distinctions are not always clear-cut.

Figure 1 provides an overview of the interventions included in this review. It illustrates both the types of interventions by type of beneficiaries and areas of labour protection covered by the intervention (the area of wages in black, and the areas of working time, OSH and maternity protection in different shades of grey). It is interesting to note a prevalence of interventions in the area of OSH. Additionally, there is a sort of polarization between the high-level and local-level beneficiaries, the main beneficiaries of ILO interventions. Finally, the training-related interventions seem to be prevalent.

Nevertheless, it is important to point out that the results illustrated should not be assumed to be the totality of ILO interventions in the area of labour protection, as they only show those identified in the documents included in this review.

Figure 1. Overview of the interventions included in the review

		Type of beneficiaries		
		High-level stakeholders	Intermediate stakeholders	Local stakeholders
Type of intervention	Platforms for exchange:			
	Global platforms			
	Support for the set-up of tripartite bodies			
	Organisation of tripartite meetings and other tripartite activities			
	Tripartism and support to social dialogue			
	Technical/ policy advice:			
	Support to ratify ILO conventions			
	Support fo national programmes			
	Support to develop legislation			
	Publications and reports			
	Compilation of databases			
	Development of guidance material			
	Information and awareness-raising:			
	Development of information materials			
	Information centres			
	Training provision:			
	Development of training materials, tools, curricula and other materials			
	Training of workers			
	Training of employers			
	Improving training capacities			
Train-the-trainer training				
Technical advice to enterprises				
Wages				
Working time				
OSH				
Maternity				

2.3.1 Support to high-level stakeholders

As mentioned above, support to high-level stakeholders is provided either indirectly through the implementation of and participation in international or national policy forums in the area of labour protection, or through the provision of more direct policy advice.

2.3.2 Platforms for exchange

To improve the effectiveness of the governance of labour protection, the ILO is involved in and cooperates with global forums, as well as facilitating platforms for policy exchange at national level. Platforms most frequently involve tripartite actors and the setting up of tripartite committees and workshops.

Global platforms typically deal with labour protection for migrant workers. To improve the effectiveness of labour migration governance, ILO involvement in global forums includes, for example, the Global Forum on Migration and Development (GFMD) and the Global Migration Group (GMG) comprising 17 UN entities, and the International Organization for Migration (IOM). The ILO chaired the GMG in 2014.

Key achievements included: establishing closer cooperation and more regularized engagement with governments, social partners and civil society; influencing the deliberations and outcomes on migrants and migration related to the post-2015 United Nations (UN) development agenda; initiating a GMG response to the issue of crisis-related migration and protection at sea; and embarking on the development of guidance on mainstreaming migration into the UN Development Assistance Frameworks (UNDAFs) and other development planning processes. At the local level, the ILO works with regional and local actors by providing legal and technical advice, and capacity building in order to implement and enforce the above-mentioned Conventions. This also includes participation in regional platforms to discuss migration issues, i.e. both the “Tripartite Action to Protect Migrant Workers within and from the Greater Mekong Sub-region from Labour Exploitation” (GMS TRIANGLE) and “Tripartite Action for the Protection and Promotion of the Rights of Migrant Workers in the Asian Region” (ASEAN TRIANGLE) projects took part in the ASEAN Forum of Migrant Labour (RAS 12/01/CAN and RAS/10/01/AUS). In the area of OSH, a number of activities were organized to facilitate exchange, such as the World Congress on Occupational Safety and Health, meetings of the OSH information centres network, the World Day on Occupational Safety and Health and other international activities aiming to provide a global forum for constituents and OSH professionals and decision-makers to discuss and exchange information on OSH.

Support for the setting up of tripartite bodies has been provided in a number of countries. For example: in Armenia, where ILO has been promoting the development and establishment of a National Tripartite OSH Council;¹⁶ in Azerbaijan, within a National Tripartite OSH Programme (RER/09/05/FIN), where a National Tripartite Social Council on Safety and Health at Work was established in 2012 under the Ministry of Labour and Social Protection of Population; and in Honduras, Malawi, Republic of Moldova and Ukraine within the project “Improving safety and health at work through a Decent Work Agenda” (INT/09/08/EEC).

In addition to the setting up of more permanent tripartite structures, ILO interventions have also included the **organization of tripartite meetings** on a variety of labour protection issues. For example, a Tripartite Meeting of Experts on Working-time Arrangements, which discussed and advised on working-time arrangements in the 21st century, was held in October 2011. Documentation from this meeting includes the report *Working time in the twenty-first century*¹⁷ which was discussed at the meeting, the final report of the meeting¹⁸ and a follow-up report for the consideration of the ILO Governing Body (GB).¹⁹ In the area of OSH, a number of meetings of experts has been convened by the GB, such as those on: updating the List of Occupational Diseases (Geneva, 13–20 December 2005); the Revision of the List of Occupational Diseases (Recommendation No. 194) (Geneva, 27–30

¹⁶ ILO: *Final review of Decent Work Country Programme for Armenia 2007–2011* (Yerevan, 2012).

¹⁷ ILO: *Working time in the twenty-first century: Discussion report for the Tripartite Meeting of Experts on Working-time Arrangements, 17–21 October 2011* (Geneva, 2011).

¹⁸ ILO: *Tripartite Meeting of Experts on Working Time Arrangements: Final report* (Geneva, 2011).

¹⁹ ILO: *Follow-up to the Tripartite Meeting of Experts on Working-time Arrangements* (Geneva, 2012).

October 2009); Safety and Health in Coal Mines (8–13 May 2006); Safety and Health in the Use of Machinery (29 November – 7 December 2011); the adoption of a Code of Practice on Safety and Health in Agriculture (25–29 Oct 2010); Safety and Health in Agriculture (23 November – 1 December 2009); Safety and Health in the Iron and Steel Industry (1–9 February 2005); and the Interregional Tripartite Meeting of Experts on Safety and Health in Shipbreaking for Selected Asian Countries and Turkey (Bangkok, Thailand, 7–14 October 2003).

Other examples of high-level tripartite events include the organization of a high-level tripartite seminar on wage policy in the Caucasus and Central Asia, which was organized by the ILO together with the Ministry of Labour and Social Insurance of the Republic of Cyprus in November 2009. In 2012, a seminar was also jointly organized in the People's Republic of China by the ILO and the Ministry of Human Resources and Social Security on Collective Bargaining Machines and Wage Policy Framework in China (CHN/10/02/RBS).²⁰ Input from ILO specialists focused on the promotion of collective bargaining, the handling of collective interest disputes and the fair distribution of economic gains in China. In 2012, a Tripartite Regional Training Workshop on Effective Wage Policies was also held in Amman. The training, organized jointly by the ILO Bureau for Employers' Activities (ACTEMP), the ILO Bureau for Workers' Activities (ACTRAV) and ILO Regional Office in Beirut, resulted in their showing the way forward for wage policies in the region.

Furthermore, tripartite meetings were organized in the context of the ILO decent work project "From the Crisis towards Decent and Safe Jobs in Southern Caucasus and Central Asia (2010–2013)" (RER/09/05/FIN). It supported the Azerbaijan Trade Union Confederation (ATUC) subregional conference on the Role of the Social Partners in providing Healthy and Safe Working Conditions on the Labour Market, Baku, with the participation of trade unions, employers' organizations and labour inspectorates from Georgia and Kazakhstan, as well as a number of other countries from the region.²¹

Tripartism has also been promoted more widely in labour protection projects, for example in interventions with a strong social dialogue dimension, such as the ASEAN TRIANGLE project (RAS/10/01/AUS and RAS/12/01/CAN). Interventions linking the promotion of labour protection and social dialogue can be observed, for example, within the framework of the ILO Decent Work Technical Support Team (DWT)/Country Office (CO)-Moscow technical cooperation project "Promoting Good Governance for a Fair Globalization" (2007–2009) and the Decent Work Country Programme (DWCP) for Armenia (2007–2011). The interventions aimed to identify wage policies appropriate to the Armenian socio-economic context, and provide the necessary conditions for their discussion and development through tripartite social dialogue, which included capacity building for the social partners. Other examples include a project run by the ILO Office for the Andean Countries, which was carried out with the support of the Canadian government and aimed at strengthening institutionalized social dialogue (COL/09/01/CAN).²² Activities included capacity developing for the tripartite actors on relevant national and regional committees and subcommittees to improve labour relations and promote decent work, with a gender approach, at the level of enterprises and productive sectors.

²⁰ ILO: *Collective bargaining machinery and wage policy framework in China* (CHN/10/02/RBS) (Geneva, 2012).

²¹ *Ibid.*, p. 18.

²² ILO: *Final report: Strengthening of the institutionalized Social Dialogue through the National Commission on Wage and Labour Policies and its similar bodies in Colombia* (COL/09/01/CAN) (Geneva, 2011).

Similarly in Africa, from 2008–2010, the ILO, with support from the Belgian government, carried out a programme to promote social dialogue in Africa (PRODIAF III) (RAF/08/12M/BEL), which involved advice, support, training, research and information dissemination on the implementation of effective social dialogue.²³ The project's interventions focused on wages, and produced a basic document on the national wage policy in Burundi. Tripartism is also a key topic in a major ILO intervention, supported by the Swedish government, on making decent work a reality for domestic workers (GLO/11/54/SID).²⁴ The project included both global- and country-level activities to assist governments and social partners to design, assess and implement strategies, policies, laws or other measures to promote decent work for domestic workers. In terms of wages, the activities included bringing the tripartite stakeholders together to develop recommendations on minimum wages and skills frameworks to justify better wages for domestic workers.

2.3.3 High-level policy advice

Apart from interventions facilitating the exchange of issues on labour protection, some ILO interventions provide further technical and policy advice for high-level stakeholders. These types of activities frequently revolve around negotiations on the ratification and implementation of ILO Conventions and Recommendations, and the introduction of new legislation. High-level policy advice is provided across the three key areas of labour protection, namely, wages, working-time, and safety and health. The examples below illustrate interventions in the field.

In the area of **OSH protection**, support has been provided to high-level policy-makers to ratify and implement the Promotional Framework for Occupational Safety and Health Convention, 2006 (No. 187), which has, so far, been ratified by 33 countries. Additionally, interventions support policy-makers to develop relevant national legislation to introduce or strengthen OSH protection in the country. An example includes the project “Effective Implementation of National OSH Programme for Improving Safety and Health at the Workplace in Viet Nam” (RAS/10/56M/JPN),²⁵ which supported policy-makers in Viet Nam through the development of the second national OSH profile and national OSH programme, and the ratification feasibility process for ILO Convention No. 187.

Other examples include supporting Armenia in the context of the DWCP 2007–2011²⁶ to align OSH-related legislation with international standards, a **national OSH programme**, the country's profile²⁷ and the development of a normative base. Also, in 2005, the legislation on State labour inspection, which translated the newly ratified Labour Inspection Convention, 1947 (No. 81) into national legislation and established the State Labour Inspectorate with responsibilities for the implementation,

²³ ILO: *Evaluation indépendante finale du programme de promotion du dialogue social en Afrique – PRODIAF – Phase III* [Independent evaluation of the promotion of a social dialogue programme in Africa – PRODIAF – Phase III] (RAF/08/12M/BEL) (Geneva, Evaluation Unit, 2010).

²⁴ ILO: *Final evaluation report: Making decent work a reality for domestic workers (GLO/11/54/SID)* (Geneva, Evaluation Office, 2014).

²⁵ ILO: *Final evaluation independent report: Effective implementation of the national OSH programme for improving safety and health in the workplace in Viet Nam (RAS/10/56M/JPN)* (Geneva, Evaluation Unit, 2011).

²⁶ ILO: *DWCP Armenia*, op. cit.

²⁷ National profiles function as a kind of baseline dataset for some countries; they are a very good starting point for any action because they facilitate work on the gaps identified in the data whereas drafts of national OSH regulation and related legislative improvements are still in progress.

control and enforcement of OSH legislation was approved.²⁸ In 2010, a priority plan of action for short-, medium- and long-term enhancement of Armenian inspection services was prepared by the ILO. In the same year, the HIV and AIDS Recommendation, 2010 (No. 200) was adopted and a Global Action Plan was prepared and approved by the GB in 2011 (GB.310/17/1(Rev.)).

A national OSH programme (including HIV and labour inspection aspects) was also supported in Uzbekistan in the context of the ILO project “From the Crisis towards Decent and Safe Jobs in Southern Caucasus and Central Asia (2010–2013)” (RER/09/05/FIN). Within the programme ILO/Korea “Partnership Programme Towards the Realization of the Asian Decent Work Decade” carried out between June 2009 and May 2014 (RAS/13/60/ROK), a national policy to improve OSH in informal economy workplaces and in small- and medium-sized enterprises (SMEs) was developed in consultation with workers’ and employers’ organizations in a number of countries (Bangladesh, Cambodia, China, Mongolia and Sri Lanka).

Comprehensive support in helping Cambodia to comply with internationally recognized core labour standards and Cambodian labour law was provided within the framework of the “Better Factories Cambodia” intervention. Here, ILO intervention helped to draft ‘Prakas’ (ministerial declarations), regulations and clarifications in key labour legislation areas such as strikes, casual workers, use of temporary contracts, piece-rate wages, ventilation, heat and noise levels, and night work. The project produced a technical paper for a labour law review.

In the area of **working time**, high-level policy advice has, for example, been provided in Hong Kong (China), where support focused on the introduction of new legislation on standard working hours. This involved the participation of the ILO in the “Standard Working Hours International Seminar of the Hong Kong Confederation of Trade Unions (HKCTU)”, and meetings with high-level Hong Kong (China) officials, such as the Chairperson of the Special Committee on Standard Working Hours, the Assistant Commissioner of the Hong Kong Labour Department, various HKCTU officials and other key stakeholders in the Hong Kong Community in the context of a mission to Hong Kong (China).²⁹

In the area of **wages**, the ILO has provided varying degrees of technical assistance for the development of wage policies in more than 35 countries. For example, the ILO provided support for the development of wage policies in Armenia, in particular, in relation to minimum wages, compensation for public sector workers and wage determination mechanisms (ARM/10/03/RBS). In Cape Verde, technical support facilitated the approval of national legislation on the country’s first-ever minimum wage. Subsequent ongoing technical work aims to design and implement a national study to monitor the effect of the minimum wage on the overall economy as well as on workers and their families. Following technical support in Costa Rica, the adjustment formula for the minimum wage was improved to reflect changes in prices and productivity. Work is also ongoing to simplify the minimum wage system in order to improve compliance and effectiveness. In Namibia, following ILO assistance, a module on the domestic work sector was incorporated into the Labour Force Survey (LFS). The data from this module formed the basis for analyses used to inform the newly created Tripartite Wage Commission for Domestic Workers, which subsequently set the minimum wage for domestic workers. In Viet Nam, ILO technical assistance helped to launch its newly established Tripartite National Wage

²⁸ ILO: *DWCP Armenia*, op. cit.

²⁹ J. Messenger: *INWORK Mission Report*, Mission to Hong Kong SAR, China, 31 August – 1 September 2014 (Geneva, ILO, 2014).

Council, which transformed the system from a government-led minimum wage fixing mechanism to a tripartite body. In China, technical assistance to the Ministry of Human Resources and Social Security on survey design and sampling for its new wage survey aimed at improving the availability of the country's wage data. Additional technical assistance on wage policies in China contributed to the development of policy measures, reflected in the Five Year Economic Plan, to ensure better coordination in minimum wage fixing across provinces.

On the issue of **labour protection for migrant workers**, policy advice and technical assistance has also been provided in a number of contexts. This includes advice to national tripartite representatives and members of parliament in the Philippines (who were considering in 2012 a comprehensive law on rights and the minimum protection of domestic workers), on alternative formulations of labour regulations on wages, working time and other employment conditions for domestic workers based on the Domestic Workers Convention, 2011 (No. 189), national conditions, and international practices. The Philippines passed a new law in January 2013 (GLO/11/54/SID), on the direct financing of legal advisers to government ministries.

This was also the case in the project “Towards counting As Workers: Protecting the Rights of Women Migrant Domestic Workers (WMDWs) in Lebanon Through a Participatory Policy Dialogue and Action Process (PROWD)” (LEB/10/05/SDC).

Support was given to tripartite partners to develop policies, action plans and legal documents in the GMS TRIANGLE project (RAS/10/01/AUS) and to workers' and employers' organizations to develop the Thai national policy to improve OSH in the informal economy (RAS/13/60/ROK).

2.3.4 Support to intermediate stakeholders

While the types of interventions described above focus on high-level stakeholders, other interventions target the intermediate stakeholders, positioned between the high-level policy-makers and local stakeholders. These intermediate stakeholders include professionals and practitioners, legislators and policy-makers, national-level constituents' organizations, national tripartite committees, and employers and labour inspectorates. Interventions for these groups revolve both around the improvement and provision of an evidence base for policy-making in the form of publications and reports, the establishment of databases as well as capacity-building activities such as the development and provision of guidelines and training.

Publications and reports

A commonly observed type of ILO intervention in the domain of labour protection is the production of publications and reports in promoting evidence-based policy-making.

In the area of **wages**, there are a large number of ILO reports and publications analysing trends in wages, wage policies and their impact on individuals, society and the economy. These include both global reports and reports focusing on specific countries and regions of the world or industries. The most visible ILO publication on wages is the biannual *Global Wage Report*, first published for the period 2008/09, and now in its fourth edition for the period 2014/15. It provides information on global and regional wage trends and statistics for both developed and developing countries, as well as policy

recommendations for countries. In addition to providing overall trends and analysis, each report also has a specific thematic or policy focus in relation to ILO priorities: the 2008/09 report³⁰ focused on minimum wages and collective bargaining; the 2010/11 report³¹ on wage policies in times of crisis; the 2012/13³² report on wages and equitable growth; and the current edition for 2014/15³³ on wages and income inequality.

In addition, analysis on wages is included in the ILO's annual *World of Work* publication. For example, the focus of the 2008 report was on income inequalities in the age of financial globalization.³⁴ Other editions include chapters in relation to wages, for example, the 2011 report includes a chapter on "The labour share of income: Determinants and potential contribution to exiting the financial crisis".³⁵ The ILO has also produced a number of other reports and working papers on issues specifically related to wages including low-wage work,³⁶ child labour wages,³⁷ social protection and minimum wages,³⁸ income inequality³⁹ and wage-led growth.⁴⁰

Certain reports focus on wage issues in specific countries or regions of the world. Country or region-specific reports include, for example, wage protection in Africa,⁴¹ minimum wages in India,⁴² wage policies in Russia⁴³ and income-led growth in Brazil.⁴⁴ A specific brief on Africa⁴⁵ was also produced to accompany the *Global Wage Report 2010/11: Wage policies in times of crisis*; collating the data was achieved largely due to the organization of two ILO-hosted subregional workshops, one in Addis Ababa in July 2009 and the other in Dakar in December 2009. Finally, some reports concentrate on wage issues (among other aspects of labour protection) in specific sectors or industries. This is the

³⁰ ILO: *Global Wage Report 2008/09*, op cit.

³¹ ILO: *Global Wage Report 2010/11 – Wage policies in times of crisis* (Geneva, 2010).

³² ILO: *Global Wage Report 2012/13 – Wages and equitable growth* (Geneva, 2012).

³³ ILO: *Global Wage Report 2014/15*, op. cit.

³⁴ ILO: *World of Work Report 2008: Income inequalities in the age of financial globalization* (Geneva, 2008).

³⁵ ILO: *World of Work Report 2011: Making markets work for jobs* (Geneva, 2011).

³⁶ D. Grimshaw: *What do we know about low-wage work and low-wage workers? Analysing the definitions, patterns, causes and consequences in international perspective* (Geneva, ILO Conditions of Work and Employment Series, No. 28, 2011).

³⁷ ILO: *Child labour wages and productivity: Results from demand-side surveys* (Geneva, 2007).

³⁸ ILO: *Social protection and minimum wages responses to the 2008 financial and economic crisis: Findings from the ILO/World Bank inventory* (Geneva, Employment Working Paper No. 113, 2012).

³⁹ T. Van Treeck, S. Sturn: *Income inequality as a cause of the Great Recession? A survey of current debates*, (Geneva, ILO, Conditions of Work and Employment Series No. 39, 2012); and E. Stockhammer: *Why have wage shares fallen? A panel analysis of the determinants of functional income distribution* (Geneva, ILO, Conditions of Work and Employment Series No. 35, 2013).

⁴⁰ M. Lavoie, E. Stockhammer: *Wage-led growth: Concept, theories and policies* (Geneva, ILO, Conditions of Work and Employment Series No. 41, 2012); E. Hein, M. Mundt: *Financialisation and the requirements and potentials for wage-led recovery – a review focusing on the G20* (Geneva, ILO, Conditions of Work and Employment Series No. 41, 2012).

⁴¹ N. Ghosheh: *Wage protection legislation in Africa* (Geneva, ILO, Conditions of Work and Employment Series No. 38, 2013).

⁴² P. Belser, U. Rani: *Extending the coverage of minimum wages in India: Simulations from household data* (Geneva, ILO, Conditions of Work and Employment Series No. 26, 2010).

⁴³ A. Bolsheva: *Mapping gaps and challenges in building effective wages policies in the Russian Federation* (Moscow, ILO, Decent Work Technical Support Team and Country Office for Eastern Europe and Central Asia, 2014).

⁴⁴ ILO: *Brazil: An innovative income-led strategy: Studies in growth with equity* (Geneva, 2012).

⁴⁵ ILO: *Global Wage Report 2010/2011: Africa Brief* (Geneva 2010).

case, for example, of a report on conditions of work in the chemical industry,⁴⁶ which concentrates on the wage system and remuneration.

In the area of **working time**, the ILO produces reports and publications on policy and practice developments⁴⁷ with the goal of strengthening evidence-based policy-making. These include flagship publications analysing trends in working time, regulations and policies such as *Working time in the 21st Century*,⁴⁸ which provides an overview of existing working time standards, trends and developments and key policy issues, or *Working Time Around the World*,⁴⁹ which discusses the theories behind the concept of working time, reviews trends in regulating working time across the world and analyses trends and developments in selected countries. *Decent Working Time: New trends, new issues*,⁵⁰ provides a similar analysis for industrialized countries.

These publications include policy pointers for the development of decent working time which aim to “preserve health and safety, are ‘family-friendly’, promote gender equality, enhance productivity and facilitate workers’ choice and influence over their working hours”.⁵¹

Other publications include working papers, examining specific issues related to working time. This has, for example, included reports on good quality part-time employment,⁵² which review the situation of part-time workers that meet employers’ and workers’ needs, as well as mapping policies improving access and quality of part-time employment as well as transitioning between part- and full-time employment. Other papers aim to substantiate the link between working-time arrangements and positive outcomes, such as “the effects of working time on productivity and firm performance”⁵³ or “the influence of working time arrangements on work-life integration or ‘balance.’”⁵⁴ A number of recent publications (working papers and others) have looked into the working time arrangements used to preserve jobs during the Great Recession. This includes a volume on *Work sharing during the Great Recession: New developments and beyond*,⁵⁵ which analyses different countries’ experience with work sharing measures and draws lessons learnt and policy implications. Further examples are included in

⁴⁶ Y. Kamakura: *Recent issues regarding collective bargaining and conditions of work in the chemical industry* (Geneva, Sectoral Activities Programme working paper 246, 2006).

⁴⁷ The ILO pursues three types of activities on the issue of working time, information and knowledge generating activities such as databases and research publications, as well as the provision of policy and technical assistance. It should be noted that issues of working time are typically treated together with issues of work organization.

⁴⁸ ILO: *Working time in the twenty-first century: Discussion report for the Tripartite Meeting of Experts on Working-time Arrangements 2011, Geneva, 17–21 October 2011* (Geneva, 2011).

⁴⁹ S. Lee, D. McCann, J. Messenger: *Working Time Around the World* (Geneva, ILO, 2007).

⁵⁰ J.-Y. Boulin, M. Lallement, J. Messenger, F. Michon (eds.): *Decent Working Time. New trends, new issues* (Geneva, ILO, 2006).

⁵¹ Lee, McCann and Messenger, op. cit., Introduction.

⁵² C. Fagan, H. Norman, M. Smith, M. Gonzalez Menendez: *In search of good quality part-time employment* (Geneva, ILO, Conditions of Work and Employment Series No. 43, 2014).

⁵³ L. Golden: *The effects of working time on productivity and firm performance: A research synthesis paper* (Geneva, ILO, Conditions of Work and Employment Series No. 33, 2011).

⁵⁴ G. Fagan, C. Lyonette, M. Smith, M. Saldaña-Tejeda: *The influence of working time arrangements on work-life integration or ‘balance’: A review of the international evidence* (Geneva, ILO, Conditions of Work and Employment Series No. 32, 2011).

⁵⁵ J. Messenger, N. Ghosheh: *Work sharing during the Great Recession: New developments and beyond* (Geneva, ILO, 2013).

The use of working-time related crisis response measures during the Great Recession,⁵⁶ which analyses the working time crisis-response measures beyond work-sharing, e.g. measures for the reduction of working time.

The ILO also publishes flagship publications mapping the state of **maternity protection** and trends across the world, such as *Maternity at work: A review of national legislation*⁵⁷ or *Maternity and paternity at work: Law and practice across the world*,⁵⁸ a review of the application of relevant Conventions in different national settings and discussion of good practice examples, such as *Good practices and challenges on the Maternity Protection Convention*.⁵⁹ Some publications have also highlighted maternity protection arrangements and effects in specific subsectors of the economy, for example *Maternity protection in SMEs*.⁶⁰ Other reports are guidance and advocacy documents, which set out the reasoning behind and importance of maternity protection regulation, as well as the means to ensure effective protection. These include *Healthy beginnings: Guidance on safe maternity at work*,⁶¹ *Safe Maternity and the World of Work*⁶² and the comprehensive *Maternity Protection Resource Package*,⁶³ which provides a self-learning tool for different relevant stakeholders, such as governments, social partners, international organizations, non-governmental organizations (NGOs), researchers and practitioners. It includes comprehensive guidance on how to conduct advocacy and awareness raising as well as capacity development and training in maternity protection.

Another example of research and studies carried out to inform policy discussions is related to the labour protection of **migrant workers**. In this case, topics are wide-ranging, depending on project needs and the local context. Examples include: research on non-discrimination and equality in employment in China (CPR/07/04/NOR); scoping studies on the “readiness of AMS to develop the ASEAN skill standards and national qualification framework”; and the development of survey tools to assess the costs of labour migration, including in relation to migrant worker recruitment (in collaboration with Global Knowledge Partnership on Migration and Development – KNOMAD – and the World Bank), both within the context of the GMS TRIANGLE project (RAS/10/01/AUS).

Compilation of databases

Another type of ILO intervention, which aims to improve the evidence base for policy-making, is related to data gathering and publication in **thematic databases**. Examples include the **ILO Global Wage database**, which collates the data used for the biannual ILO wage reports,⁶⁴ currently providing data for the period 1995–2013. Data for these reports have now been integrated into the ILO’s central statistical database, ILOSTAT, in order to improve institutional coherence and reduce the number of

⁵⁶ A. Kümmerling, S. Lehnndorff: *The use of working time-related crisis response measures during the Great Recession* (Geneva, ILO, Conditions of Work and Employment Series No. 44, 2014).

⁵⁷ ILO: *Maternity at work: A review of national legislation*. 2nd ed. (Geneva, 2010).

⁵⁸ ILO: *Maternity and paternity at work: Law and practice across the world*. First edition (Geneva, 2014).

⁵⁹ A. Cruz: *Good practices and challenges on the Maternity Protection Convention, 2000 (No. 183) and the Workers with Family Responsibilities Convention, 1981 (No. 156): A comparative study* (Geneva, ILO, 2012).

⁶⁰ S. Lewis, B. Stumbitz, L. Miles, J. Rouse: *Maternity protection in SMEs: An international review* (Geneva, ILO, 2014).

⁶¹ J. Paul: *Healthy beginnings: Guidance on safe maternity at work* (Geneva, ILO, 2004).

⁶² ILO: *Safe maternity and the World of Work* (Geneva, 2007).

⁶³ ILO: *Maternity protection resource package* (Geneva, 2012).

⁶⁴ ILO: www.ilo.org/ilostat/GWR?_afrLoop=24750257067057#%40%3F_afrLoop%3D24750257067057%26_adf.ctrl-state%3Dqd0k8ejf2_21 [accessed 16 February 2015].

fragmented collections of data. In addition, the **ILO Working Conditions Laws Database**⁶⁵ provides information on the regulatory environment in more than 100 countries around the world, including data on minimum wages legislation, maternity protection and working time. The most recent update was in the period 2011–2012. Information collected in the database has been reviewed and summarized in overview reports, such as *Working time laws: A global perspective*⁶⁶ and the summary reports entitled *Maternity at work: A review of national legislation*, the second edition of which was published in 2010⁶⁷ and *Maternity and paternity at work: Law and practice across the world*.⁶⁸ The ILO Working Conditions Laws Database also provides information on the entitlements of domestic workers (a traditionally excluded workforce) under legislation on wages, working time and maternity protection.

In the area of OSH, it is worth mentioning both **LEGOSH**, a database that compiles the wealth of legislation on OSH and serves as a snapshot of the current major national legislative requirements around the globe, and the electronic library **e-OSH**.

Finally, in order to improve the information and knowledge base on **labour migration** governance, databases such as the **Good Practices Database on Labour Migration policies and programmes**⁶⁹ or research, such as a project on “Assessing the economic contribution of labour migration in developing countries as countries of destination (ECLM)”⁷⁰ are made available.

Development of guidance materials

An additional type of ILO intervention targeted at professionals and practitioners, legislators, policy-makers, national-level constituents’ organizations, national tripartite committees, etc., is the development of **guidance materials** around the application of labour protection regulations.

Guidance materials in the area of **OSH** were developed in the context of the project “Better Factories Cambodia” (CMB/02/M51/USA), which developed a *Guide to the Cambodian Labour Law for the Garment Industry*. The *Guide* was completed after broad consultations and negotiations with the social partners and the Cambodian Ministry of Labour and Vocational Training in 2004. It was published in English, Khmer and Chinese in 2005.

In the area of **wages**, guidance materials have been developed to address issues of gender equality, equal pay and wage setting. In the field of gender equality, these materials include two practical guidebooks in relation to equal pay between women and men: a step-by-step guide to gender-neutral job evaluation⁷¹ and an introductory guidebook on equal pay.⁷² The guide on job evaluation was produced as part of the ILO’s follow-up to the Action Plan on the Elimination of Discrimination (2004–2007). It responded to a growing number of requests for technical assistance in this field from

⁶⁵ ILO: www.ilo.org/dyn/travail/travmain.home [accessed 18 February 2015].

⁶⁶ D. McCann: *Working time laws: A global perspective. Findings from the ILO’s Conditions of Work and Employment Database* (Geneva, ILO, 2005).

⁶⁷ ILO: *Maternity at work*, op. cit.

⁶⁸ ILO: *Maternity and paternity at work*, op. cit.

⁶⁹ ILO: www.ilo.org/dyn/migpractice/migmain.home [accessed 18 February 2015].

⁷⁰ ILO: www.ilo.org/global/topics/labour-migration/projects/WCMS_344706/lang--en/index.htm [accessed 18.02.2015].

⁷¹ ILO: *Promoting equity: Gender-neutral job evaluation for equal pay: A step-by-step guide* (Geneva, 2008).

⁷² M. Oelz, S. Olney, M. Tomei: *Equal pay: An introductory guide* (Geneva, ILO, 2013).

governments, workers' organizations and tripartite bodies dealing with gender and labour questions. It is aimed at workers' and employers' organizations, officers of equal opportunity bodies and human resource managers, gender specialists and pay-equity practitioners. The purpose of the publication is to address gender biases more systematically and to provide a step-by-step guide on how to develop and apply a job evaluation method free of gender bias.

The introductory guide on equal pay seeks to contribute to the follow-up to the 2012 ILO Resolution concerning the recurrent discussion on fundamental principles and rights at work, and the 2009 Resolution concerning gender equality at the heart of decent work. It aims to: raise awareness and understanding of the principle of equal remuneration for work of equal value; help apply the principle in national law and practice; assist national equality bodies in promoting the principle; help wage-fixing institutions apply the principle; facilitate negotiations on equal pay provisions in collective agreements; develop workplace policies, including job evaluation methods; provide trainers with information and examples of awareness raising and capacity building; and furnish a basis for ratification and improved application and reporting of Convention No. 100.

Other guidance materials on wage setting and wage analysis have been developed. These include on minimum wage fixing,⁷³ methodologies for estimating a living wage⁷⁴ and on conducting studies for wage-setting and estimating labour supply response.⁷⁵ The Programme and Budget 2014–15 also points to a policy-oriented guide on minimum wages, which will be completed by the end of the biennium.

In respect of domestic workers, the guidebook *Effective protection for domestic workers: A guide to designing labour laws*, which deals with labour protection as an integrated concept, should be mentioned. It covers the range of labour protection concerns and is one of the most requested products of the ILO. It is used in the analyses of legal gaps in labour laws in relation to Convention No. 189 by tripartite labour law reviewers and reformers as well as at tripartite meetings considering ratification of Convention No. 189.

Finally, guidance materials and technical tools, including a Checkpoint app, a new digital tool for improving OSH in the workplace, are also available.⁷⁶

Provision of training

Training of intermediaries is frequently provided in ILO interventions to strengthen the capacity of relevant stakeholders.

In the area of **working time**, support to intermediaries is provided through the development and provision of training (for example as part of the WISE-R training programme for SMEs) and technical workshops.

⁷³ F. Eyraud, C. Saget: *The fundamentals of minimum wage fixing* (Geneva, ILO, 2005).

⁷⁴ R. Anker: *Estimating a living wage: A methodological review* (Geneva, ILO, 2011).

⁷⁵ K. Vaidya: *Towards acceptable wages for public employment programmes: A guide for conducting studies for wage setting and estimating labour supply response* (Geneva, ILO, Employment Working Paper No.150, 2013).

⁷⁶ ILO: www.ilo.org/safework/info/publications/lang--en/index.htm [accessed 2 May 2015].

As regards training in relation to **wage policy**, the International Training Centre (ITC) of the ILO offers annual training in Turin, Italy, or in a particular region (e.g. South Africa in 2011). It is offered as part of wider topics (e.g. on collective bargaining) or as tailored training courses. For example, training was provided as part of ILO interventions to support the development of wage policies in many countries such as Armenia (ARM/10/03/RBS), China, Costa Rica, Lesotho, Mauritius, Namibia and the Philippines. In the 2012–2013 biennium alone, about 400 participants from around 44 member States received training on wage policies.

In the area of **OSH** protection, the strengthening of labour administration and labour inspection services has been pursued by providing training to labour inspectors and trainers (using a training-the-trainers approach) in the countries included in the project “Strengthening labour administration and labour inspection services in selected countries” (GLO/10/59/NOR) (Angola, China, India, Indonesia, Lebanon, Republic of Moldova, Syrian Arab Republic, The former Yugoslav Republic of Macedonia). In addition, labour inspectors have been trained to encourage more efficient and effective workplace inspections in the following projects: “Improving Safety and Health at Work through a Decent Work Agenda” (INT/09/08/EEC) covering Honduras, Malawi, Republic of Moldova and Ukraine; “Good Governance through Labour Administration and Labour Inspection” (GLO/12/02/NOR); “Strengthening governance in labour administration in Costa Rica: Promotion and respect for rights and working conditions (FOALCO II)” (COS/04/01/CAN); and “Capacity Building of Occupational Safety and Health Training” in Viet Nam (VIE/05/01/LUX). Labour inspectors have also been trained in the project “International HIV/AIDS Workplace Education Programme” carried out in China (CPR/04/51/USA) to facilitate the implementation of HIV and AIDS legislation and policies in enterprises.

Training for intermediaries has also been provided in the area of **labour migration**, in particular of mid-level government officials and tripartite partners. For example, the Chinese project “Support to Promote and Apply the ILO Convention No. 111” trained 288 participants from tripartite and other social partners from 21 provinces (CPR/07/04/NOR). In addition, the ILO’s International Training Centre organizes an annual global training course, the Labour Migration Academy, focusing on the themes of good governance of labour migration, protection of migrant workers, and migration and development. It is aimed at ILO’s tripartite constituents, civil society and diaspora representatives, international development agency staff, regional economic communities, and journalists and media workers.

2.3.5 Support at local level

At local level, support is provided more directly to individual employers, workers and the wider population, as well as local training providers and business associations. Interventions at the grass-roots level primarily relate to information and awareness-raising activities, training and, in particular, the direct provision of technical advice to employers.

Information activities and awareness raising

Activities at the grass-roots level frequently aim to inform and raise awareness on issues of labour protection through the development of information materials and dissemination campaigns, as well as the establishment of information centres accessible to different target groups.

The development of information materials can frequently be observed in the interventions reviewed. These include the production of more traditional information materials, such as, for example, the production of information brochures on health and safety issues in Kazakhstan in the framework of the project “Occupational Safety and Health (OSH) in Central Asia” (RER/08/10/FIN), or the production of handbooks, brochures, booklets and CDs on OSH in the Russian language in the context of the project “Developing and Implementing Occupational Safety and Health Systems in North-West Region of the Russian Federation to provide Decent and Safe Work (Third Phase)” (RUS/09/02/FIN).

Some projects pursue **innovative communication and dissemination approaches**, such as awareness-raising campaigns in schools in the case of the migrant female domestic worker project in Lebanon (LEB/10/05/SDC), the production of an advocacy film on safe migration in Cambodia in the context of the GMS TRIANGLE project (RAS/10/01/AUS), and the development of communication plans to promote positive attitudes towards migrant workers in Malaysia under the motto “Working together, walking together: Migration works for us all” in the same project.

Box 1. Awareness raising on HIV and AIDS

A number of ILO interventions have revolved around raising awareness on the topic of HIV and AIDS. Examples include awareness-raising activities on OSH and HIV, which were carried out in Tajikistan within the project “From the Crisis towards Decent and Safe Jobs in Southern Caucasus and Central Asia (2010–2013)” (RER/09/05/FIN) in cooperation with the ILO project on HIV and the International Organization for Migration (IOM). Additionally, the DWCP 2007–2011 in Armenia aimed to raise the social partners’ awareness of HIV and AIDS prevention at workplaces in 2008–2010. The plans included training courses and awareness-raising campaigns at enterprises, conducted by workers’ and employers’ organizations.

In some instances, the materials produced are disseminated through **information centres**, which are particularly prevalent in the area of OSH. In Armenia, for example, the DWCP 2007–2011 supported the creation of an OSH information centre, equipped with relevant literature in three languages (Armenian, English and Russian), which is located within the Republican Union of Employers. OSH information centres have also been created in Kyrgyzstan and Tajikistan in the context of the project “Occupational Safety and Health (OSH) in Central Asia” (RER/08/10/FIN). Information and resource centres are also observed outside the field of OSH. Indeed, migrant worker resource centres also deliver support services and implement outreach activities in the migrant worker community. A number of these centres have been set up in different locations in Asia in the context of the ASEAN TRIANGLE project (RAS/10/01/AUS).

Training

The prevalence of training activities in ILO interventions in the labour protection domain has been highlighted above. In addition to the training of intermediaries, training is also provided at the local level – either in the form of training raising awareness or using a training-of-trainers approach. Specific target groups are mostly individual enterprises and workers, but also training or recruitment agencies. Interventions frequently provide training at different levels for a range of actors following a comprehensive approach. Training activity is particularly prevalent in the area of safety and health

interventions, but can also be found in other key areas, such as in the labour protection of migrant workers.

Training materials, tools, curricula and other materials for the implementation of training and for use by relevant stakeholders have been developed by several projects. An example in the field of maternity protection is the *Wise-R Action Manual*, which helps SMEs to improve working conditions and productivity. Other examples include: operational manuals on emigration procedures in the context of the ASEAN TRIANGLE project in the Lao People's Democratic Republic; regional tools and training modules/manuals for migration support structures (RAS/10/01/AUS); and risk assessment training programmes for managers and workers in the context of the "Better Work Haiti" (BWH) programme (HAI/08/01/USA).

Training for workers was provided, for example, to promote compliance with the *ILO Code of Practice on HIV/AIDS and the World of Work* and the prevention of HIV and AIDS infection in the projects "International HIV/AIDS Workplace Education Programme" carried out in China (CPR/04/51/USA) and "HIV/AIDS Prevention and Impact Mitigation in the World of Work in sub-Saharan Africa" (INT/05/M08/SID) in Benin, Cameroon, Ethiopia, Malawi, Mozambique, South Africa, the United Republic of Tanzania and Zimbabwe, focusing on the transport and informal sectors. Further training examples include on the Safety and Health in Mines Convention, 1995 (No. 176) in Georgia (RER/09/05/FIN), and improving working conditions for beekeepers in Tajikistan and for farmers in Kyrgyzstan, in collaboration with UNDP. In some projects, clear efforts have been made to adapt the training for workers to the local contexts and to their capacities. For example, the project "Better Factories Cambodia" developed and implemented factory-based training *At the Factory Gates* for those with low literacy skills using soap operas and comic books for illustration (CMB/02/M51/USA). In December 2013, training was also provided for workers from the Eastern Europe and Central Asia subregion on the role of trade unions in securing decent wages.

Training for employers was provided for different areas of labour protection. Extensive training activities with enterprises were conducted in the project "Better Factories Cambodia" (CMB/02/M51/USA) with the aim of strengthening the link between improved working conditions, and improved quality and productivity. Types of training included modular training (examples include OSH, productivity, human resource management and working conditions), factory visits, single issue seminars, the development of an induction training kit and training of trainers for human resource managers.

Sometimes, training for employers focuses on specific industries, such as the oil and gas industry in Kazakhstan in the project "Occupational Safety and Health (OSH) in Central Asia" (RER/08/10/FIN), or sugar plant employers, as in the case of the project "Modernización Laboral de la Industria Azucarera en México" [Labour modernization of the sugar industry in Mexico] (MEX/08/01/RBS), which provided training to small enterprises to develop OSH action plans.

The Bureau for Employers' Activities (ACT/EMP), Turin, has also developed a module to train employers on wage policies. Training for employers' organizations was also offered by the ILO Pretoria Office through ACT/EMP's Norwegian-funded project on gender mainstreaming and the Gender, Equality and Diversity Branch (GED) on maternity protection in September 2014 through the workshop "Strengthening the Capacity of Employer's Organizations to Contribute to Maternity Protection and Work Life Balance Policies and Initiatives in the Workplace". Participants came from

Botswana, the Democratic Republic of Congo, Ghana, Lesotho, Malawi, Mauritius, Mozambique, Namibia, Nigeria, South Africa, Swaziland, the United Republic of Tanzania, Zambia and Zimbabwe.

Other local target groups for training are agents in contact with workers, such as recruitment agencies. In Lebanon, for example, training was provided to recruitment agencies to sensitize them on the issues and the rights of female migrant domestic workers with the goal of encouraging them to commit to a code of conduct (LEB/10/05/SDC).

Other training approaches made use of multiplier effects by **improving training capacities** by setting up training systems. The comprehensive improvement of training capacity was, for example, implemented in the ILO/Korea “Partnership Programme towards the Realization of the Asian Decent Work Decade”, which was carried out between June 2009 and May 2014 (RAS/13/60/ROK). Here, OSH training capacities and systems for workplaces in the informal economy and SMEs were established in Bangladesh, Cambodia, China, Mongolia and Sri Lanka. Similarly, local capacity to deliver OSH-related training was strengthened in the Armenian DWCP project, which involved training multiple trainers and enhancing the capacities of local consultants in the area of OSH and risk management.

Smaller scale training of trainers activities were observed in: Zambia, where training on the *Maternity Protection Resource Package* was provided; Sri Lanka, in the context of the intervention “Promoting Decent Work through Good Governance, Protection and Empowerment of Migrant Workers: Ensuring the Effective Implementation of the Sri Lanka National Labor Migration Policy (Phase II)” (SRL/12/03/SDC); and China in the context of the project mentioned above (CPR/07/04/NOR). Training of trainers on OSH-related topics was provided in the projects: “Improving Safety and Health at Work through a Decent Work Agenda” (INT/09/08/EEC) in Honduras, Malawi, Republic of Moldova and Ukraine; “Strengthening Labour Administration and Labour Inspection Services in Selected Countries” (GLO/10/59/NOR) in Angola, China, India, Indonesia, Lebanon, Republic of Moldova, Syrian Arab Republic, The former Yugoslav Republic of Macedonia; and “Capacity Building of Occupational Safety and Health Training” in Viet Nam (VIE/05/01/LUX).

Technical advice to enterprises

There are a small number of interventions that directly offer technical advice to enterprises (going beyond the provision of capacity building and training). These are most prevalent in the area of OSH. The “BWH” programme (HAI/08/01/USA) developed a Compliance Assessment Tool, with the aim of providing participating enterprises’ advisers with a tool to determine non-compliance of specific aspects of existing labour law and ILO Conventions. Guidance notes were also developed to support enterprises in this task. Similarly, the “Better Work Stage II” (GLO/10/24/NET) evaluation report points out that a Compliance Assessment Tool and guidance notes have been introduced in the countries covered by the programme (Cambodia, Indonesia, Jordan, Lesotho, Nicaragua, Viet Nam), and that support to address identified deficiencies is being provided. Another example is the implementation of OSH management systems in large enterprises in the context of the project “Occupational Safety and Health (OSH) in Central Asia” (RER/08/10/FIN).

The above analysis highlights the fact that interventions in the area of labour protection frequently address several dimensions of labour protection simultaneously, i.e. wages, working-time and OSH,

and that, in many cases, they also link with other ILO objectives, in particular with the promotion of social dialogue.

This integrated approach is particularly prevalent when it comes to **interventions for particular target groups**, such as migrant or domestic workers, who are confronted with a variety of labour protection issues and vulnerabilities. In general, activities or interventions for these specific target groups do not focus on one of the specific areas of labour protection reviewed in this report (i.e. wages, working time, OSH), but tend to support a more general labour protection framework. They are also frequently implemented in conjunction with other ILO priorities, such as strengthening social dialogue. An example is the ongoing ASEAN TRIANGLE project (2012–2016), which aims to strengthen regional policy frameworks and build the capacity of governments and social partners to reduce the labour exploitation of migrant workers on the one hand and improve labour mobility on the other hand (RAS/12/01/CAN).

Labour protection interventions are frequently **linked to priorities in the area of tripartism and social dialogue**. An example of how this is implemented is in the area of **wages** in a project implemented by the ILO Subregional Office for the Andean Countries (SRO-Lima), with the support of the Canadian government (COL/09/01/CAN).⁷⁷ The aim of this project was to strengthen social dialogue by developing the capacity of tripartite actors sitting on relevant national and regional committees and subcommittees, and to improve labour relations and promote decent work, with a gender approach, at the level of enterprises and productive sectors. Similarly, in Africa, between 2008 and 2010, the ILO, with support from the Belgian government, carried out the “PRODIAF III” project (RAF/08/12M/BEL) to promote social dialogue, which involved providing advice, support, training, research and information dissemination on the implementation of effective social dialogue. The project had a component on wages, which produced a basic document on the national wage policy in Burundi.⁷⁸

Box 2. Integrated intervention to promote job quality in Africa

A wages component is included in other major ILO interventions on topics such as job quality. For example, from 2008–2009, the ILO implemented a project on “Improving Job Quality in Africa through concerted efforts by governments, employers and workers (IJQA)” (INT/08/69/DAN), which aimed to raise awareness, adapt and deliver participatory training on key issues, and undertake research and analysis in Mozambique and the United Republic of Tanzania that would enable governments and their social partners to measure, analyse, monitor and address job quality. The dimensions of job quality addressed by the different elements of the intervention included wages, in addition to productivity, OSH, maternity protection and job security, as well as work/life balance.¹

Other interventions, such as the project on decent work in the clothing and textile industry in Morocco (MOR/05/01M/SPA), do not specifically focus on wages but do, however, develop appropriate

⁷⁷ ILO: COL/09/01/CAN, op. cit.

⁷⁸ ILO: RAF/08/12M/BEL, op. cit.

frameworks for more effective wage-setting processes through, for example, improving social dialogue mechanisms and reinforcing human resource management in the sector.⁷⁹

In the area of **working time**, the strong link between labour protection interventions and social dialogue promotion can be illustrated by a project in the Hong Kong (China), where support focused on the introduction of new legislation on standard working hours. This involved strong collaboration with the HKCTU, amongst others.⁸⁰ In the area of OSH, activities frequently contribute to promoting active social dialogue through bipartite discussions to improve OSH.

⁷⁹ ILO: *Evaluation externe indépendante du projet Travail Décent Maroc (MOR/05/01M/SPA)* (Geneva, Evaluation Unit, 2007).

⁸⁰ J. Messenger, op. cit.

3. WHAT WORKS, FOR WHOM AND WHY

3.1. Introduction

In order to provide recommendations for effective interventions in the field of labour protection, it is essential to understand what works, for whom, and – most importantly – why. For this reason, based on an extensive cross analysis of the evaluations and evidence-based reports selected for the review, we set out in this chapter an overview of what works, for whom and why. This includes good practice examples and pays specific attention to the context and conditions in which the interventions have been implemented, as well as to outcomes related to sustainability and gender mainstreaming. As such, we begin this chapter by setting out the main outcomes and impacts of the interventions highlighted in the evaluations and reports, including their contribution to wider goals, such as gender equality. We then move onto an overview of the impacts on the main target groups. Finally, in order to explore the reasons behind these impacts, we identify the key factors that contributed to the success of the interventions, together with consideration of the main obstacles and inhibiting factors. Some examples of good practices are highlighted throughout the chapter.

3.2. What works?

In this section, we present key aspects of the functioning of ILO interventions and their results in the area of labour protection for which evaluative evidence exists, including their contribution to wider goals such as gender equality. Firstly, examples of ILO interventions' outcomes and impacts have been grouped and are set out. Secondly, specific aspects of the functioning of the projects, such as the development of synergies and their contribution to sustainability and gender equality, are analysed.

3.2.1 Outcomes and impact

In this section, we set out the main outcomes and impacts of the ILO interventions for which evaluative evidence was available, grouping them to reflect the most important outcomes across the range of interventions considered. However, it should be noted that the evidence provided on outcomes and impacts in the evaluation reports was highly variable; in some cases, for example, project results are reported solely as outputs. In addition, only limited evidence exists on what works with regards to interventions in some areas of labour protection, such as working time or maternity protection. This is because there were no available evaluation reports for individual in-country interventions in these areas. Nonetheless, we present below the key outcomes indicated across a range of interventions.

1. Ratification of ILO Conventions and development of national legislative texts or strategic action plans

One of the outcomes highlighted in a number of the evaluations is the projects' contribution to the ratification of ILO Conventions in the area of labour protection or to the development of specific legislation or national action plans.

For example, in the area of OSH protection, support provided by the project “Improving Safety and Health at Work through a Decent Work Agenda” (INT/09/08/EEC), resulted in the ratification of three major ILO Conventions on OSH (Conventions Nos. 155, 174 and 176) by the Ukrainian Parliament. Similarly, the ILO project “From the Crisis Towards Decent and Safe Jobs in Southern Caucasus and

Central Asia” (RER/09/05/FIN) supported the ratification of Conventions Nos. 183 and 156 in Azerbaijan and Kazakhstan. In response to the need to promote the wider ratification and application of the key OSH instruments, “Plan of Action to achieve widespread ratification and effective implementation of the occupational safety and health instruments (Convention No. 155, its 2002 Protocol and Convention No. 187)” was adopted by the Governing Body at its 307th Session held in March 2010. The main objectives of the Plan of Action are: to create a global environment increasingly aware of the importance of OSH standards; the need to place concern for OSH high on national agendas; and to improve the OSH situation at the workplace level. The ILO provided member States with policy advice and supported their tripartite consultation procedures. During the period 2010–2014, there were seven new ratifications of Convention No. 155, and 20 new ratifications of Convention No. 187. In the same period, 14 member States developed their National OSH Profiles and 18 National OSH Programmes in line with the requirements of Convention No. 187 and its affiliated Recommendation (No. 197). As of March 2015, a total of 63 member States had ratified Convention No. 155, 33 had ratified Convention No. 187, and 67 had developed National OSH Profiles and 37 National OSH Programmes.

In the area of maternity protection, an ILO publication from 2012⁸¹ provides some reflections on the ratification of Conventions Nos. 183 and 156 (Workers with Family Responsibilities Convention, 1981) in 10 selected countries (Australia, Benin, Chile, Morocco, Niger, Paraguay, Republic of Moldova, Sri Lanka, The former Yugoslav Republic of Macedonia and Ukraine). The four country case studies – in Benin, Morocco, Republic of Moldova and Sri Lanka – analyse what works with regards to the ratification and implementation of the Maternity Protection Convention, 2000 (No. 183). However, it is not always obvious in the case study reports if and how the ratification and implementation was supported by ILO interventions. Therefore, it is not easy to deduce what works with regards to ILO interventions, but only which contextual factors facilitated ratification and implementation in the four cases. In this respect, one of the findings is that momentum and context matters. In the case of Morocco, the ratification of Convention No. 183 was placed in the context of heightened awareness, and movement for equity and gender equality, as well as general reform processes relating to social security and medical coverage.⁸² Similarly, the ratification in Benin was placed in a debate on the link between work-life balance and maternity protection.⁸³

Results of ILO assistance can also be observed for the Domestic Workers Convention, 2011 (No. 189), which was ratified by Bolivia, the Philippines and Uruguay as a result of ILO support.

A number of outcomes are also reported in terms of the development of national action plans and legislative texts and their subsequent approval. For example, in the context of the project “PRODIAF III” (RAF/08/12M/BEL), various strategic action plans were adopted in Burundi, including plans to combat child labour and fight AIDS in the workplace, as well as a core document on national wages policy.⁸⁴ Similarly, in the context of the project “Making Decent Work a reality for Domestic Workers

⁸¹ A. Cruz: *Good practices and challenges on the Maternity Protection Convention, 2000 (No. 183) and the Workers with Family Responsibilities Convention, 1981 (No. 156): A comparative study* (Geneva, ILO, 2012).

⁸² Ibid., p. 151.

⁸³ Ibid.

⁸⁴ ILO: *Evaluation indépendante finale du Programme de promotion du dialogue social en Afrique – BIT-PRODIAF – Phase III [Independent final evaluation of the programme to promote social dialogue in Africa – ILO-PRODIAF – Phase III]* (RAF/08/12M/BEL) (Geneva, Evaluation Unit, 2010), p. 34.

(DWDW)” (GLO/11/54/SID), a national plan of action on promoting decent work for domestic workers was adopted in the Philippines. In India, the government’s initiatives to extend the coverage of minimum wage legislation and a health insurance scheme to domestic workers were supported through a study and a national knowledge-sharing workshop.⁸⁵ In the IJQA project (INT/08/61/DAN), a National Profile of Working Conditions was developed and published for Mozambique and the United Republic of Tanzania on the basis of a review of the regulatory framework relative to the need to improve official policy on job quality and working conditions.⁸⁶ The ILO reported that the strategy on decent work in the Moroccan National Action Plan was inspired by the methodology and knowledge acquired during the project on decent work in the clothing and textile industry (Tra De Maroc – MOR/05/01M/SPA).⁸⁷

More technically oriented projects targeting migrant workers have supported the drafting of legislative tools, regulations, employment decrees and ministerial conventions. Examples are the “Tripartite Action to Protect Migrants within and from the GMS TRIANGLE project” (RAS/10/01/AUS), and technical support to draft legislative and regulatory frameworks for labour migration governance in Sri Lanka in the project “Promoting decent work through good governance, protection and empowerment of migrant workers: Ensuring the effective implementation of the Sri Lanka National Labour Migration Policy” (SRL/10/08/SDC).

The final evaluation of the “Global Strategy on Occupational Safety and Health” indicates that many governments have taken significant steps in advancing national legal frameworks for OSH protection and, as a consequence, the interventions of capacity building, awareness raising, and technical assistance aimed at strengthening national OSH systems have had a significant impact in terms of the improvement of OSH conditions across countries. For example, the final review of the DWCP for Armenia (2007–2011) indicates that the law amending the Labour Code in order to reduce discrepancies with ILO standards was adopted by the parliament in June 2010, and that a number of important strategic documents, have also been developed with the support of ILO. Finally, the final evaluation of the project “From the Crisis Towards Decent and Safe Jobs in Southern Caucasus and Central Asia” (RER/09/05/FIN) highlighted that the project had supported the development of the new Labour Code in Kyrgyzstan, and of the new Employment Policy 2020 in Kazakhstan.

2. Boosting social dialogue

The development and strengthening of social dialogue has been the outcome of several ILO interventions in the area of labour protection across a range of countries. In some cases, the boosting of social dialogue has led to the achievement of specific objectives likely to reinforce labour protection within the member States concerned.

In the context of the project “PRODIAF III” (RAF/08/12M/BEL) in Burkina Faso, several new consultative frameworks were established as a result of the project.⁸⁸ For example, in Burkina Faso,

⁸⁵ ILO: *Final Evaluation Report: Making decent work a reality for domestic workers – conditions of work and equality* (GLO/11/54/SID) (Geneva, Evaluation Office (2014), p. 13.

⁸⁶ ILO: *Final evaluation of Improving Job Quality in Africa through concerted efforts by Governments, Employers and Workers* (INT/08/61/DAN) (Geneva, Evaluation Unit, 2010), p. 17.

⁸⁷ ILO: *Evaluation externe indépendante du projet Travail Décent Maroc [External independent evaluation of the project on Decent Work in Morocco]* (MOR/05/01M/SPA) (Geneva, Evaluation Unit, 2007), p. 9.

⁸⁸ ILO: RAF/08/12M/BEL, op. cit.

the National Employers' Council established an Ad Hoc Committee for Social Dialogue, which can be called upon as required. Three mediations have been carried out, including two jointly with the trade unions, which enabled the resolution of conflicts.⁸⁹ In the "Tra De Maroc" project on decent work in the clothing and textile industry in Morocco (MOR/05/01M/SPA), a bipartite committee for the clothing and textile sector was established, the only sectorial bipartite committee in the country.⁹⁰

In the project "Strengthening of the institutionalized Social Dialogue through the National Commission on Wage and Labour Policies and its similar bodies in Colombia" (COL/09/01/CAN), a strategy for working with the subcommittees was drawn up which was later adopted as the national strategy for strengthening social dialogue at local level. At the end of the project, a significant increase was noticeable in the activities of those subcommittees that were still in operation: for example, the number of meetings at national level increased from 127 at the beginning of the project to 160 at the end.⁹¹ Also in the final evaluation report of the project "From the Crisis Towards Decent and Safe Jobs in Southern Caucasus and Central Asia" (RER/09/05/FIN) the formation of the National Tripartite Social Council on Safety and Health at Work is reported in Azerbaijan.

The main reported impact of the project "PRODIAF III" (RAF/08/12M/BEL) was the change in the mentality and behaviour of the key actors of social dialogue. Through awareness raising, training, advice and support, the beneficiaries learned not only to use social dialogue as a means of preventing and managing labour conflicts, but also "to integrate it as a social value".⁹² In the "IJQA" project (INT/08/61/DAN), social dialogue has strengthened the capacity of the social partners and created an awareness of the possibilities it offers: "The project has also succeeded in inculcating an understanding that social dialogue is essential for improving working conditions."⁹³

In Sri Lanka, the importance of social dialogue being institutionalized in tripartite bodies seems to have advanced the implementation of maternity protection.⁹⁴ For example, the main employers' organization has requested the State to provide cash payments for maternity directly, limiting the reliance on employers to do so. In Morocco, the inclusion of the social partners on social insurance boards seems to have supported the implementation of Convention No. 183 into national regulation.⁹⁵

In the context of the "IJQA" project (INT/08/61/DAN), the evaluation highlighted that: "The tripartite collaborative approach was also a major success, with all respondents indicating that they had been tremendously impressed with the way in which the project built common ground and created a real framework for authentic participation and cooperation between what are often hostile parties."⁹⁶ In the project "PRODIAF III" (RAF/08/12M/BEL) in Burkina Faso, major improvements in social dialogue were reported, due to much less mistrust between the key stakeholders in the social dialogue process,

⁸⁹ Ibid., p. 45.

⁹⁰ ILO: MOR/05/01M/SPA, op. cit.

⁹¹ ILO: *Final report: Strengthening of the institutionalized social dialogue through the National Commission on Wage and Labour Policies and its similar bodies in Colombia* (COL/09/01/CAN), (Geneva, 2011), p. 7.

⁹² ILO: RAF/08/12M/BEL, op. cit., p. 33.

⁹³ ILO: INT/08/61/DAN, op. cit., p. 17.

⁹⁴ Ibid., p. 153.

⁹⁵ Ibid., p. 156.

⁹⁶ ILO: INT/08/61/DAN, op. cit., p. 29.

and the social partners no longer seeing each other as adversaries; similarly, in Benin, the project activities allowed the resolution of the crisis of the National Association of Communities.⁹⁷

Social dialogue has been boosted both at regional level and in pilot enterprises within the project “Developing and Implementing Occupational Safety and Health Systems in North-West Region of the Russian Federation to provide Decent and Safe Work (Third phase)” (RUS/09/02/FIN). It is reported that the social partners attend meetings of regional tripartite commissions, labour committees and other events, more often than in the past.

3. Awareness raising

Raising awareness about the importance and relevance of labour protection has been the outcome of a number of the ILO interventions analysed.

For example, the “DWDW” project (GLO/11/54/SID) in Zambia, achieved more dialogue and awareness of the Minimum Wages and Conditions of Employment (Domestic Workers) Order 2011.⁹⁸ The project on decent work in the clothing and textile industry in Morocco (MOR/05/01M/SPA) succeeded in creating an awareness of the importance of decent work at different enterprise levels (directors, managers and workers’ representatives). In addition, the project has increased interest in decent work in other sectors in Morocco (i.e. tourism) and in the textile sector in other countries (i.e. Egypt),⁹⁹ and has raised awareness of the benefits for enterprises of promoting decent work to increase their competitiveness.¹⁰⁰

Increased awareness has been observed not only amongst government stakeholders, for example, in a project on the “Support to Promote and Apply ILO Convention No. 111” in China (CPR/07/04/NOR), but also amongst the general public, as was the case in the Lebanese “PROWD” project (LEB/10/05/SDC). In the former project in China, the evaluation observed that university professors have incorporated issues on the labour protection of migrants into their own lectures (CPR/07/04/NOR).

Box 3. Good practice in awareness raising

The evaluation of “PRODIAF III” (RAF/08/12M/BEL) highlighted for example the impact of the major information and awareness-raising campaigns on social dialogue carried out via the media in the Central African Republic, including two interactive radio programmes and one TV show per week. As stated by the evaluator: “These initiatives contributed to raising the visibility of social dialogue and its key actors in the country.”¹ Similarly, in the “DWDW” project (GLO/11/54/SID) in Zambia, the effectiveness of the radio awareness-raising campaign funded through the UN Joint Programme on Human Trafficking (UNJPHT) with ILO, the International Organization for Migration (IOM) and the United Nations Children’s Fund (UNICEF) was “reported by many to be effective”. Discussions on the radio regarding domestic work addressed forced labour, trafficking and the use of child labourers.¹

⁹⁷ ILO: *RAF/08/12M/BEL*, op. cit., p. 34.

⁹⁸ ILO: *GLO/11/54/SID*, op. cit., p. 12.

⁹⁹ ILO: *MOR/05/01M/SPA*, op. cit., p. 9.

¹⁰⁰ *Ibid.*, p. 6.

4. Development of tools

A number of projects also developed tools that will be of use in the future. These included training materials, human resource management tools and research methodologies.

For example, in the “IJQA” project (INT/08/61/DAN), training materials were produced and training of trainers was carried out to promote working conditions in small enterprises. The project also supported the Labour School in Mozambique in rewriting modules in its OSH curriculum and developed a survey instrument and methodology for measuring working conditions.¹⁰¹

The “Tra De Maroc” project on decent work in the clothing and textile industry in Morocco (MOR/05/01M/SPA) developed tools for human resources management in enterprises in the sector, as well as a training course for trainers in both French and Arabic.¹⁰²

In the area of maternity protection, gender-disaggregated data on non-compliance with national labour legislation were introduced in Morocco, which reveal violations of maternity protection in the country.¹⁰³

Handbooks, brochures, booklets and CDs were produced within the project “Developing and Implementing Occupational Safety and Health Systems in North-West Region of the Russian Federation to provide Decent and Safe Work (Third phase)” (RUS/09/02/FIN), which will support further project activities.

Box 4. Good practice in developing tools

In the “IJQA” project (INT/08/61/DAN), the evaluation highlighted that: “The WISE/R (Workplace Improvements in Small Enterprises) component of the project was the big success of the entire initiative, with all aspects of its implementation offering valuable lessons. In particular, the materials produced and the strategy of using an independent M&E Consultant to support and monitor implementation added enormous value and should be showcased.”¹

5. Introduction of OSH protection mechanisms in enterprises

In some cases, the establishment of OSH management systems or the introduction of compliance assessment tools has been highlighted in relevant evaluative evidence.

For example, within the “BWH” programme (HAI/08/01/USA) and the “Better Work Stage II” (GLO/10/24/NET), a Compliance Assessment Tool was developed, with the aim of providing participating enterprises’ advisers with a tool to determine non-compliance of specific aspects of existing labour legislation and ILO Conventions.

¹⁰¹ ILO: *INT/08/61/DAN*, op. cit., p. 17.

¹⁰² ILO: *MOR/05/01M/SPA*, op. cit., p. 6.

¹⁰³ *Ibid.*, p. 159.

The final technical and self-assessment report of project RER/08/10/FIN “Occupational Safety and Health (OSH) in Central Asia” indicates that one of the ILO interventions in Kazakhstan refers to the implementation of OSH management systems at large-scale enterprises.

3.2.2 Synergies

Various evaluations highlight the importance of synergies in achieving positive outcomes, providing both economies of scale and important leverage for impacts at a larger and more strategic scale. These included synergies between projects and initiatives, actors and resources. Certain evaluations, however, highlighted that synergies had not always been exploited. For example, the evaluation of the “Tra De Maroc” project in Morocco (MOR/05/01M/SPA) highlighted that: “Some existing synergies are not being exploited in order to valorise the project’s achievements.”¹⁰⁴

Synergy between projects is reported in a number of evaluation reports, as having been crucial for the overall functioning of the interventions. The project “Strengthening of the institutionalized Social Dialogue through the National Commission on Wage and Labour Policies and its similar bodies in Colombia” (COL/09/01/CAN) drew up a strategy for working with the subcommittees, which was later adopted as the national strategy for strengthening social dialogue at local level. This secured the political and technical support of the Ministry, and aligned with other projects providing technical cooperation on this subject, including those carried out by the ILO, as well as those implemented by other entities or organizations receiving funding from the Ministry of Labour Protection. As stated in the final report: “The creation of synergies with other technical cooperation initiatives under way in the country enables a wider validation of the defined strategies and allows the outcomes of the project to have a larger than anticipated impact in view of the resources available.”¹⁰⁵ In Zambia, in the context of the “DWDW” project (GLO/11/54/SID), synergies were built between child labour projects (of the International Programme on the Elimination of Child Labour – IPEC) and a Forced Labour project (SAP-FL), which also allowed some cost sharing.¹⁰⁶

The “IJQA” project (INT/08/61/DAN) also helped to bring the topic of working conditions into the UN reform process by highlighting its links to other related initiatives;¹⁰⁷ this was particularly successful in the ILO Country Office for the United Republic of Tanzania, Kenya, Rwanda and Uganda.¹⁰⁸ Another example of synergies between projects (and project teams) is reported in the final evaluation report of the project “Improving safety and health at work through a Decent Work Agenda” (INT/09/08/EEC), which benefited from synergies with the project “Linking safety and health at work to sustainable economic development: from theory and platitudes to conviction and action” (funded by the Swedish International Development Agency – SIDA), in order to pilot three OSH tools¹⁰⁹ developed in the project’s target countries.

¹⁰⁴ ILO: MOR/05/01M/SPA, op. cit., p. 9.

¹⁰⁵ ILO: COL/09/01/CAN, op. cit., p. 16.

¹⁰⁶ ILO: GLO/11/54/SID, op. cit.

¹⁰⁷ ILO: INT/08/61/DAN, op. cit., p. 17.

¹⁰⁸ Ibid., p. 29.

¹⁰⁹ The three tools were: ILO: *Training package on development of a national programme of occupational safety and health* (Geneva, 2013); ILO: *Training package on workplace risk assessment and management for small and medium-sized enterprises* (Geneva, 2013); and ILO: *Improvement of national reporting, data collection, and analysis of occupational accidents and diseases* (Geneva, 2012).

In addition, synergies between different actors have, in some cases, played an important role in the functioning of the interventions. For example, in Senegal in the context of “PRODIAF III” (RAF/08/12M/BEL), the National Council for Social Dialogue (CNDS) developed partnerships with state-level actors of social dialogue such as in the “Project for Reinforcing Capacities for Good Governance (PRECABG)” with the University of Dakar.¹¹⁰ In the context of the “IJQA” project (INT/08/61/DAN), the evaluation highlighted the importance of collaboration between different ILO actors: “The manner in which the various components of the ILO collaborated in the project (in this case under TRAVAIL’s leadership) is another area of good practice that could be replicated in other projects. Each component focused on their mandated area but by working together they achieved far more than they could have working separately.”¹¹¹

Projects have strengthened local networks and knowledge sharing amongst local stakeholders, in particular where ILO constituents and other partners have been involved closely with the project. This can also include stronger involvement with civil society organizations (CSOs) through their participation in meetings, as has been the case, for example, in the ASEAN TRIANGLE project (RAS/12/01/CAN).

In the “Better Work Stage II” project (GLO/10/24/NET), a joint management group that brings together two institutions with different perspectives under a common agenda has been useful in ensuring the smooth functioning of the decision-making process. The evaluation reports, however, indicate that some tensions related to the proposed new funding structure are emerging.

Finally, resource synergies are reported to have facilitated the functioning of the interventions in some cases. For example, in the “DWDW” project (GLO/11/54/SID), resources were shared across continents. The training manual entitled *Decent Work for Domestic Workers*, developed by the ILO Regional Office for Asia and the Pacific (ROAP) and the International Domestic Workers Federation (IDWN) was used in the Philippines and Zambia during a capacity-building workshop; similarly, qualitative research methods and other methodological guidelines were shared across countries.¹¹²

3.2.3 Sustainability of interventions

Ensuring or planning the sustainability of interventions is discussed in a number of available evaluations, although the scope of the evidence provided is relatively limited. It should be noted that this might be due to the fact that, when the evaluations are conducted (either at mid-term or at the end of the project), little could be said about the sustainability of an intervention. However, frequently, the evaluator suggests that the projects are in principle sustainable, e.g. when materials developed by the project continue to be used, as is the case in the Lebanese “PROWD” project (LEB/10/05/SDC). On other occasions, the evaluator notes that sustainability is not clear and plans for sustainability need to be drawn up, e.g. in the case of the GMS TRIANGLE project (RAS/10/01/AUS) or the case of some of the knowledge resources and information outputs produced in the context of the project on Convention No. 111 in China (CPR/07/04/NOR).

¹¹⁰ ILO: RAF/08/12M/BEL, op. cit., p. 45.

¹¹¹ ILO: INT/08/61/DAN, op. cit., p. 29.

¹¹² ILO: GLO/11/54/SID, op. cit., p. 42.

Certain projects, such as the “Tra De Maroc” project in Morocco (MOR/05/01M/SPA), had experienced major delays in implementation and were not able to complete the full range of planned activities, making it difficult to observe evidence of sustainability. The evaluation report did, however, note that the training of trainers in ILO negotiation techniques is likely to contribute to the continuation of the project’s impacts, and that there could be a “real potential for ensuring sustainable results” if an in-depth revision of the operational framework is carried out in order to involve the tripartite partners much more in the project activities.¹¹³

Some other projects, such as the “IJQA” project (INT/08/61/DAN), did not have a sustainability plan, which was noted as being “perhaps its biggest weakness”. It was noted that there may have been complacency due to the fact it was felt that, if the project achieved its expected outputs (which was the case); the donor (DANIDA) would be likely to continue its support and perhaps extend to other countries.¹¹⁴ As stated in the evaluation: “almost every respondent interviewed for this evaluation made it clear that the depth and durability of the benefits that accrued to the direct beneficiary group cannot be assured if follow up interventions are not implemented. The general consensus is that if the project is not followed up with sustained refresher interventions, the benefits of the project will disappear very quickly.”¹¹⁵

In some cases, the sustainability of ILO interventions is reflected in legislation. For example, technical assistance provided to Costa Rica facilitated a change in the adjustment formula for minimum wages. Since the ILO’s intervention and subsequent modification of the law, the adjustment formula has been applied annually to the minimum wage. Similarly, in Cape Verde, technical assistance and training was provided to constituents to set and adjust a minimum wage level. The minimum wage is now in effect and constituents have the capacity to adjust it in the future.

A greater focus on planning for the sustainability of interventions was evident in the “DWDW” project (GLO/11/54/SID). In some countries, studies and other outputs were simply disseminated at the end of the project with no further strategy for ensuring their long-term integration into policies and processes. In other countries – in particular, Paraguay and the Philippines – more sustainable strategies had been developed. One key issue raised in relation to sustainability was the need to organize domestic workers; in the Philippines, for example, three key trade unions were competing to organize domestic workers. Efforts were also made to build tripartite actors’ ownership of national actions for domestic workers. Another key issue was the importance of maintaining focus on domestic workers in ILO activities; in Paraguay and the Philippines, for example, the focus on domestic workers was maintained in the 2014–15 country programme outcomes (CPOs).¹¹⁶

The final evaluation of the “Global Strategy for Occupational Safety and Health” emphasises the sustainability of the results of OSH programmes. However, sustainability seems to be hampered in some countries by the unpredictability of available resources, such as institutional capacities needed to carry out the interventions. It is worth mentioning, however, that several countries (e.g. Thailand and Viet Nam) have been implementing national OSH programmes, mainly by using their national financial resources and technical capacities.

¹¹³ ILO: MOR/05/01M/SPA, op. cit., p. 27.

¹¹⁴ ILO: INT/08/61/DAN, op. cit., p. 27.

¹¹⁵ Ibid., p. 20.

¹¹⁶ ILO: GLO/11/54/SID, op. cit., pp. 35–36.

Sustainability appears to be limited in the case of the “BWH” project (HAI/08/01/USA) due to funding-related issues, but also to the lack of legislation mandating factories to participate in the “BWH” programme, which will result in a very limited number of participating companies.¹¹⁷ In addition, overall long-term sustainability appears to be hampered by the weakness of the institutions responsible for protecting workers’ health, such as workers’ organizations. Similar concerns are expressed in the evaluation of “Better Work Stage II” (GLO/10/24/NET), in which the availability of funding and the strength of the institutions involved are reported to be the two main issues related to the long-term sustainability of the project.

The continuation of the project is considered to be crucial for the long-term sustainability of results according to the final self-evaluation of project “Developing and Implementing Occupational Safety and Health Systems in North-West Region of the Russian Federation to provide Decent and Safe Work (Third phase)” (RUS/09/02/FIN). In addition, the lack of OSH specialists in the region and the lack of modern training systems could also impact on the sustainability of the results.

3.2.4 Gender equality

Certain projects had a clear emphasis on gender equality. In particular, this was the case of the “IJQA” project (INT/08/61/DAN) where the evaluation noted that: “A concern with the different needs of men and women was integrated in each of the focus areas and was also addressed directly through various project components, such as that which dealt with maternity protection. Careful attention was also given to gender issues and gender mainstreaming in all project publications/training materials. It should also be noted that a gender consciousness is suffused throughout the project design since many of the issues dealt with in addressing job quality are inherently gender-based: improving work-life balance, occupational safety and health and most other elements are directly impacted on by gender relations and power dynamics and these dimensions are consistently recognised in the project design.” The evaluation did, however, note that this emphasis became “less prominent over time”, mainly due to the limited capacity of constituents to address them in a meaningful way over time,¹¹⁸ and that “a more thoughtful approach to the matter is required” in order to develop the competencies of both civil society structures and the government agencies tasked with gender equality.¹¹⁹ Despite seeking to have a greater impact on women’s groups in the project, there was little evidence of this in the results.¹²⁰

The “DWDW” project (GLO/11/54/SID) successfully focused on gender issues in order to raise trade unionists’ awareness to the need for action. For example, in the Philippines, a trade unionist reported that he had used feminist arguments to convince other trade unionists to support the issue of decent work for domestic workers, emphasising to his colleagues that: “if domestic workers were predominately male, Convention 189 would have been passed 70 years ago”.¹²¹ The evaluation assessment did, however, note that, due to the predominance of women among domestic workers, efforts to promote gender equality issues sometimes focused solely on women. However, in some countries, efforts were made to widen the focus; in Paraguay, for example, significant efforts were made to ensure that men were also included in initiatives, with one campaign poster focusing on men,

¹¹⁷ ILO: *Final report: Better Work Haiti Mid-term evaluation (HAI/08/01/USA)* (Geneva, Evaluation Unit, 2012), p. 60.

¹¹⁸ ILO: *INT/08/61/DAN*, op. cit., p. 15.

¹¹⁹ *Ibid.*, p. 20.

¹²⁰ *Ibid.*, p. 21.

¹²¹ ILO: *GLO/11/54/SID*, op. cit., p. 19.

and the inclusion of drivers and gardeners (who are predominantly male) in the draft law under consideration.¹²²

In other projects, there was much less emphasis on gender issues, which translated into a lack of impacts on gender equality being reported in the evaluation assessments. For example, in projects like “PRODIAF III” (RAF/08/12M/BEL), only general indications were provided (i.e. “All initiatives were designed to benefit both women and men”)¹²³ which gave no indication of measures to ensure a concrete translation of gender mainstreaming principles into practice.

The final evaluation of the “Global Strategy for Occupational Safety and Health” project reports that, although gender equality was strongly mainstreamed in OSH Conventions, programme publications, training materials and action, the achievement of gender equality objectives within the strategy could not be assessed as documentation needed for such a purpose had not been collected. Conversely, in the project “Effective Implementation of National OSH Programme for Improving Safety and Health at the workplace in Viet Nam” (RAS/10/56/JPN), gender equality was promoted in terms of equal participation in training sessions and other project activities; however, gender equality was not mainstreamed as such in the wider programme and policy.

Gender equality issues were specifically addressed in the ILO project “Good governance through Labour Administration and Labour Inspection” (GLO/12/02/NOR), in particular due to the fact that the labour inspection sector is male-dominated “and the challenge the sector faces in promoting compliance with gender sensitive legislation and non-discrimination in the workplace”.¹²⁴ Gender equality was particularly addressed when designing and carrying out the project’s training activities.

3.3. For whom?

The analysis of the available evaluative evidence enables the identification of a wide range of beneficiaries and target groups in ILO interventions in the area of labour protection. These include national government officials, decision-makers at national and local level, law enforcement agencies, employers’ and workers’ organizations, and enterprises and workers in a range of different economic sectors. In the informal economy, they include CSO recruitment agencies, the general public and migrant workers. In the majority of instances, ILO constituents have been involved in the interventions in some capacity, e.g. as participants in capacity-building activities or on Steering Committees.

Based on the available evidence, the beneficiaries of ILO interventions in the area of labour protection can be clustered into three main groups corresponding to the beneficiary’s level of action. As indicated in chapter 2, different types of interventions are associated with each target group. The three groups of beneficiaries are as follows.

- At the higher level, the target group is represented by the countries and their governments, and national institutions, high-level policy-makers and legislators, and high-level constituents’ organizations.

¹²² Ibid., p. 81.

¹²³ ILO: *RAF/08/12M/BEL*, op cit., p. 28.

¹²⁴ ILO: *Good governance through Labour Administration and Labour Inspection – final evaluation* (GLO/12/02/NOR) (Geneva, 2014), p. 28.

- At an intermediate level, the beneficiaries are global and national communities such as professionals and practitioners, national experts in academic institutions and other types of specialists, legislators and policy-makers, national-level constituents' organizations, national tripartite committees, employers and officials of the labour administration system, including labour inspectorates.
- At the local level, the target groups are employers and workers, training providers, local or regional level enterprises and business associations and, in some cases, even CSOs.

Numerous examples of interventions aimed at the target groups at the intermediate and lower levels have been identified in the available evidence and presented in the previous chapter, whereas the interventions targeting the high-level beneficiaries appear to be much more limited, as previously indicated. Some examples are reported below.

In the context of the project “PRODIAF III” (RAF/08/12M/BEL) in Burundi, changes in behaviour of all actors were noted as an impact of the project. At State level, there is a much stronger willingness to promote social dialogue, employers are more open to dialogue, and trade unionists are active participants in social dialogue.¹²⁵ Overall, the strongest impact was noted at national level. However, there was also, in certain cases, evidence of impact at the enterprise level.¹²⁶

The evaluation of the “IJQA” project (INT/08/61/DAN) concluded that the intended direct beneficiaries of the project (national experts in academic institutions, constituents, tripartite national entities and other key stakeholders) had been reached. The project, in particular the WISE/R initiatives (Workplace Improvements in Small Enterprises), had also had a direct impact on workers. As stated in the evaluation, the initiatives “certainly did succeed in reaching women and men working in enterprises, to such an extent that support for the approach was striking and the enthusiasm for it was infectious.”¹²⁷

In the “DWDW” project (GLO/11/54/SID), the domestic workers were the direct beneficiaries in terms of the success of CSOs or domestic workers' associations in organizing them. For example, in Chennai (India), trade union officials reported an estimated increase of approximately 8,000–9,000 domestic worker members and that “members have an increased sense of confidence now and are more inclined to speak out; rather than just asking for money, they are now more cognisant about their rights.”¹²⁸

Overall, an ILO official reported that the most important impact to date had been that trade unions had increased their understanding of the importance of addressing the domestic work sector; there is, however, still progress to be made in terms of prioritizing this group.

It is worth mentioning that, while it seems easier to achieve immediate outputs for direct target groups, such as raising government officials' awareness, and practical interventions targeting, for example, migrant workers, it may be more difficult to achieve impact. This was the case for the “Support to Promote and Apply the ILO Convention No. 111 in China” (CBR/07/04/NOR), which found at the

¹²⁵ ILO: *RAF/08/12M/BEL*, op. cit., p. 34.

¹²⁶ *Ibid.*, p. 33.

¹²⁷ ILO: *INT/08/61/DAN*, op. cit., p. 20.

¹²⁸ ILO: *GLO/11/54/SID*, op. cit., p. 30.

final evaluation stage that specific and target-group sensitive interventions had not been delivered. The GMS TRIANGLE project is another case, which at times found it difficult to engage migrant workers to access direct support services at resource centres (RAS/10/01/AUS). Yet, it should be noted that many interventions take place at higher levels, so that it takes time for the impact to trickle down to individual migrant workers. As noted by the evaluators of the ASEAN TRIANGLE project, the intervention is only one factor that impacts on the lives of migrant workers, and measuring the direct impact of a project may not always be achievable (RAS/12/01/CAN).

3.4. Why?

In this section, we present key success factors and the most common challenges of ILO interventions in the field of labour protection emerging from the available evaluative evidence.

Success factors

The evaluations draw out a number of key **success factors** in terms of delivering effective labour protection projects, addressing a number of different aspects of interventions. They have been grouped together and are illustrated below.

1. Intervention strategy and project management

Evaluations clearly highlight the crucial nature of the development of a clear, overarching project intervention framework, including an effective needs analysis (for each participating country/actor), a clear workplan, a timetable for implementation, the definition of key responsibilities, the identification of external partners and opportunities for synergies, and budgetary estimations. In the project “PRODIAF III” (RAF/08/12M/BEL), this strategy was considered particularly effective as it was “developed in a participative manner on the basis of national studies, contacts with key players, and the latest developments in social dialogue, and based on the experience of the two previous phases of PRODIAF”.¹²⁹ The intervention strategy also provided an important common reference framework, which enabled coherence and complementarity throughout the project, and formed the basis for exchanges and mutual learning, despite the differing contexts and stages of development of social dialogue in French-speaking Africa.¹³⁰ The evaluation of the “IJQA” project (INT/08/61/DAN) also highlights the importance of a properly formulated logical framework making the underlying programme theory clear, as well as including baseline data and specific, achievable and realistic targets and clear indicators for monitoring. It is also noted that: “when projects that are as sophisticated and complex as this one are being initiated, the commencement process should include a modest readiness assessment workshop or exercise in which the capacity of project participants and the country’s constituents is assessed and efforts are made to ensure that what is being attempted [is] pitched at the appropriate level.”¹³¹ In addition, the importance of management capacity as a key success factor is emphasized in the final evaluation of project “Global compact and safety and health – improving occupational safety and health in the supply chain: a public-private partnership project between Volkswagen and GTZ” (INT/04/27/GTZ).¹³² Ideally, project managers should have enough

¹²⁹ ILO: *RAF/08/12M/BEL*, op. cit., p. 21.

¹³⁰ *Ibid.*, p. 44.

¹³¹ ILO: *INT/08/61/DAN*, op. cit., p. 28.

¹³² ILO: *Global Compact and safety and health – improving occupational safety and health in the supply chain – final project evaluation (INT/04/M27/GTZ)* (Geneva, 2008).

time and resources to ensure smooth and professional project management. In the evaluation of “PRODIAF III” (RAF/08/12M/BEL), the importance of strong leadership, including effective communication and powers of persuasion was highlighted.¹³³ Furthermore, the final evaluation of “Capacity Building of Occupational Safety and Health Training” (VIE/05/01/LUX) indicates that flexibility and creativeness in the management of the project were key success factors.

2. Stakeholders’ involvement

Available evaluative evidence points to stakeholders’ buy-in and involvement at all levels (government, social partners, CSOs) and stages of the project being key factors in the success of the interventions.

Several evaluations, for example, the “Tra De Maroc” project (MOR/05/01M/SPA),¹³⁴ highlighted the importance of an open and participative approach involving all actors. The evaluation of the “DWDW” project (GLO/11/54/SID) emphasized the importance of efforts made by the ILO to engage employers in project activities, with particularly good practice identified in the Philippines,¹³⁵ and to ensure cross-governmental collaboration, beyond the ministries of labour.¹³⁶ The positive impact of ensuring that suppliers of enterprises also apply the decent work principles was highlighted in the “Tra De Maroc” project (MOR/05/01M/SPA).¹³⁷ This has also been reported by projects that managed to involve some of the partners in different project activities, e.g. in the “PROWD” project in Lebanon (LEB/10/05/SDC) and the “GMS TRIANGLE” project (RAS/10/01/AUS), which included labour ministries and social partners in the process of designing and reviewing research. Involvement of a wide range of actors seems related as well to the ownership of topics and projects. The “DWDW” project (GLO/11/54/SID), for example, highlights that “a strategy on domestic workers can only be steered with those in these specialised areas taking ownership of domestic workers as an important category of workers, with someone steering the overall process.”¹³⁸

The importance of involving tripartite partners was underlined across the different interventions. For example, the experience of the project on “Strengthening of the institutionalized Social Dialogue through the National Commission on Wage and Labour Policies and its similar bodies in Colombia” (COL/09/01/CAN) illustrates the importance of the sectorial approach to enable the building of work partnerships between the different subcommittees that cover a common theme. This strengthens their performance and increases their capacity to create an impact.¹³⁹ The involvement of the social partners in developing social dialogue is also considered crucial in the project on labour modernization of the sugar industry in Mexico (MEX/08/01/RBS). In this project, a funding mechanism linking funding to the active participation of social partners has been put in place in order to ensure the involvement of the social partners and the strengthening of social dialogue. The participation of tripartite partners and essential stakeholders, such as the Ministry of Labour and the Ministry of Health, has also been crucial in the project “Effective Implementation of National OSH Programme for Improving Safety and Health at the Workplace in Viet Nam” (RAS/10/56/JPN), as it enabled the required “collaborative

¹³³ ILO: *RAF/08/12M/BEL*, op. cit., p. 43.

¹³⁴ ILO: *MOR/05/01M/SPA*, op. cit., p. 22.

¹³⁵ ILO: *GLO/11/54/SID*, op. cit., p. 24.

¹³⁶ *Ibid.*, p. 55.

¹³⁷ ILO: *MOR/05/01M/SPA*, op. cit., p. 24.

¹³⁸ ILO: *GLO/11/54/SID*, op. cit., p. 54.

¹³⁹ ILO: *COL/09/01/CAN*, op. cit., p. 16.

action” in the OSH field. Permanent dialogue with tripartite partners should also be undertaken to ensure the validation and ongoing relevance of the intervention strategy, as noted in the project on “Strengthening of the institutionalized Social Dialogue through the National Commission on Wage and Labour Policies and its similar bodies in Colombia” (COL/09/01/CAN).¹⁴⁰

The involvement of different partners was also seen as crucial in adapting project design and implementation to local contexts. Government support was highlighted as critical for success – and indeed has also been an inhibiting factor when there were government changes at some point during the project implementation phase, as has been the case in the “PROWD” project in Lebanon (LEB/10/05/SDC).

Linked to this, in some projects, networking activities and the facilitation of exchange between different stakeholders, levels of decision-making and countries were seen as key success factors (as well as outputs). These activities were considered crucial to develop knowledge sharing across countries, in the context of the GMS TRIANGLE and ASEAN TRIANGLE projects (RAS/10/01/AUS and RAS/12/01/CAN).

3. Identification and involvement of beneficiaries

The involvement of beneficiaries appears to be crucial in order to ensure the effective design of the project and sustainability over time. For example, the evaluation of the project “FOALCO II” (COS/04/01/CAN) highlighted how the involvement of the project’s beneficiaries is needed at all stages of the process as it facilitates the achievement of results.

The available evaluative evidence also demonstrates the importance of identifying and involving the appropriate target group for each intervention. For example, it has been noted that training the trainers approaches have been applied to people who may not be in a position to act as a multiplier or trainer in the future due to their work responsibilities (CBR/07/04/NOR). While they may have benefited greatly from increasing their own personal knowledge in the area of labour protection of migrants, training the ‘wrong people’ is an inhibiting factor for the sustainability of the project.

The involvement of beneficiaries can also facilitate the correct identification of needs, which can be seen as an additional success factor, as noted in the “Tra De Maroc” (MOR/05/01M/SPA) project, in which the project is seen as corresponding to real needs.¹⁴¹ The Lebanese intervention also pointed to the importance of tailoring information materials to the needs and abilities of the beneficiaries, e.g. in line with their literacy levels (LEB/10/04/EEC), because, in many cases, using such a strategy increased the success of the outputs produced by the project.

Sometimes, however, the involvement of beneficiaries can be challenging, as in the case of the “GMS TRIANGLE” project, “...which found it difficult at times to engage migrant workers to access direct support services at migrant workers resource centres” (RAS/10/01/AUS).

¹⁴⁰ Ibid.

¹⁴¹ ILO: MOR/05/01M/SPA, op. cit., p. 36.

4. Building on achievements from previous projects or synergies with other interventions

Several interventions benefited from synergies with ILO interventions and other agency interventions, both in specific subject areas and in related topics. For example, one of the success factors noted in the “DWDW” project (GLO/11/54/SID) in Zambia was the fact that the intervention built on previous projects, such as a forced labour project that had included persons trafficked to be domestic workers.¹⁴² Where this was the case, linking interventions with other ongoing ILO and other interventions in the country was considered useful; this has for example been the case in China, where the intervention was embedded in the wider work of the DWCP (CBR/07/04/NOR), and in the “PROWD” project in Lebanon, where the intervention was implemented in the context of ongoing capacity-building activities in the country (LEB/10/05/SDC).

5. Importance of evidence to support interventions

The “DWDW” project (GLO/11/54/SID) provides a particularly good example of the importance of evidence to support effective interventions. Extending minimum wages to domestic workers proved a very contentious issue with a range of unsubstantiated views on the perceived effects of the impact, rather than actual evidence. ILO research showed that many of the claims (i.e. in relation to actual pay) bore no relation to reality. As stated in the evaluation: “The range of views above give an indication of the complexity of implementing sound wage policies, but indicate the need for solid evidence rather than anecdotal evidence on the effects of minimum wages.”¹⁴³

Box 5. Good practice – application of research results

In the “IJQA” project (INT/08/61/DAN), the evaluation highlighted that: “The strategic approach to undertaking research and then immediately applying the findings in wage negotiations was a pioneering and innovative strategy that should be promoted as a good practice that could be implemented elsewhere”.¹

The project on “Strengthening of the institutionalized Social Dialogue through the National Commission on Wage and Labour Policies and its similar bodies in Colombia” (COL/09/01/CAN) demonstrates the need for a socio-labour information base to guide the definition of priority themes at local level, and give actors access to uniform information in order to properly support the development of relevant social dialogue.¹⁴⁴

6. “Learning organization” approach

Certain evaluations, in particular that of “PRODIAF III” (RAF/08/12M/BEL), underlined the importance of the flexibility in the provision of support, including the principle of “intervention on demand” and implementing a practical approach to integrating learning points on an ongoing basis.¹⁴⁵ Similarly, the evaluation of the project on labour modernization of the sugar industry in Mexico

¹⁴² ILO: *GLO/11/54/SID*, p. 13.

¹⁴³ *Ibid.*, p. 32.

¹⁴⁴ ILO: *COL/09/01/CAN*, op. cit., p. 16.

¹⁴⁵ ILO: *RAF/08/12M/BEL*, op. cit., p. 43.

(MEX/08/01/RBS) claimed that adopting a flexible approach to project design and management, and combining national standards with a “bespoke” project at factory level had been success factors for the project.

Challenges

The available evaluative evidence also indicates a number of **challenges** related to the implementation of the interventions, which have been clustered into the groups set out below.

1. Project management, staffing and funding issues

The evaluation of the decent work project in Morocco (MOR/05/01M/SPA), for example, highlighted a lack of coherence in the project’s concrete workplans and initial reference document, as well as the absence of a M&E plan.¹⁴⁶

Centralized project management appeared to be problematic in the project “Improving Safety and Health at Work through a Decent Work Agenda” (INT/09/08/EEC) covering four different countries, due to the “organizationally cumbersome and time-consuming features”¹⁴⁷ of this type of management. It is suggested that it be replaced by a regional management approach, where relevant ILO regional offices can be responsible for project management. Similar issues are pointed out by the final evaluation of the “Global compact and safety and health – improving occupational safety and health in the supply chain” project (INT/04/27/GTZ).¹⁴⁸

The LFA management tool is not considered appropriate for all types of interventions, as its lack of flexibility can impact negatively on the overall project, as reported in the final evaluation of the regional project “From the crisis towards decent and safe jobs in Central Asia and Southern Caucasus” (RER/09/05/FIN). Logical frameworks are considered to be suitable for representing relatively simple interventions, but not for some more complex ones where a certain degree of flexibility and “creativity” in project management seems to be required.

Other evaluations also underlined staffing issues that impacted on the project. This is the case for INT/08/61/DAN, where understaffing in ILO in Geneva meant “the role of certain staff members diminished unexpectedly leaving gaps in skills and knowledge that were hard to fill”,¹⁴⁹ or in the “BWH” project (HAI/08/01/USA), where the project’s staffing level proved to be insufficient to carry out core services. The evaluation of this latter project also highlighted the importance of relying on staff with the right skills from the very beginning of the project, as the lack of skills (e.g. knowledge of the specific context of the project, experience in the type of project, etc.) can produce delays and impact negatively on the project.

Insufficient funding is another reported challenge. For example, in the “BWH” project (HAI/08/01/USA), the budget proved insufficient to deliver core services and, in the project “Improving Safety and Health at Work through a Decent Work Agenda” (INT/09/08/EEC), the budget

¹⁴⁶ ILO: MOR/05/01M/SPA, op. cit., pp. 9–10.

¹⁴⁷ ILO: *Final evaluation Improving safety and health at work through a Decent Work Agenda (INT/09/08/EEC)* (Geneva, Evaluation Unit, 2013), p. 34.

¹⁴⁸ ILO: INT/04/27/GTZ, op. cit.

¹⁴⁹ ILO: INT/08/61/DAN, op. cit., p. 25.

did not reflect real costs – including staff and administrative costs – of the project. Related to funding, the final evaluation of project INT/04/27/GTZ indicates that a more transparent and decentralized utilization of the budget would ease project implementation.

Cutting short the funding period was the main issue hampering project implementation in the “PRODIAF III” project (RAF/08/12M/BEL).¹⁵⁰ Another example of problems relating to the limited project duration and delays in releasing funds is reported in the final evaluation of “IJQA” (INT/08/61/DAN),¹⁵¹ while the lack of sufficient human and financial resources in relation to the projects’ objectives has been pointed out in the project evaluation reports of the decent work in Morocco project (MOR/05/01M/SPA)¹⁵² and “Strengthening of the institutionalized Social Dialogue through the National Commission on Wage and Labour Policies and its similar bodies in Colombia” (COL/09/01/CAN).¹⁵³

2. Time required to produce results

Evaluations indicated that the short timeframe of funding of interventions is often not sufficient to cause a significant change of attitudes to deeply rooted issues. For example, the evaluation of the “DWDW” project (GLO/11/54/SID) underlines that in India: “Shifting attitudes on domestic workers amongst the public takes time [...] women from marginalised communities are those that perform domestic work. Cultural dimensions around domestic workers are deeply biased and hard to change.”¹⁵⁴ The evaluation notes that changing attitudes on child labourers took over 10 years. In addition, the evaluation of the project “Strengthening Labour Administration and Labour Inspection Services in Selected Countries” (GLO/10/59/NOR) pointed out that “capacity development projects must take a medium term perspective, regarding both implementation and funding. One year is too short for interventions that aim to strengthen capacity, and involve changes to systems, procedures, behaviours and attitudes”.¹⁵⁵

3. Insufficient commitment of key actors

For some interventions, evaluations highlight that involving key actors constituted a significant challenge. For example, the final evaluation of the project “Strengthening of the institutionalized Social Dialogue through the National Commission on Wage and Labour Policies and its similar bodies in Colombia (COL/09/01/CAN)¹⁵⁶ indicates that employers’ representatives did not get involved as much as would have been desired. In addition, although the government diligently advocated subcommittees on wages and social policies, some of them still lack the presence of high-level officials from the municipalities and departmental governors’ offices. The independent evaluation of the decent work project in Morocco (MOR/05/01M/SPA), also highlighted the difficulty of engaging enterprises in project activities, showing that the “win/win” strategy used was not necessarily clear to

¹⁵⁰ ILO: RAF/08/12M/BEL, op. cit., p. 40.

¹⁵¹ ILO: INT/08/61/DAN, op. cit., p. 25.

¹⁵² ILO: MOR/05/01M/SPA, op. cit., pp. 9–10.

¹⁵³ ILO: COL/09/01/CAN, op. cit., p. 14.

¹⁵⁴ ILO: GLO/11/54/SID, op. cit., p. 55.

¹⁵⁵ ILO: *Strengthening labour administration and labour inspection services in selected countries: Independent final evaluation (GLO/10/59/NOR)* (Geneva, 2012?).

¹⁵⁶ ILO: COL/09/01/CAN, op. cit., p. 7.

directors of enterprises.¹⁵⁷ The evaluation of the “IJQA” project (INT/08/61/DAN) indicated that constituent capacity at the field level was another challenge for the project.¹⁵⁸

The lack of commitment of key actors is reported as a challenge as well in the final evaluation “Improving Labour Law Compliance in the United Republic of Tanzania” (URT/08/03/USA), in which the high-level Ministry of Labour officials and the Ministry’s staff had a rather limited interest in being engaged in project activities.

Challenges were noted also in implementing some more practical interventions, for example, in the case of the support to the implementation of Convention No.111 in China (CBR/07/04/NOR), and in the case of the migrant resource centres in the context of the GMS TRIANGLE intervention (RAS/10/01/AUS). The evaluation found that beneficiaries were sometimes reluctant to take on support services because government partners were running them. Outreach was successful when relationships were built with local communities, authorities and civil society actors.

In conclusion, it should be noted that it is not always easy to assess the effectiveness and key success/inhibiting factors for the interventions under review. As has been noted in the evaluation reports, M&E frameworks (e.g. theories of change) and activities of the interventions are not always clear. Indicators are often output- rather than impact-oriented (RAS/10/01/AUS), theory of change and intervention logics can be unclear (RAS/12/01/CAN), and indicators of success are not always specified (RAK/13/60/ROK) or set unrealistic targets (CBR/07/04/NOR). The “lack of internal self-evaluation and critical assessment of both impact and process” was criticized in the *Independent evaluation of the ILO Strategy for the Protection of Migrant Workers: 2001–2007* in 2008.¹⁵⁹

3.5. What works and why: A summary

The review enabled the identification of a number of success factors and challenges that are presented below regardless of the specific thematic area, type, size or scope of the interventions analysed in this review.

¹⁵⁷ ILO: MOR/05/01M/SPA, op. cit., pp. 24–25.

¹⁵⁸ ILO: INT/08/61/DAN, op. cit., p. 25.

¹⁵⁹ A. Naik, F.L. Guzman: *Independent evaluation of ILO’s strategy for the protection of migrant workers: 2001–2007* (Geneva, Evaluation Unit, 2008), p. 59.

Table 2. Success factors and challenges to project implementation

Success factors	Challenges
• The development of a clear, overarching project intervention framework, including an effective needs analysis, clear workplan, timetable for implementation, definition of key responsibilities, identification of external partners, opportunities for synergies and budgetary estimations. • The provision of sufficient management capacity and skills. • Stakeholders' buy-in and involvement at all levels (government, social partners, CSOs) and in all stages of the project. • The involvement of beneficiaries in order to ensure the effective design of the project and sustainability over time. Identifying and involving the correct target group for each intervention can facilitate the correct identification of needs. • Synergies and coherence with other interventions, both within a specific subject area, with other related topics, and in terms of other ILO interventions as well as those of other agencies. • The availability of empirical evidence to support effective interventions. • The adoption of a "learning organization" approach, in particular, in terms of the flexibility of the provision of support, including the principle of "intervention on demand", the implementation of a practical approach to integrating learning points on an ongoing basis, as well as the introduction of a flexible approach to project design and management combining national standards with a "bespoke" project at enterprise level.	• Ineffective project management. In particular, centralized project management appeared to be problematic in certain projects covering different countries. • The LFA is not considered to be an appropriate management tool for all types of interventions, as its lack of flexibility can impact negatively on the overall project. • Staffing and funding issues are among the most common problems mentioned. Some evaluations underlined staffing issues that impacted negatively on the project. In other cases, insufficient funding or a funding period being cut short was the main issue that hampered project implementation. • Short timeframes for funding of interventions, often were not sufficient to cause a significant change of attitudes to deeply rooted issues. • Insufficient commitment of key actors, which can hamper effective implementation of the interventions. In some cases beneficiaries were reluctant to accept support, because government partners were running them. Outreach was successful when relationships were built with local communities, authorities and civil society actors.

4. CONCLUSIONS AND RECOMMENDATIONS

4.1. Conclusions

This review seeks to contribute to ILO organizational learning on effective interventions in the field of labour protection through the consolidation and systematic analysis of an extensive range of relevant evaluations and evidence-based studies. It has considered the evidence available on all the key dimensions of labour protection, in particular labour earnings (wages), working time and OSH, as well as other relevant themes such as job security, norms and standards for work and employment, work sharing, collective bargaining, HIV and AIDS, and working conditions. Nevertheless, it is important to stress that this cannot be considered as a *comprehensive* systematic review due to the limited availability of suitable documents related to ILO interventions in the field of labour protection, as is extensively illustrated in the methodological sections of this review.

In order to support the effective implementation of the key ILO Conventions and Recommendations into policy and practice in its member States, the ILO carries out an exceptionally wide range of interventions in the field of labour protection, unparalleled by any other international organization. These interventions target key actors at every level, ranging from high-level decision-makers at national and international level (i.e. legislators, policy-makers, national tripartite structures) to key labour market intermediaries (i.e. workers' and employers' organizations, labour inspectorates) to beneficiaries and target groups at local level (i.e. workers, employers, training organizations).

For high-level decision-makers, the principal interventions in the field of labour protection include high-level policy-oriented advice and the establishment of appropriate social dialogue mechanisms at national level. These relate to negotiations on the ratification of Conventions and Recommendations and to the introduction of new legislation. At intermediate level, ILO interventions include the provision of expert analysis and reports, the collation of evidence in the form of databases, the delivery of training and the development of guidance materials. At local level, ILO direct interventions include information and awareness-raising activities, training and technical advice.

Key factors influencing trends in ILO interventions in the field of labour protection in the period under review include the Great Recession, increased migration, and the accelerating pace of globalization and technological change. Interventions in the field of labour protection have clear links to interventions in other fields, and often benefit from synergies with other organizations, projects and topics.

Some of the principal impacts and outcomes of ILO interventions that emerged from the review of labour protection interventions included: support for the ratification of ILO Conventions and development of national legislative texts or strategic action plans; the development and reinforcement of social dialogue; awareness raising on key issues for a range of key stakeholders; the development of tools such as training materials, data collection mechanisms and guidebooks; and the introduction of OSH protection mechanisms in enterprises.

The findings also underlined the importance of the key dimensions of project implementation including the development of synergies, ensuring sustainability and a focus on gender mainstreaming. In terms of synergies, the results of the evaluations highlighted the leverage effect of exploiting synergies between the topics and themes of labour protection, the projects implemented in the different fields, and the actors who implement them. In respect of sustainability, the findings generally

demonstrated insufficient focus on ensuring the sustainability of project impacts beyond the duration of the project, and insufficient consideration and understanding of this crucial dimension in relation to the ongoing impact of ILO work within the majority of evaluations examined. Finally, in terms of gender mainstreaming, the evaluative evidence clearly pointed to the benefits of carrying out an effective gender-based analysis in relation to the topic of the intervention, as well as implementing a comprehensive gender mainstreaming strategy throughout the life cycle of the project, rather than simply paying lip service to this element in project reports; once again, some evaluations also reported insufficient focus on this aspect of project implementation.

Key success factors which emerged from the interventions included: the importance of effective project management and of a well-designed intervention strategy; the importance of effective stakeholder involvement and engagement; the clear identification and involvement of beneficiaries from the beginning of the intervention (ideally from the design phase); building on the achievements of previous projects and developing synergies with other interventions; the importance of evidence and research to support the design of interventions (including objective setting) and implementation; and implementing a “learning organization” approach. Some of the main challenges, however, included issues related to ineffective project management, the lack of skilled staff and understaffing, insufficient funding and other funding issues; a lack of recognition of the time needed to generate results; and finally, insufficient commitment of key actors, such as stakeholders or beneficiaries.

4.2. Recommendations

The findings of this review give rise to a number of key recommendations for implementing effective interventions in the field of labour protection, as set out below.

- **Recommendation 1: Introducing and reinforcing mechanisms for social dialogue.** The review has clearly shown the essential role of establishing and supporting effective mechanisms for social dialogue in order to introduce and maintain effective standards of labour protection. Support provided by interventions should include, among others, the establishment of appropriate sustainable mechanisms for dialogue (i.e. consultative committees), awareness raising of the importance of social dialogue and labour organization for all actors (including workers who are often not members of trade unions, such as migrant or domestic workers), provision of data and best practice to support collective bargaining, and capacity building for the key actors in the social dialogue process.
- **Recommendation 2: Encouraging and facilitating the involvement of enterprises and employers’ representatives.** The evaluative evidence has clearly pointed to the importance of changing the behaviour and practices of companies and their representatives to ensure the success of interventions in the field of labour protection. The role of labour ministries in providing legal protection and rights remains a fundamental prerequisite for the improvement of working conditions for all employees. Therefore, it is crucial to build on lessons from successfully working with and convincing employers in order to ensure effective implementation in practice. Their involvement in interventions should be promoted and facilitated at all levels; for example, through targeted awareness-raising campaigns (in particular to understand the benefits of improved labour protection). They should be encouraged to participate in social dialogue and be targeted to ensure their involvement in training activities.

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- **Recommendation 3: An increased focus on gender mainstreaming.** Project evaluations demonstrated the crucial role of effective gender mainstreaming strategies in the success of certain interventions. In the different fields of labour protection, gender is a major factor including, for example: the gender pay gap in the field of wages; work-life balance issues in the field of working time; maternity protection; the highly gender-specific issues related to safety and health in different workplaces and industries due to the horizontal segregation of the labour market; the different gender experiences of migrant and domestic workers; and issues related to HIV and AIDS. As such, far too few of the interventions examined included a comprehensive approach to gender mainstreaming. The focus on the gender dimension needs to be reinforced in future interventions, which could have a major impact on effectiveness.
 - **Recommendation 4: Greater exploitation of synergies to ensure more effective interventions.** The review highlighted that, where synergies between different topics and projects – and the actors responsible for implementing them – are exploited, interventions are more successful and have a wider impact. Such synergies should be actively promoted at all levels: in in-country project interventions; between different international organizations; and within the ILO itself where, due to the responsibility for different fields of labour protection being spread across different ILO units, there often appears to be insufficient dialogue and interaction between experts. Promoting such synergies, without reducing the specific focus needed for each of the specialist fields, would also generate efficiencies and give the potential for a wider impact.
 - **Recommendation 5: Ensuring effective project design and management.** Many of the obstacles to achieving successful interventions in the field of labour protection highlighted in the evaluations revolved around a lack of effective project management. Evaluations clearly highlight the crucial nature of the development of a clear, overarching project intervention framework, including an effective needs analysis (for each participating country/actor), a clear workplan, a timetable for implementation, the definition of key responsibilities, the identification of external partners, and opportunities for synergies and budgetary estimations. However, other evaluations have stressed, within this overarching framework, the need for flexibility and adaptability at local level in the case of multi-country or multi-regional interventions. This element may be surmised to be of particular importance in the field of labour protection due to the importance of cultural and contextual factors.

Annex I Detailed methodology

Rapid Evidence Assessment methodology

For the purposes of the synthesis review, in-line with the ILO EVAL standard methodology for synthesis reviews, we used the REA methodology, which ensured a rigorous and systematic analysis and appraisal of the existing evaluations and research on the subject, through being transparent about review processes and decisions, while also taking into account the limited time and budget available for this task. Key elements of this approach are:

- The development of clearly defined REA research questions, based on the key questions outlined in the TOR and consultation with the ILO EVAL team and further stakeholders.
- The definition of a search strategy (including the definition of key sources) and protocol, defining parameters for inclusion, such as publication date, geographical scope, language, study type, research question.
- The screening and inclusion of the collected literature according to a set of defined parameters relating to the quality of the evidence. Criteria included the degree of relevance of the study to the REA questions, the reputation of the sources (if other than ILO), the robustness of research methods used (including considerations of sample sizes, experimental and quasi-experimental methods) and the country of origin.
- A detailed appraisal, analysis and synthesis of the filtered literature, using a detailed recording grid, before summarizing the consolidated evidence base.

Definition of the research questions

The formulation of REA questions was crucial to the subsequent assessment, as they are the driver for all REA processes and determine the relevance of the conclusions. Questions were developed in consultation with the EVAL team and a broader set of ILO stakeholders at inception stage. The table below includes the final set of questions that guided the review.

Table 3. Final selection of REA questions guiding the review

What types of interventions do we observe?	What are the main types of intervention in the labour protection domain (e.g. training, technical advice, policy advice, etc.)? Do we observe trends in labour protection interventions? Do interventions target mostly specific areas of labour protection (i.e. Labour earnings/wages, working time, occupational safety and health, other)? Or are different areas within labour protection domain integrated in specific interventions? Are there any links between labour protection interventions and other ILO areas of intervention?
What works?	Which outcomes and impacts are observed as a consequence of the intervention? Is there evidence that the interventions contribute to sustainable development? Is there evidence that the interventions contribute to inclusive growth? Is there evidence that interventions contribute to gender equality? Is there evidence of positive synergies when interventions address different areas? Is there evidence that the interventions have expanded the scope of coverage and labour protection afforded to workers? Is there evidence that the interventions have strengthened the institutional capacities of stakeholders (e.g. ILO constituents)? Which interventions can be considered good practice? Are the interventions replicable in different contexts/countries?
For whom?	Which are the target groups of the interventions? What is the context of the observed outcomes and impacts? Are there certain groups that benefit from the intervention more than others? Have the interventions expanded labour protection to vulnerable categories of workers?
And why?	Which key success factors, mechanisms and circumstances can be identified? Which key inhibiting factors can be identified (e.g. fragile states, economic crisis, other changes in context, implementation challenges, political sensitivity)? Under which conditions do labour protection interventions contribute most to strengthening the institutional capacities of stakeholders (e.g. ILO constituents)?

Search strategy and protocol

Following the definition of the REA questions, the research team defined criteria for the inclusion of relevant documents to be considered for review. Criteria took into account the questions specified and the overall objectives of the review in addition to any additional guidance provided the ILO EVAL team. The following criteria were specified:

Type of document: evaluation reports or studies concerning interventions carried out by the ILO, and other selected international organizations;

Authorship: reports and studies authored by the ILO and other selected international organizations or on behalf of the ILO and other selected international organizations;

Quality of document: only evaluation reports and studies based on empirical evidence documents including sound findings and conclusions (e.g. lessons learned, recommendations, etc.) were considered for review;

Thematic scope: interventions in the field of labour protection as defined by the ILO, and relating in particular to labour earnings/wages, working time, occupational safety and health, also in relation to

job security, norms and standards, work sharing, collective bargaining, HIV and AIDS and working conditions;

Type of intervention: interventions carried out by the ILO in the thematic fields indicated above (normally training, technical advice, policy advice, information campaigns), and comparable interventions (as well in terms of size) carried out by other selected international organizations;

Geographical scope: interventions carried out in a specific country (featuring in international reports) or in more than one country or not country-specific;

Time period: evaluation reports and studies carried out in the period 2004–2014 regarding interventions finalized in that time period;

Language of the evaluation/study: documents in English, French, German, Italian and Spanish were considered for the review.

The evidence on which the review was based included evaluation reports and studies (both published and unpublished) related to labour protection interventions carried out by the ILO, collected internally from ILO EVAL's evaluation database, and included independent project evaluations, external evaluation reports, joint evaluation reports, and high-level policy or strategy evaluation reports or studies.

The literature search for the evaluation reports and studies carried out by other selected international organizations and national governments to be considered for the REA was carried out by Ecorys UK. In this case only publicly available documents on the official website were considered for scrutiny.

Search strategies were developed for all databases by using the controlled vocabulary pertinent to each database. Where no thesauri were available or where the controlled vocabulary included no appropriate keywords, free-text searching was undertaken. The search strategies and search terms (keywords) – for database and website searching – were agreed with the EVAL team. The list of keywords tested during the inception phase and used to select suitable documents is as follows:

- | | |
|--|-----------------------------|
| • Labour protection | • Labour inspection |
| • Working conditions | • Risk prevention |
| • Health and safety at work | • Stress |
| • Occupational safety | • Health risks |
| • Occupational health | • Job security |
| • Occupational safety and health management systems | • Work intensity |
| • Occupational safety and health information and knowledge sharing | • Working time |
| • Hazardous work | • Work organization |
| • Strenuous work | • Working time arrangements |
| • Workplace health promotion and well-being | • Working time management |
| • Occupational safety and health inspection | • Work-life balance |
| • Psychosocial risk at the workplace | • Wage/s |
| • Physical risk at the workplace | • Income |
| | • Salary/ies |
| | • Pay |

-
- Labour earnings.

Also, in combination with the following keywords referring to other ILO working areas:

- Social dialogue
- Employment relations
- Labour relations
- Industrial relations
- Collective bargaining
- Tripartism
- Social protection
- Employment security
- Gender equality
- Gender
- Inclusive growth
- Sustainable development
- HIV and AIDS
- Labour standards
- Labour migrations.

The result of this task was a list of relevant evaluations and studies on labour protection interventions that was screened in the next step.

List of data/information sources consulted

According to the criteria indicated above, the following organizations have been assessed as suitable and were considered as sources of information.

Inter-governmental organizations:

- Organisation for Economic Co-operation and Development (OECD)
- Inter-American Development Bank (IADB)
- Asian Development Bank (ADB)
- African Development Bank (AFDB);

At European level:

- European Foundation for the Improvement of Living and Working Conditions (EUROFOUND)
- European Agency for Safety and Health at Work (EU-OSHA)
- European Commission
- Within the UN system:
- World Bank Group
- World Health Organization (WHO).

Non-governmental organizations operating internationally at global or European level:

- International Trade Union Confederation (ITUC)
- European Trade Union Confederation (ETUC)
- Global Unions
- European Trade Union Institute (ETUI)
- Confederation of European Business – BUSINESSEUROPE
- European Association of Craft, Small and Medium-Sized Enterprises – UEAPME
- International Organisations of Employers (IOE)
- European Social Observatory (OSE).

The coding strategy and related data collection grid and guidelines

Subsequent to the search, the research team used a three-stage process to filter the search results, so that only the most relevant and best quality studies were included in the review, namely screening, coding and appraising. These are explained in turn below.

Screening was undertaken based on an analysis of the abstracts/executive summary of each document, in order to exclude all sources that did not meet the inclusion criteria specified above. Particular attention was paid to only include sources that could provide answers to one or several REA questions specified above.

Coding of the data was subsequently undertaken by using a coding frame (see Annex II), which helped to identify items that provide the best available evidence to meet the requirements of the review. Reading the abstracts, the researchers extracted data on the relevance of the studies to the review topic, the reliability of the sources, the research methods used, the sample size (where relevant) and the country of origin. On the basis of the coding, the review team was in a position to select more than 80 documents to appraise and synthesize within the time period of the review.

The **appraisal** of the selected items was conducted using a systematic approach. It built on the coding template and expanded on it by including information on the quality of the methodological approach of each research report, as well as the key findings extracted from each study, including the key outcomes achieved and key success/inhibiting factors.

Synthesis – answering the REA questions

Having appraised the key literature items, the research team synthesised the literature by summarizing the evidence base to answer each of the overarching REA questions. The information collected was summarized in the form of a qualitative thematic synthesis, relating to topic area (e.g. wages, working time, OSH), types of intervention (e.g. training, technical advice to draft legislation) and broad geographical areas (e.g. South-East Asia, Eastern Europe). In this way, the key research questions were summarized for different subsets of relevance for further ILO work in the area of labour protection, and justice was paid to the issue of context heterogeneity. Some research/evaluation evidence covered several such dimensions and was, therefore, grouped according to its main topic area.

Annex II Research tools

1. Basic information	
Source of document:	
Title of document:	
Authorship:	
Year of publication:	
Language: ☐ EN ☐ FR ☐ ES ☐ DE ☐ IT	
Type of document:	☐ Evaluation report ☐ External/independent evaluation report ☐ Other type of document: _____
Methodology used:	☐ Quantitative Survey ☐ Qualitative Interviews/ Focus groups ☐ Use of quantitative secondary data ☐ Document review ☐ Other
Short description of methodology:	
The document contains:	☐ Indication of good practices ☐ Lessons learnt ☐ Recommendations
2. Intervention's characteristics	
Geographical scope:	☐ Global ☐ Asia ☐ Africa ☐ Americas ☐ Europe ☐ Middle East and Arab countries
Country/countries:	
Area(s) of intervention:	(Select from the list of keywords)
Sector(s):	
Type of intervention:	☐ Training ☐ Technical advice (e.g. capacity building) ☐ Policy advice ☐ Regulation ☐ Other: _____
Short description of intervention:	
Beneficiaries:	☐ Government/government bodies ☐ Social partners ☐ NGOs/associations ☐ Individual beneficiaries
Year of reference:	
3. Relevance of document for review	
Links to REA questions:	1) What type of interventions? Interventions are well described ☐ Interventions described are in relevant areas ☐ 2) What works? Outcomes and impacts are reported ☐ 3) For whom? Beneficiaries and stakeholders are clearly identified ☐ 4) And why? Success factors, obstacles, conditions for success are reported ☐

Annex III Documents analysed for review

The following charts provide an overview of the characteristics of the documents included in the final review, whereas the tables provide an extensive overview of the documents analysed and included or excluded in the final review.

Figure 2. Types of documents included in the review

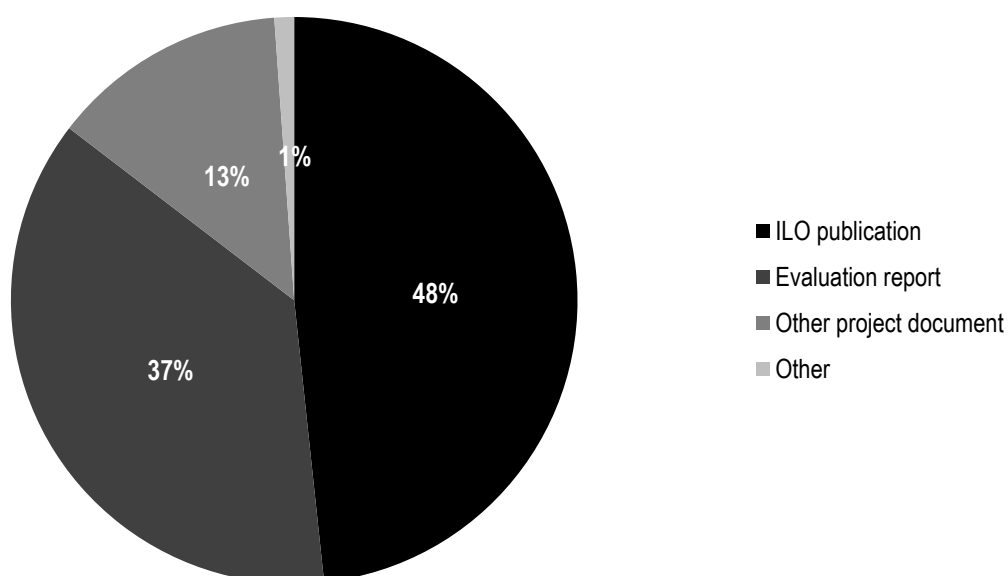


Figure 3. Themes and regions covered in the documents included in the review

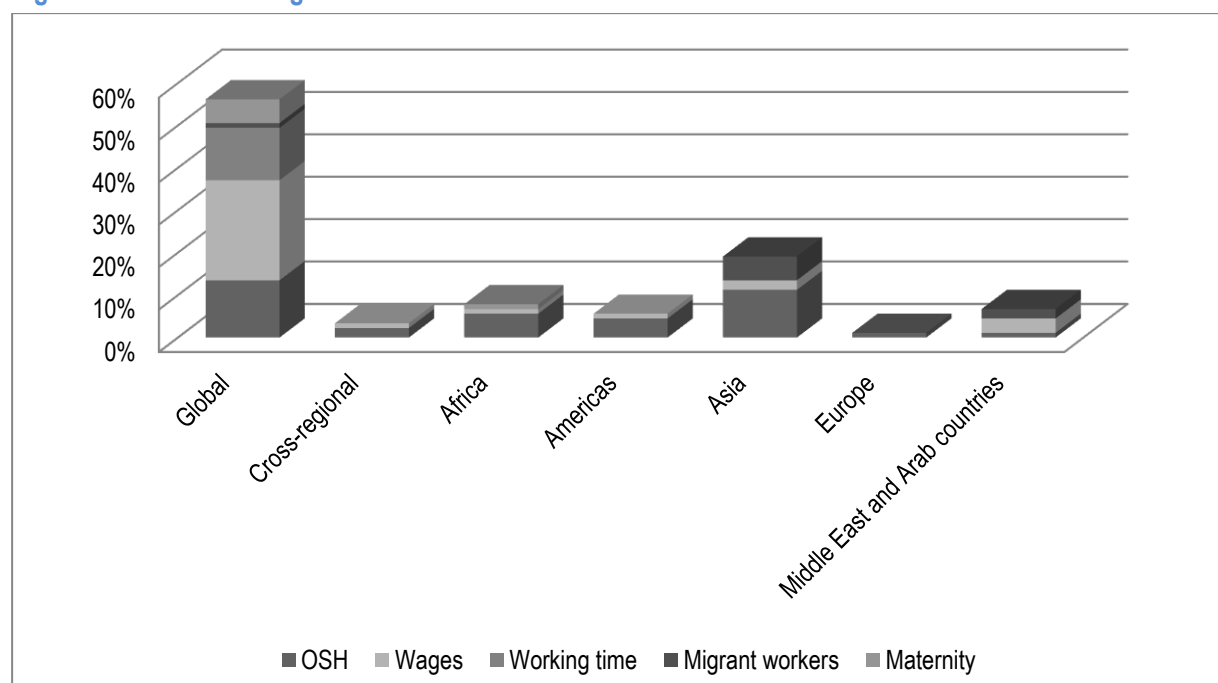


Table 4. Reports coded as relevant for the in-depth review (89)

No.	TC Code/ ISBN	Year/ date	Title	Document type	Region	Country/focus area	Theme(s)
1	ISBN: 92-2-115239-1	2004	Healthy beginnings – Guidance on safe maternity at work	ILO Publication	Global	–	Working conditions, Health and Safety at work, Occupational health
2	ISBN: 9221173232	2005	Working time laws: A global perspective. Findings from the ILO's conditions of work and employment database.	ILO Publication	Global	Various	Working Time, Working time arrangements
3	ISBN: 92-2-117014-4	2005	The fundamentals of minimum wage fixing	ILO Publication	Global		Wage/s, Employment security, Tripartism, Collective bargaining
4	ISBN: 978-92-2-117950-4	2006	Decent Working Time. New trends, new issues	ILO Publication	Global	Various	Working time arrangements, Working time, Gender, Work-life balance
5	ISBN 119218-0/978-92-2-119576-4	2006	Recent Issues Regarding Collective Bargaining and Conditions of Work in the Chemical Industry	ILO Publication	Global	–	Collective bargaining, Industrial relations, Working Time, Wage/s
6	ISBN: 0-203-94521-2	2007	Working Time Around the World	ILO Publication	Global	–	Working Time, Working time arrangements, Gender
7	MOR/05/01/SPA	2007	Améliorer la compétitivité du secteur textile-habillement par la promotion du travail décent	Evaluation report	Africa	Morocco	Tripartism, Social dialogue
8	ISBN: 9221202275	2007	Child labour wages and productivity: Results from demand-side surveys. May 2007. (SIMPOC)	ILO Publication	Global	Ghana, India, Philippines, Uganda	Wages
9	ISBN: 978-92-2-120404-6	2008	Safe maternity and the world of work	ILO Publication	Global	–	Gender, Health and Safety at work, Occupational health, HIV and AIDS
10	ISBN: 978-92-2-121679-7	2008	Strategy evaluation - Migrant workers	Evaluation report	Global	–	Labour migration, Labour protection

No.	TC Code/ ISBN	Year/ date	Title	Document type	Region	Country/focus area	Theme(s)
11	INT/04/27/GTZ	2008	Global Compact and safety and health - Improving occupational safety and health in the supply chain: a public-private partnership project ILO/GTZ/Volkswagen	Evaluation report	Global	Brazil, Mexico, South Africa	OSH Management Systems, Labour inspection, HIV and AIDS
12	CPR/04/51/USA	2009	Final Evaluation Report: International HIV/AIDS Workplace Education Programme SHARE - Strategic HIV/AIDS Responses by Enterprises	Evaluation report	Asia	China	HIV and AIDS, Gender
13	RUS/04/02/FIN	2009	Developing and Implementing Occupational Safety and Health System in North-West Region of the Russian Federation to provide Decent and Safe Work (second phase)	Evaluation report	Cross-regional	Russian Federation	OSH
14	VIE/05/01/LUX	2009	ILO/Luxembourg project on capacity building of occupational safety and health training	Evaluation report	Asia	Viet Nam	Health and safety at work, Occupational health, Occupational safety
15	ISBN: 978-92-2-121539-4	2009	Promoting equity: Gender-neutral job evaluation for equal pay. A step-by-step guide	ILO Publication	Global	–	Gender equality, Pay

No.	TC Code/ ISBN	Year/ date	Title	Document type	Region	Country/focus area	Theme(s)
16	CPR/07/04/NOR	2010	Support to promote and apply ILO Convention 111 on employment discrimination in China	Evaluation report	Asia	China	Gender equality
17	MEX/08/01/RBS	2010	Modernización Laboral de la Industria Azucarera en México	Evaluation report	Americas	Mexico	Social protection, Industrial relations, Labour relations
18	INT/08/61/DAN	2010	Improving job quality in Africa through concerted efforts by governments, employers and workers	Evaluation report	Africa	Mozambique, Tanzania, United Rep. of	Working conditions, Wage/s
19	RAF/08/12/BEL	2010	Programme de promotion du dialogue social en Afrique francophone (PRODIAF) Phase III	Evaluation report	Africa	French-speaking countries	Social dialogue
20	None provided	2010	Global Wage Report: Africa Brief 2010-11	ILO Publication	Africa	–	Wage/s, Collective bargaining
21	ISBN 978-92-2-123714-3	2010	Extending the coverage of minimum wages in India: Simulations from household data	ILO Publication	Asia	India	Wage/s
22	TMEWTA/2011/6	2011	Final report of the TMEWTA	ILO Publication	Global	–	Working time
23	TMEWTA/2011	2011	Discussion Report: Working time in the twenty-first century	ILO Publication	Global	–	Working time
24	RAF/05/58/SID	2011	HIV/AIDS prevention in the transport sector of Southern Africa, Final report	Other project document	Africa	–	HIV and AIDS, Gender
25	ISBN: 978-92-2-125423-2	2011	Strategy evaluation – HIV/AIDS	Evaluation report	Global	–	HIV and AIDS

No.	TC Code/ ISBN	Year/ date	Title	Document type	Region	Country/focus area	Theme(s)
26	GLO/10/59/NOR	2011	Internal Evaluation – ILO/Norway Project on Strengthening labour administration and labour inspection services in selected countries	Evaluation report	Global	Angola, Arab states, China, India, Indonesia, Moldova, Rep. of, South Africa, The former Yugoslav Rep. of Macedonia	Labour inspection
27	INT/07/16/SPA	2011	Proyecto para el desarrollo racional y sostenible del sector pesquero	Evaluation report	Europe	Spain	Working conditions, Tripartism
28	INT/09/62/NOR	2011	Strengthening labour inspection services	Evaluation report	Global	Angola, Brazil, China, India, South Africa	Labour inspection, Gender
29	RER/08/50/ROK	2011	Final Report: Improving Occupational Safety and Health (OSH) systems in Central Asia, Phase III	Other project document	Asia	Kazakhstan, Kyrgyzstan, Tajikistan, Uzbekistan	OSH Management Systems
30	RAS/10/56/JPN	2011	Effective Implementation of National OSH Programme for Improving Safety and Health at the Workplace in Viet Nam	Evaluation report	Asia	Viet Nam	Health and safety at work
31		Unknown	Improving wages systems and policies in Armenia	Other project document			
32	ARM/10/03/RBS	2012	Good practices in developing wage policies (with a particular focus on the Public Sector) in Armenia and Tajikistan	Other project document	Middle East and Arab countries	Armenia	Wage/s

No.	TC Code/ ISBN	Year/ date	Title	Document type	Region	Country/focus area	Theme(s)
33		2011	Wages in Armenia: Report of fact finding mission	Other project document			
34	ISBN: 978-92-9014-959-0	2011	Brazil: An innovative income-led strategy	ILO Publication	Americas	Brazil	Labour protection, Income, Labour relations, Social dialogue
35	ISBN: 978-92-2-125216-0	2011	Estimating a living wage: A methodological review	ILO Publication	Global	–	Wage/s
36	ISBN: 978-92-2-124301-4	2011	What do we know about low-wage work and low-wage workers? Analysing the definitions, patterns, causes and consequences in international perspective	ILO Publication	Global	–	Wage/s, Collective bargaining, Working conditions, Labour earnings
37	None provided	2012	Follow-up to the Tripartite Meeting of Experts on Working-time Arrangements	ILO Publication	Global	–	Working time
38	ISBN: 9789221264309	2012	The influence of working time arrangements on work-life integration or 'balance': a review of the international evidence	ILO Publication	Global	–	Working Time, Working time arrangements, Work-life balance, Gender
39	ISSN: 2226-8952	2012	The effects of working time on productivity and firm performance: a research synthesis paper	ILO Publication	Global	–	Working Time, Health risks
40	ISBN: 978-92-2-125487-4	2012	ILO Maternity Protection resource package	ILO Publication	Global	–	Labour protection, Work-life balance, Gender equality, Working time arrangements

No.	TC Code/ ISBN	Year/ date	Title	Document type	Region	Country/focus area	Theme(s)
41	ISBN: 978-92-2-126583-2	2012	Good practices and challenges on the Maternity Protection Convention, 2000 (No. 183) and the Workers with Family Responsibilities Convention, 1981 (No. 156): A comparative study	ILO Publication	Global	Various	Work-life balance, Health and safety at work
42	HAI/08/01/USA	2012	Better Work: Enhancing workers' access to labour rights and jobs in Haiti	Evaluation report	Americas	Haiti	Labour protection, Labour standards, Working conditions, Labour inspection
43	GLO/10/24/NET	2012	ILO/IFC Better Work Global Programme	Evaluation report	Global	–	Labour protection, Labour standards, Sustainable development
44	ARM (Other)	2012	Final review of Decent Work Country Programme, Armenia, 2007–2011	Other project document	Middle East and Arab countries	Armenia	Wage/s, Social dialogue, Social protection, OSH Inspection
45	RER/08/10/FIN	2012	Occupational Safety and Health (OSH) in Central Asia – prevention at work, protection for life	Other project document	Asia	Kazakhstan, Kyrgyzstan, Tajikistan, Uzbekistan	OSH Management Systems, Labour protection, HIV and AIDS, Social protection
46	RER/10/50/ROK	2012	Final Report: Improving Occupational Safety and Health Systems in Central Asia, Phase IV	Other project document	Asia	Kazakhstan, Kyrgyzstan, Tajikistan, Uzbekistan	OSH
47	RER/11/52/ROK	2012	Improving Occupational Safety and Health (OSH) systems in Central Asia, Phase V	Other project document	Asia	Kazakhstan, Kyrgyzstan, Tajikistan, Uzbekistan	OSH management systems

No.	TC Code/ ISBN	Year/ date	Title	Document type	Region	Country/focus area	Theme(s)
48	RUS/09/02/FIN	2012	Developing and implementing Occupational Safety and health (OSH) system in North-West region of Russian Federation to provide Decent and Safe work – 3rd phase (2010–2011)	Evaluation report	Cross-regional	Russian Federation	OSH management systems, Social protection
49	CHN/10/02/RBS	2012	Collective bargaining machines and wage policy framework in China	Other project document	Asia	China	Social dialogue, Industrial relations, Labour earnings, Collective bargaining
50	COL/09/01/CAN	2012	Strengthening of the institutionalized Social Dialogue through the National Commission on Wage and Labour Policies and its similar bodies in Colombia	Evaluation report	Americas	Colombia	Social dialogue, Tripartism
51	ISSN: 2226-8952	2012	Income inequality as a cause of the Great Recession? A survey of current debates	ILO Publication	Global	–	Employment relations, Industrial relations, Working time arrangements
52	ISBN: 9789221260424	2012	Social protection and minimum wages responses to the 2008 financial and economic crisis: Findings from the ILO/World Bank Inventory	ILO Publication	Global	–	Social Protection
53	ISSN: 2226-8952	2012	Wage-led growth: Concept, theories and policies	ILO Publication	Global	–	Wage/s, Inclusive growth, Income
54	ISBN: 978-92-2-124563-6	2013	Work Sharing during the Great Recession – New developments and beyond	ILO Publication	Global	–	Working time, Working arrangements, Work intensity

No.	TC Code/ ISBN	Year/ date	Title	Document type	Region	Country/focus area	Theme(s)
55	LEB/10/04/EEC	2013	Action programme for protecting the rights of women migrant domestic workers (PROWD), Lebanon	Evaluation report	Middle East and Arab countries	Lebanon	Gender, Social dialogue, Labour migration, Working conditions
56	LEB/10/05/SDC	2013	Towards counting As Workers: Protecting the Rights of Women Migrant Domestic Workers (WMDWs) in Lebanon Through a Participatory Policy Dialogue and Action Process	Other project document	Middle East and Arab countries	Lebanon	Gender equality, Gender, Labour standards
57	RAS/10/01/AUS	2013	Tripartite Action to Protect Migrants within and from the GMS from Labour Exploitation (TRIANGLE)	Evaluation report	Asia	Cambodia, Lao People's Democratic Republic, Malaysia, Thailand, Viet Nam	Gender equality, Social protection, Social dialogue
58	CMB/02/51/USA	2013	ILO Better Factories Cambodia Programme Midterm Evaluation	Evaluation report	Asia	Cambodia	Social dialogue, Working conditions
59	INT/09/08/EEC	2013	Improving safety and health at work through a Decent Work agenda	Evaluation report	Global	Honduras, Malawi, Moldova, Rep. of, Ukraine, Zambia	Health and Safety at work, Tripartism
60	RER/09/05/FIN	2013	From the crisis towards decent and safe jobs in Central Asia and Southern Caucasus	Evaluation report	Asia	Southern Caucasus and Central Asia	Social dialogue, Labour standards, Labour relations
61	ISBN: 978-92-2-127944-0	2013	Strategy evaluation - OSH	Evaluation report	Global	–	OSH
62	ISBN: 978-92-2-127948-8	2013	Strategy evaluation - sustainable enterprises	Evaluation report	Global	–	Job security, Sustainable development

No.	TC Code/ ISBN	Year/ date	Title	Document type	Region	Country/focus area	Theme(s)
63	ISSN: 1999-2947	2013	Towards acceptable wages for public employment programmes: A guide for conducting studies for wage setting and estimating labour supply response	ILO Publication	Global	–	Wage/s
64	ISBN: 978-92-2-126933-5	2013	Equal Pay – An introductory guide	ILO Publication	Global	–	Collective bargaining, Gender equality, Gender, Labour earnings
65	ISSN: 2226-8952	2013	Financialisation and the requirements and potentials for wage-led recovery – a review focusing on the G20	ILO Publication	Global	G20 countries	Wages
66	ISSN: 2226-8952	2013	Wage protection legislation in Africa	ILO Publication	Global	Africa	Wage/s, Labour protection
67	ISSN: 2226-8952	2013	Why have wage shares fallen: A panel analysis of the determinants of functional income distribution	ILO Publication	Global	Various	Employment relations
68	2226-8952	2014	In Search of Good Quality Part-time Employment	ILO Publication	Global	Various	Working Time
69	ISSN: 2226-8944	2014	The use of working time-related crisis response measures during the Great Recession	ILO Publication	Global	–	Working Time
70	ISBN: 978-92-2-129066-7	2014	Maternity protection in SMEs. An International Review	ILO Publication	Global	Various	Gender, Gender equality, Social protection, Work-life balance

No.	TC Code/ ISBN	Year/ date	Title	Document type	Region	Country/focus area	Theme(s)
71	GLO/11/54/SID	2014	Final evaluation report: Making decent work a reality for domestic workers	Evaluation report	Global	Botswana and Cape Verde (75%), India, Paraguay, Philippines, Tanzania, United Rep. of, Zambia	Working conditions, Wage/s, Social protection
72	RAS/12/01/CAN	2014	Tripartite Action to Protect Migrants from Labour Exploitation (ASEAN TRIANGLE)	Evaluation report	Asia	Various	Gender equality, Gender, Labour migrations
73	SRL/10/08/SDC	2014	Summary of Final Evaluation Report: Promoting decent work through good governance, protection and empowerment of migrant workers: Ensuring the effective implementation of the Sri Lanka National Labour Migration Policy	Evaluation report	Asia	Sri Lanka	Tripartism, Labour standards
74	SRL/12/03/SDC	2014	Mid Term Evaluation of Project on "Promoting Decent Work through Good Governance, Protection and Empowerment of Migrant Workers: Ensuring the Effective Implementation of the Sri Lanka National Labor Migration Policy (Phase II)"	Evaluation report	Asia	Sri Lanka	Tripartism, Labour standards

No.	TC Code/ ISBN	Year/ date	Title	Document type	Region	Country/focus area	Theme(s)
75	RAS/13/60/ROK	2014	Independent Final Evaluation: ILO/Korea Partnership Programme Towards the Realization of the Asian Decent Work Decade (June 2009 – May 2014)	Evaluation report	Asia	Various	Labour migration, Social protection
76	GLO/12/02/NOR	2014	Final Evaluation of the ILO Project on Good Governance through Labour Administration and Labour Inspection	Evaluation report	Global	China, Costa Rica, Lebanon, Namibia, South Africa, Ukraine, Viet Nam	Labour inspection
77	[ISBN] 9789221292715	2014	Mapping gaps and challenges in building effective wage policies in the Russian Federation	ILO Publication	Cross- regional	Russian Federation	Collective bargaining, Wage/s
78	None provided	None provided	Web article – From Aspiration to Reality. Maternity Protection	Other	Africa	–	Social protection, Gender
79	COS/04/01/CAN	2009	Strengthening governance in labour administration in Costa Rica: Promotion and respect for rights and working conditions (FOALCO II)	Other project document	Americas	Costa Rica	Labour inspection, Labour standards
80	URT/08/03/USA	2012	Improving labour law compliance in the United Republic of Tanzania	Evaluation report	Africa	Tanzania, United Rep. of	Social dialogue, Labour relations
81	ISBN: 978-92-2-121501- 1	2008	Global Wage Report 2008-09. Minimum wages and collective bargaining: towards policy coherence	ILO Publication	Global	–	Wage/s, Collective bargaining, Tripartism

No.	TC Code/ ISBN	Year/ date	Title	Document type	Region	Country/focus area	Theme(s)
82	ISBN: 978-92-2-123622-1	2010	Global Wage Report 2010–11. Wage policies in times of crisis	ILO Publication	Global	–	Wage/s, Income, Labour protection
83	ISBN: 978-92-2-126237-4	2013	Global Wage Report 2012–13. Wages and equitable growth	ILO Publication	Global	–	Wage/s, Inclusive growth, Income, Labour protection
84	ISBN: 978-92-2-128665-3	2014	Global Wage Report 2014–15	ILO Publication	Global	–	Wage/s, Gender, Collective bargaining
85	ISBN: 978-92-9-014868-5	2008	World of Work Report 2008: Income Inequalities in the Age of Financial Globalization	ILO Publication	Global	–	Job Security, Social dialogue, Tripartism
86	ISBN:: 978-92-2-123828-7	2010	Working conditions of contract workers in the oil and gas industries	ILO Publication	Global	–	Working conditions, Wage/s, Work-life balance, Social dialogue, OSH
87	ISSN: 2226-8952	2012	Is aggregate demand wage-led or profit-led? National and global effects	ILO Publication	Global	Cluster of developed and developing countries	Wage/s, Inclusive growth, Income
88	2076-9806[ISSN]	2011	Towards a Sustainable Economic Recovery: The case for a wage-led policies	ILO Publication	Global	–	Wage/s, Inclusive growth, Collective bargaining
89	ISBN: 978-92-2-127487-2	2014	Wage-led Growth: An equitable strategy for economic recovery	ILO Publication	Global	–	Income, Inclusive growth

Table 5. Reports coded as not relevant for the in-depth review (119)

No.	TC Code/ ISBN	Year/ date	Title	Document type	Region	Country/focus area	Theme(s)
1	TUR/03/01/EEC	2004	Worker-Management Education Project for Supply Chain Factories on Productivity and Working Conditions	Other project document	Middle East and Arab countries	Turkey	Social dialogue, Labour relations
2	SEN/01/007/01	2004	Lutte contre la pauvreté dans les zones riveraines des Industries Chimiques du Sénégal (ICS)	Evaluation report	Africa	Senegal	Sustainable development, Inclusive growth
3	Not available	2004	A promotional framework for occupational safety and health. Report 93 IV (1)	ILO Publication	Global	–	Occupational safety, Occupational health, OSH management systems
4	Not available	2004	Safety and health in shipbreaking: Guidelines for Asian countries and Turkey	ILO Publication	Global	–	Health and safety at work, Hazardous work, Social protection
5	UKR/01/51/USA	2005	Ukraine: Promoting fundamental principles and rights at work	Evaluation report	Europe	Ukraine	Labour standards, Labour relations
6	Not available	2005	Promotional framework for occupational safety and health. Report 95 IV (1)	ILO Publication	Global	ILO members	OSH
7	Not available	2005	Social protection expenditure and performance review. Slovak Republic	ILO Publication	Europe	Slovak Republic	Social protection
8	9221175014[ISBN]	2005	Maternity at work: A review of national legislation. Findings from the ILO's Conditions of Work and Employment Database	ILO Publication	Global	167 countries on the ILO database	Physical risk at the workplace, Health risks
9	Not available	2005	Food at work: Workplace solutions for malnutrition, obesity and chronic diseases	ILO Publication	Global	–	Occupational health, Workplace health promotion and well-being
10	Not available	2005	Working and employment conditions in new EU member states. Convergence or diversity?	ILO Publication	Europe	Czech Republic, Estonia, Latvia, Malta, Poland, Slovenia	Working time, Health and safety at work, Pay, Working conditions
11	Not available	2005	Safety and health in ports. ILO code of practice.	ILO Publication	Global	–	Health and safety at work, Hazardous work, Working

No.	TC Code/ ISBN	Year/ date	Title	Document type	Region	Country/focus area	Theme(s)
							conditions
12	92-2-118114-6[ISBN]	2006	HIV/AIDS and work in a globalizing world 2005	ILO Publication	Global	–	HIV and AIDS, Occupational health
13	(CMB/00/M50/USA, CMB/02/M51/USA, CMB/00/M51/CMB, CMB/00/M52/CMB)	2007	Independent Final Evaluation Report: Ensuring that working conditions in the textile and apparel sector in Cambodia comply with internationally recognized core labour standards and the Cambodian labour law	Evaluation report	Asia	Cambodia	Working conditions, Tripartism, Gender
14	INT/07/12/EEC	2007	Decent Work and Promoting Employment in the Informal Economy: How to Strengthen Social Protection Coverage	Other project document	Global	–	Labour protection
15	RAF/02/56/FRA	2007	PAMODEC Phase 1 – Projet d'Appui à la Mise en Oeuvre de la Declaration relative aux Principes et Droits Fondamentaux au Travail	Evaluation report	Africa	Various	Sustainable development, Inclusive growth, Working conditions
16	RER/07/50/ROK	2007	Occupational safety and health	Other project document	Asia	Uzbekistan, Kazakhstan, Kyrgyzstan, Tajikistan	OSH
17	Not available	2007	Background information for developing an ILO policy framework for hazardous substances	ILO Publication	Global	–	Hazardous work, Health and safety at work, Social dialogue
18	9789221196693[ISBN]; 9221196690[ISBN]	2007	Health micro insurance schemes: Monitoring and evaluation guide. (Two-volume set)	ILO Publication	Global	–	OSH
19	RER/06/12/SDC	2008	Improvement of occupational safety and health in South Eastern Europe	Other project document	Europe	Southern Eastern Europe	OSH
20		2008	Measurement for working time	ILO Publication	Global	–	Working conditions
21	9789221204398[ISBN]; 9221204391[ISBN]	2008	Occupational injuries statistics from household surveys and establishment surveys, ILO manual on methods	ILO Publication	Global	–	Physical risk at the workplace, Health and safety at work

No.	TC Code/ ISBN	Year/ date	Title	Document type	Region	Country/focus area	Theme(s)
22	9221209660[ISBN]	2008	Final report. Meeting of Experts to examine instruments, knowledge, advocacy, technical cooperation and international collaboration as tools with a view to developing a policy framework for hazardous substances. Report MEPFHS/2007/11	ILO Publication	Global	–	OSH
23	9221206408[ISBN]	2008	HIV/AIDS and the world of work. Report 98 IV (1)	ILO Publication	Global	–	HIV and AIDS, Occupational health, Workplace health promotion and well-being
24	COS/04/01/CAN	2009	Strengthening governance in labour administration in Costa Rica: Promotion and respect for rights and work conditions (FOALCO II)	Other project document	Americas	Costa Rica	Labour inspection, Labour standards
25	DRC/05/01/BEL	2009	Améliorer la gouvernance dans les mines du Katanga par la promotion du travail décent	Evaluation report	Africa	Congo	Sustainable development, Labour protection, Working conditions, Health and safety at work
26	RER/09/52/ROK	2009	Improving Occupational Safety and Health Systems in Central Asia, Phase III	Other project document	Asia	Kazakhstan, Kyrgyzstan, Tajikistan, Uzbekistan	OSH management systems
27	UZB/08/01/FIN	2009	Improvement of the national OSH system through the development of the institution of safety representatives in Uzbekistan	Other project document	Asia	Uzbekistan	OSH Inspection, OSH management systems
28	Not available	2009	World of Work Report 2009	ILO Publication	Global	–	Job Security, Social dialogue, Sustainable development
29	9789221201625[ISBN]	2009	Safety and health in underground coalmines, ILO code of practice	ILO Publication	Global	–	Health and safety at Work, Hazardous work, Occupational safety, Working conditions
30	ARM/08/01/FIN	2010	Wise-up: Promotion of safe work at SMEs in Armenia	Other project document	Middle East and Arab countries	Armenia	OSH

No.	TC Code/ ISBN	Year/ date	Title	Document type	Region	Country/focus area	Theme(s)
31	GLO/10/14/LUX	2010	Advancing Decent Work for Domestic Workers	Other project document	Global	–	Working conditions
32	JOR/07/03/SPA	2010	Promoting fundamental principles and rights at work in Jordan	Evaluation report	Middle East and Arab countries	Jordan	Social dialogue, Labour relations, Labour standards
33	LEB/10/03/SDC	2010	Palestinian Women Economic Empowerment Initiative	Evaluation report	Middle East and Arab countries	Palestine	Gender equality, Sustainable development
34	PAK/05/01/CAN	2010	Women's Employment Concerns and Working Conditions in Pakistan	Evaluation report	Middle East and Arab countries	Pakistan	Gender, Working conditions
35	PAL/11/01/KUW	2010	Revitalization of the Palestinian Fund for employment and social protection	Other project documents	Middle East and Arab countries	Palestine	Social protection
36	TJK/10/02/RBS	2010	Improving wage systems and policies in Tajikistan	Other project documents	Asia	Tajikistan	Wages
37	Not available	2010	World of Work Report 2010	ILO Publication	Global	–	Job Security
38	Not available	2010	Ergonomic checkpoints: Practical and easy-to-implement solutions for improving safety, health and working conditions. 2nd Ed.	ILO Publication	Global	–	Health and safety at Work, Hazardous work, Physical risk at the workplace, work organization
39	Not available	2010	Approaches to Attribution of Detrimental Health Effects to Occupational Ionizing Radiation Exposure and their Application in Compensation Programmes for Cancer (OSH 73)	ILO Publication	Global	Examples from France, Japan, Russia, UK, USA,	Occupational health, Health risks
40	Not available	2010	Trends in Employment and Working Conditions by Economic Activity (Collection of data – third quarter 2009)	ILO Publication	Global	Data from 56 countries	Working conditions
41	ISBN 978-92-64-08885-6	2010	Sickness, Disability and Work – breaking the barriers	Other		OECD countries	Labour relations, Social dialogue
42	Egypt (other)	2011	Minimum wage policy of Egypt	Other project document	Middle East and Arab countries	Egypt	Wages

No.	TC Code/ ISBN	Year/ date	Title	Document type	Region	Country/focus area	Theme(s)
43	GLO/12/51/ROK	2011	Advancing Decent Work for Non-standard and Sub-contracted Workers: What can be done?	Other project document	Global	Korea	Working conditions
44	RAF/06/08/FRA	2011	PAMODEC Phase II - Projet d'appui à la mise en oeuvre des principes et droits fondamentaux au travail	Evaluation report	Africa	Various	Social dialogue, Gender equality, Working conditions, Tripartism
45	RAS/12/50/JPN	2011	ASEAN-focused Labour Market Governance Programme (OSH and Industrial Relations)	Other project document	Asia	Various	OSH, Hazardous work
46	RER/07/08/AUT	2011	Consolidating the legal and institutional foundations of social dialogue in the countries of Western Balkans and Moldova	Evaluation report	Europe	Moldova, Republic of, Western Balkans	Collective bargaining, Social dialogue, Labour relations
47	RER/09/02/EEC	2011	Inequalities in the world of work: The effects of the crisis	Other project document	Global	Mainly European Union	Social dialogue, Labour protection, Labour relations
48	RER/11/53/EEC	2011	Adjustments in the public sector in Europe: Scope, effects and policy issues	Other project document	Europe	Various	Wage/s, Working conditions
49	UAE/10/01/UAE	2011	ILO support in the development of the United Arab Emirates OSH Regulations for the Construction Sector	Other project document	Middle East and Arab countries	United Arab Emirates	OSH management systems
50	UKR/08/02/EEC	2011	Gender Equality in the World of Work in the Ukraine	Evaluation report	Europe	Ukraine	Gender, Gender equality
51	VIE 09 03 OUF	2011	Support to Industrial Relations and Labour Code Reform in Vietnam	Evaluation report	Asia	Viet Nam	Industrial relations
52	Not available	2011	World of Work Report 2011	ILO Publication	Global	–	Wage/s, Job security, Social dialogue
53	Not available	2011	Code of practice on safety and health in agriculture	ILO Publication	Global	–	Occupational safety, Occupational health, Hazardous work, Strenuous work
54	Not available	2011	Social Protection Floor for a Fair and Inclusive Globalization	ILO Publication	Global	15 Countries showcased	Labour protection, Inclusive growth, Collective bargaining

No.	TC Code/ ISBN	Year/ date	Title	Document type	Region	Country/focus area	Theme(s)
55	Not available	2011	Children in hazardous work: What we know, what we need to do	ILO Publication	Global	–	Hazardous work, Health risks, Occupational safety
56	Not available	2011	Working Paper No. 103 – Rural wage employment in Rwanda and Ethiopia: A review of the current policy neglect and a framework to begin addressing it	ILO Publication	Africa	Rwanda, Ethiopia	Wages
57	Not available	2011	On the income dimension of employment in developing countries	ILO Publication	Global	Developing countries	Income, Salaries, Pay
58	Not available	2011	The legal regulation of working time in domestic work	ILO Publication	Global	–	Working Time, Working time arrangements
59	ISBN: 978-92-2-125427-0	2011	Strategy evaluation - Discrimination	Evaluation report	Global	–	Psychosocial risk at the workplace
60	Not available	2011	Domestic Workers in the Philippines - Profile and Working Conditions	ILO Publication	Asia	Philippines	Working conditions
61	Not available	2011	Recommendation No. 201 – Raising Awareness and Sharing Knowledge on Decent Work for Domestic Workers	ILO Publication	Global	–	Working time, Working conditions, Social protection
62	DOM/10/01/RBS	2012	El país ratifica los convenios 156 y 183 sobre trabajadores con responsabilidades familiares.	Other project document	Americas	Dominican Republic	Working conditions
63	GLO/10/54/ROK	2012	ILO/Korea Partnership Programme towards the Realization of the Asian Decent Work Decade	Other project documents	Global	Korea	Wages
64	MNG/10/02/RBS	2012	Improved social protection through the application of ILO tools and products	Other project document	Asia	Mongolia	Social protection
65	MOZ/09/01/FLA, MOZ/08/02/FLA	2012	Decent Work Country Programme Support Project – components on Women's Entrepreneurship and Women Workers' Rights	Evaluation report	Africa	Mozambique	Gender, Working conditions, Social dialogue
66	URT/08/03/USA	2012	Improving labour law compliance in the United Republic of Tanzania	Evaluation report	Africa	Tanzania, United Rep. of	Social dialogue, Labour relations

No.	TC Code/ ISBN	Year/ date	Title	Document type	Region	Country/focus area	Theme(s)
67	Not available	2012	World of Work Report 2012	ILO Publication	Global	Focused on European Union	Inclusive growth, Collective bargaining
68	Not available	2012	Income Inequality, Redistribution and Poverty: Contrasting rational choice and behavioural perspectives	ILO Publication	Global	–	Wages
69	Not available	2012	Effective Protection for Domestic Workers: A guide to designing labour laws	ILO Publication	Global	–	Gender, Hazardous work, Labour protection, Working time
70	Not available	2012	Working time, health, and safety: A research synthesis paper	ILO Publication	Global	–	Health and safety at work, Working time arrangements, Working time
71	Not available	2012	Wage-led or Profit-led Supply: Wages, Productivity and Investment	ILO Publication	Global	OECD mainly	Wage/s
72	Not available	2012	The Impact of Crisis-related Changes in Trade Flows on Employment, Incomes, Regional and Sectoral Development in Brazil	ILO Publication	Americas	Brazil	Wages
73	ISBN 978-92-2-127516-9	2012	Working Conditions Laws Report 2012	ILO Publication	Global	–	Working conditions
74	ISBN 978-92-897-1095-4	2012	Eurofound 2012 Active Inclusion of Young People with Disabilities or Health Problems	Other	Europe	–	Working conditions
75	BGD/11/01/SDC	2013	Promoting Decent Work through Improved Migration Policy and its Application in Bangladesh	Other project document	Asia	Bangladesh	Working conditions, Labour migration
76	DOM/12/02/RBS	2013	Support to strengthen Worker's Organizations' capacity to promote Decent Work including through diffusion of rights at work and development of the Union Agenda and of training of trainers program.	Other project document	Americas	Dominican Republic	Working conditions
77	MAG/13/02/BAD	2013	4.3. Lever les obstacles au dév socio-éco que constitue l'état défectueux des	Other project document	Africa	Madagascar	Working conditions

No.	TC Code/ ISBN	Year/ date	Title	Document type	Region	Country/focus area	Theme(s)
			routes rurales, améliorer les conditions de l'enseignement dans les zones d'intervient., tout en promouvant l'emploi et la petite + moyenne entreprise du BTP-Madagascar				
78	MKD/10/01/RBS	2013	Promoting improved gender equality in Macedonia	Other project document	Europe	The former Yugoslav Republic of Macedonia	Gender equality
79	MMR/13/52/AUS	2013	To reduce the labour exploitation of women and men migrants in the Greater Mekong Sub-region and Malaysia.	Other project document	Asia	Myanmar	Labour migration, Social protection
80	RAB/12/05/SDC	2013	Improving the governance and protection mechanism for labour migration in the Middle East	Other project document	Middle East and Arab countries	–	Labour migration, Gender
81	RAS/13/50/JPN	2013	ASEAN-focused Labour Market Governance Programme (OSH and Industrial Relations)	Other project document	Asia	Various	Employment relations
82	VIE12/01/USA	2013	Support to development in industrial relations, wage fixing, and labour law implementation institutions and capacity in Vietnam	Other project document	Asia	Viet Nam	Industrial relations, Wage/s
83	Not available	2013	Proposal for supplementary allocation Maternity protection for low-income women in Southern Africa in the context of national social protection floors	Other project document	Africa	–	Social protection
84	Not available	2013	Ghana MDG Acceleration Framework – Building a social protection floor for pregnant women and nursing mothers in Ghana	Other project document	Africa	Ghana	Social protection, Gender
85	Not available	2013	World of Work Report 2013	ILO Publication	Global	–	Inclusive growth

No.	TC Code/ ISBN	Year/ date	Title	Document type	Region	Country/focus area	Theme(s)
86	Not available	2013	The health of workers in selected sectors of the urban economy: Challenges and perspectives	ILO Publication	Global	–	Occupational safety, Occupational health, Social protection
87	Not available	2013	10 Keys for gender-sensitive OSH practice: Guidelines for gender mainstreaming in occupational safety and health	ILO Publication	Global	–	Gender, Health and safety at work, Working time arrangements
88	ISBN 978-92-2-125274-0	2013	Domestic workers across the world: Global and regional statistics and the extent of legal protection	ILO Publication	Global	–	Working conditions, Working time, Wage/s, Gender
89	ISBN 978-92-2-328106-9	2013	Trabajo decente e igualdad de género 2013	ILO Publication	Global	–	Working conditions
90	ARG/07/01/ARG	2014	Argentina: Improvement of working conditions in small and medium enterprises in the garment industry	Other project document	Americas	Argentina	Working conditions
91	BGD/13/08/USA	2014	Improving Fire and General Building Safety	Other project document	Asia	Bangladesh	OSH
92	BGD/13/09/MUL, BGD/14/50/FRA, BGD/14/51/SWI	2014	Improving Working Conditions in the Ready-Made Garment	Other project document	Asia	Bangladesh	Working conditions
93	IDN/14/02/RBS	2014	Design study of the single referral system for the extension of social protection in Indonesia	Other project document	Asia	Indonesia	Social protection
94	IDN/14/03/RBS	2014	Support the development of a national strategy for improving productivity and working conditions in SMEs	Other project document	Asia	Indonesia	Wage/s
95	IND/12/50/SID	2014	Concept Note: Making decent work a reality for domestic workers	Other project document	Asia	India	Working conditions, Wage/s, Social protection
96	INS/12/12/USA	2014	PROMOTE: Decent Work for Domestic Workers to End Child Domestic Work	Other project document	Asia	Indonesia	Working Conditions
97	MLW/13/52/OUF	2014	Improved Social Protection through reduction of Child Labour in Malawi	Other project document	Africa	Malawi	Social protection

No.	TC Code/ ISBN	Year/ date	Title	Document type	Region	Country/focus area	Theme(s)
98	PAR/12/50/SID	2014	Concept Note: Making decent work reality for all domestic workers – Paraguay	Other project document	Americas	Paraguay	Working conditions, Wage/s, Social protection
99	PHI/12/50/SID	2014	Concept Note: Making decent work a reality for domestic workers	Other project document	Asia	Philippines	Working conditions, Wage/s, Social protection
100	RAF/12/07/SDC	2014	Improving governance of labour migration and protection of migrant workers' rights in Tunisia, Morocco, Libya and Egypt	Other project document	Arab countries and Middle East	Egypt, Libya, Morocco, Tunisia	Labour migration, Social protection
101	RAS/14/50/SWI	2014	Better Work Global Programme Update July 2013 –June 2014	Other project document	Asia	Various	Working conditions
102	RAS/14/54/ROK	2014	Improving policies and employment conditions of migrant workers	Other project document	Asia	Kyrgyzstan, Republic of Korea, Viet Nam,	Working conditions
103	RAS/14/60/ROK	2014	ILO/Korea Fellowship Training Programme for 2014	Other project document	Asia	Various	OSH, Social protection, Industrial relations
104	SBU/12/04/RBS	2014	Strengthening Capacity of Social Partners Regarding Minimum Wages	Other project document	Europe	Albania	Wages
105	URT/12/54/SID	2014	Concept Note: Making decent work a reality for domestic workers	Other project document	Global	India, Paraguay, Philippines, Tanzania, United Rep. of, Zambia	Working conditions, Wage/s, Social protection
106	ZAM/12/50/SID	2014	Concept Note: Making decent work a reality for domestic workers	Other project document	Africa	Zambia	Working conditions, Wage/s, Social protection
107	ZAM/14/52/SID	2014	Integrated actions towards improved and more equitable working conditions for vulnerable groups of workers	Other project document	Global	Cape Verde, Costa Rica, El Salvador, Tanzania, United Rep. of, Zambia	Working conditions

No.	TC Code/ ISBN	Year/ date	Title	Document type	Region	Country/focus area	Theme(s)
108	Not available	2014	Nutrition Security and Maternity Protection Baseline Report	Other project document	Asia	Philippines	Gender
109	Not available	2014	IN-WORK Mission Report-Hong Kong-Hong Kong Federation of Trade Unions (HKCTU)	Other project document	Asia	Hong Kong	Working time
110	Not available	2014	World Social Protection Report 2014-15	ILO Publication	Global		Labour Protection
111	Not available	2014	World of Work Report 2014	ILO Publication	Global	Developing world	Labour Protection, Salaries, Social dialogue
112	Not available	2014	Use of Working Time Related Crisis Response Measures during Great Recession	ILO Publication	Global	Mainly European Union	Working time management
113	Not available	2014	The largest drop in income inequality in the European Union during the Great Recession: Romania's puzzling case	ILO Publication	Europe	Romania	Wages
114	Not available	2014	Global Employment Trends	ILO Publication	Global	–	Labour protection
115	Not available	2014	Analysis of employment, real wage, and productivity trends in South Africa since 1994	ILO Publication	Africa	South Africa	Pay, Labour earnings
116	Not available	2014	Creative Labour Regulation: Indeterminacy and protection in an uncertain world	ILO Publication	Global	Advanced and developing countries	Wage/s, Collective bargaining
117	[ISBN] 9789221290735	2014	Investigating the working conditions of Filipino and Indian-born nurses in the UK	ILO Publication	Europe	UK	Working condition, Working time
118	Not available	2014	Short summary of ILO Decent Work for Domestic Workers in the Philippines	ILO Publication	Asia	Philippines	Working conditions, Labour relations
119	ELS/12/02/UND	2012-2014	Consolidation of the Universal Social Protection System and the strategic policies for poverty reduction, gender inequality and social inclusion in El Salvador	Other project documents	Americas	El Salvador	Labour protection

Table 6. General background documents included in the review (15)

No	TC Code/ ISBN	Year/ date	Title	Document type	Region	Country/ focus area	Theme(s)
1	Not available	2013	Addressing employment, labour market and social protection challenges in G20 countries: Key measures since 2010	ILO Publication	Global	G20 countries	Labour protection, Inclusive growth, Job security
2	ISBN 92-2-115824-1	2004	HIV/AIDS and work: Global estimates, impact and response	ILO Publication	Global	–	HIV and AIDS
3	ISBN 92-2-116602-3	2006	Implementation 2004–05	ILO Publication	Global	–	Working conditions, Labour standards, Social protection, Tripartism and social dialogue
4	ISBN 92-2-116608-2	2006	Promotional framework for occupational safety and health. Report 95 IV (2A)	ILO Publication	Global	ILO members	OSH
5	ISBN 978-92-2-120454-1	2008	Fundamental principles of occupational safety and health	ILO Publication	Global	–	Health and safety at work, OSH management systems
6	ISBN 978-92-2-119480-4	2008	Implementation 2006–07	ILO Publication	Global	–	Working conditions, Labour standards, Social protection, Tripartism and social dialogue
7	ISBN: 978-92-2-121689-6	2008	Strategy evaluation – labour standards	Evaluation report	Global	–	Labour standards
8	ISBN 978-92-2-121871-5	2010	Implementation 2008–09	ILO Publication	Global	–	Working conditions, Labour standards, Social protection, Tripartism and social dialogue

No	TC Code/ ISBN	Year/ date	Title	Document type	Region	Country/ focus area	Theme(s)
9	ISBN: 978-92-2-124479-0	2012	Implementation 2010–11	ILO Publication	Global	–	Working conditions, Labour standards, Social protection, Tripartism and social dialogue
10	ISBN: 978-92-2-126768-3	2012	Strategy evaluation – sector specific	Evaluation report	Global	–	Working conditions
11	ISSN: 1831-9351	2012	Review of workplace innovation and its relation with occupational safety and health	Other		EU	OSH
12	ISBN: 9789221277750	2012	ILO policy guidelines for results-based evaluation: Principles, rationale, planning and managing evaluations	ILO Publication	Global	–	Other
13	Not available	2014	Implementation 2012–13	ILO Publication	Global	–	Working conditions, Labour standards, Social protection, Tripartism and social dialogue
14	Not available	2014	Creating Safe and Healthy Workplaces for All	ILO Publication	Global	G20 countries	Health and safety at Work
15	Not available	2014	Decent work results of ILO employment promotion interventions: Lessons learned from evaluations, 2003–2013	ILO Publication	Global	–	Decent work interventions