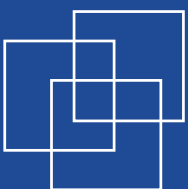




International
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Occupational Safety and Health in Global Value Chains Starterkit

Assessment of drivers and constraints for OSH improvement in global value chains and intervention design

GUIDE FOR IMPLEMENTERS



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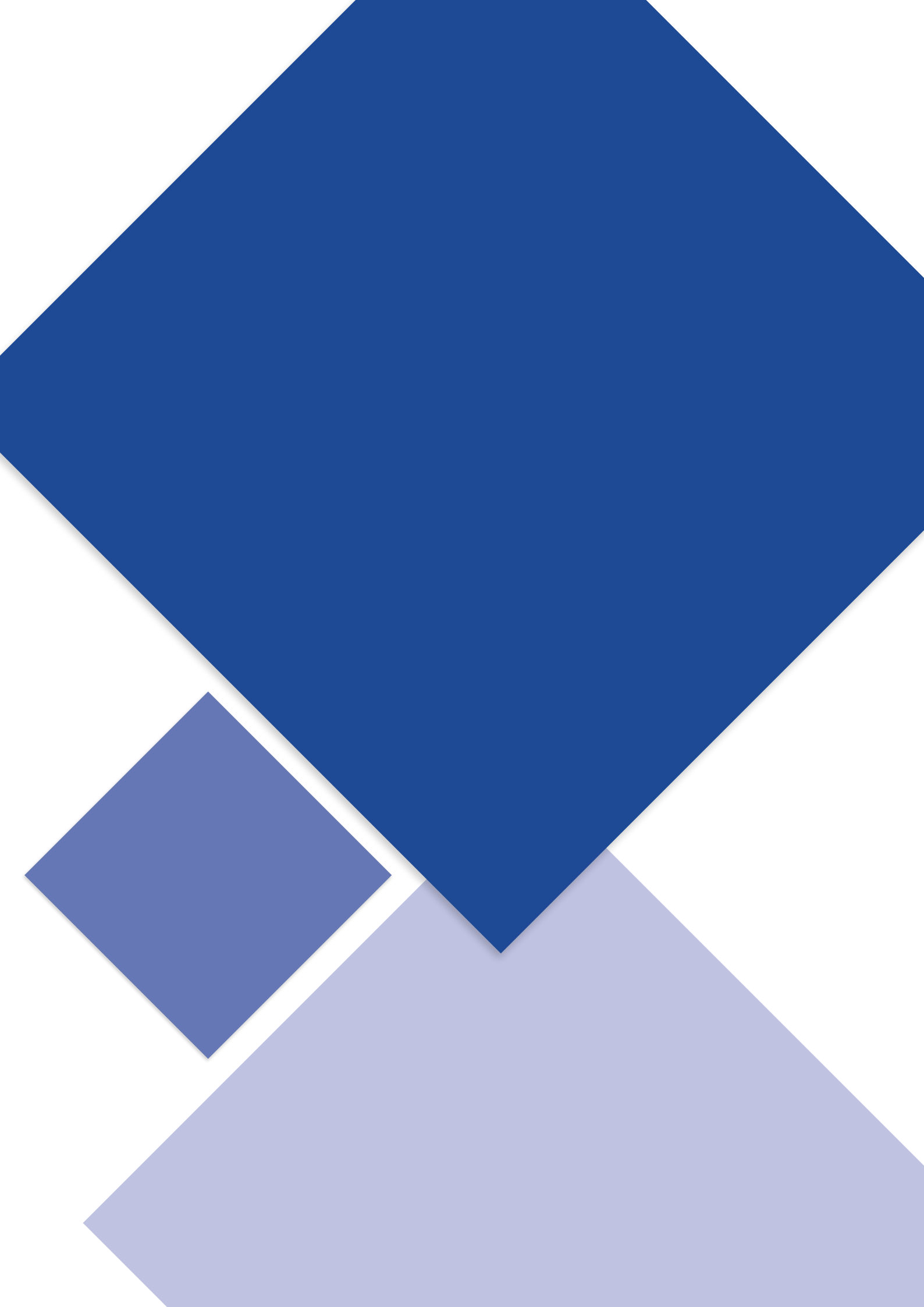


Table of contents

| | |
|---|-----------|
| Acknowledgements | 5 |
| Acronyms | 9 |
| Introduction | 11 |
| 1. Background | 11 |
| 2. When to use this guide? | 15 |
| User Guide | 17 |
| 1. Welcome | 17 |
| 2. Structure of the guide and learning objectives | 18 |
| 3. Overview of the methodology | 19 |
| 4. Necessary skills and tools | 23 |
| Step 1: Value chain selection | 47 |
| 1. Situation and learning objectives | 47 |
| 2. Outputs and timeline | 48 |
| 3. Process for value chain selection | 49 |
| 4. Tools and resources | 58 |
| Step 2: Value chain mapping | 61 |
| 1. Situation and learning objectives | 61 |
| 2. Outputs and timeline | 62 |
| 3. Process to map the value chain | 63 |
| 4. Tools and resources | 75 |
| Step 3: Value chain analysis: Assessment of drivers and constraints for the prevention of occupational injuries and diseases | 79 |
| 1. Situation and learning objectives | 79 |
| 2. Outputs and timeline | 80 |
| 3. Process to conduct the research | 82 |
| 4. Process for the analysis and reporting of the results | 102 |
| 5. Tools and resources | 111 |

| | |
|--|------------|
| Step 4: Intervention design | 117 |
| 1. Situation and learning objectives | 117 |
| 2. Outputs and timeline | 118 |
| 3. Process for intervention design | 119 |
| 4. Tools and resources | 131 |
| Annex A: Mapping of the tools and resources of the Starterkit | 134 |
| Annex B: Relevant ILO Instruments | 136 |

Table of figures

| | |
|--|-----|
| Figure 1. The five training modules | 18 |
| Figure 2. Overview of the research methods at each step | 20 |
| Figure 3. Hierarchy of controls | 37 |
| Figure 4. Step 1: Value chain selection | 47 |
| Figure 5. Overview of the selection process | 49 |
| Figure 6. Examples of OSH indicators | 53 |
| Figure 7. Step 2: Value chain mapping | 61 |
| Figure 8. Value chain map | 63 |
| Figure 9. Example: Lychees' value chain mapping in Madagascar | 64 |
| Figure 10: Step 3 - Value chain analysis | 79 |
| Figure 11. Intervention design | 117 |
| Figure 12. Hierarchy of controls | 122 |
| Figure 13. Leverage and momentum potential for intervention | 125 |

Table of tables

| | |
|---|-----|
| Table 1. Findings of the Joint ILO-EU project on OSH in GSCs | 15 |
| Table 2. Overview of the different types of practical tools provided in this toolkit | 28 |
| Table 3. Final scoring matrix | 56 |
| Table 4. Final selection matrix | 57 |
| Table 5. Example of hazards (non-exhaustive list) | 70 |
| Table 6. Priority setting matrix | 121 |
| Table 7. Assessment of stakeholders | 125 |

Acronyms

| | |
|------------|--|
| CNaPS | Caisse Nationale de Prévoyance Sociale |
| CWERC | Cardiff Work Environment Research Centre |
| DWCP | Decent Work Country Programme |
| EPZ | Exporting Processing Zone |
| FDI | Foreign Direct Investment |
| FFB | Fresh Fruit Bunch |
| FGD | Focus Group Discussion |
| G20 | Group of Twenty |
| GIZ | Deutsche Gesellschaft für Internationale Zusammenarbeit |
| GSC | Global Supply Chain |
| GVC | Global Value Chain |
| ILC | International Labour Conference |
| ILO | International Labour Organization |
| ILO-LEGOSH | ILO Global Database on Occupational Safety and Health Legislation |
| ISO | International Organization for Standardization |
| KII | Key Informant Interview |
| NGO | Non-governmental organizations |
| OSH | Occupational Safety and Health |
| OSH-GAP | ILO's Global Action for Prevention on Occupational Safety and Health |
| PCI | Private Compliance Initiative |
| PPE | Personal Protective Equipment |
| SDG | Sustainable Development Goals |
| SMIE | Société Médicale Inter-Entreprises |
| ToR | Terms of Reference |
| UNDAF | United Nations Development Assistance Framework |
| WO | Workplace Observations |



Introduction

1. Background

1.1 Strategic fit

The protection of workers against death, disease, and injury arising out of employment has been a priority area of action for the International Labour Organization (ILO) since its creation and as a part of the Preamble of the ILO Constitution 1919,¹ and remains relevant today. The ILO principles on occupational safety and health (OSH) are embodied in the Occupational Safety and Health Convention, 1981 (No. 155), the Occupational Health Service Convention, 1985 (No.161), and the Promotional Framework for Occupational Safety and Health Convention, 2006 (No. 187). The Global strategy on OSH adopted in 2003, calls for an integrated approach that better combines ILO standards with other means of action such as advocacy, awareness raising, knowledge development, information dissemination, and technical cooperation to maximize their impact and usefulness.

The importance of occupational safety and health translates into the programmatic priorities of the ILO. The ILO OSH-GAP Flagship Programme is one of the five Flagship Programmes of the ILO and seeks to foster the creation of a global culture of prevention, with the objective of achieving reductions in the incidence of work-related death, injury and disease. The OSH-GAP defines specific areas that require attention including:

- Prevention of OSH hazards and risks in global supply chains.
- Prevention in sectors such as agriculture and construction, which require focused attention due to their persistent and significant OSH hazards and risks, their contribution to economic development both at national and global levels, and the share and composition of the workforce in these sectors.
- Especially vulnerable groups, such as young workers, who suffer work-related injury at a higher rate than older workers.

¹ And further reaffirmed in the Philadelphia Declaration in 1944, and later in the Seoul Declaration in 2008, where the right to a safe and healthy working environment is recognized as a fundamental human right, not only as a labour right.

The programme seeks to achieve this overall objective by:

- Promoting demand for safe and healthy workplaces.
- Strengthening national capacities to address OSH issues in order to ensure the sustainability of interventions.
- Building knowledge through the development of OSH indicators that drive preventive action, methodologies for collecting OSH data, and the undertaking of research to better understand the challenges to effective OSH prevention and potential drivers, notably in global supply chains (GSC).
- Forging strategic partnerships and supporting OSH professionals, institutions and networks at national, regional and global levels.

Through these interventions, the OSH-GAP Flagship Programme seeks to make a significant contribution to the 2030 Sustainable Development Agenda and in particular to Goal 8 on decent work and economic growth. The programme's work will similarly underpin progress on Goal 3, on good health and well-being. The Flagship programme developed the Joint ILO-EU project to improve knowledge base and safety and health in global supply chains to support G20 work on safer workplaces and hosts the Vision Zero Fund initiative,² which is a development cooperation instrument aiming specifically at reducing accidents and illnesses in sectors linked to GSCs.

For the biennium 2018-2019, the ILO adopted within its programme ten outcomes, one of which will look specifically at safe work, including in GSCs (Outcome 7: Promoting safe work and workplace compliance including in global supply chains). The adoption of this outcome is linked to the follow-up of the International Labour Conference (ILC) discussion on decent work in global supply chains, which took place in June 2016. The formulation of the outcome can be interpreted as an attempt to integrate, within the traditional way of working on OSH, a dimension that looks at the market dynamics at play in workplaces as those may influence working conditions and OSH.

As underlined in the Resolution adopted in June 2016 by the ILC,³ GSCs are complex and diverse, and their impact on working conditions, including OSH, is little documented. In order to respond to these challenges, the ILO adopted a Programme of Action 2017-2021 on Decent Work in GSCs, which has a specific area of concentration in knowledge generation and sharing. The Resolution also underlines the opportunity which lies in those business arrangements for decent work promotion. The methodology laid out in the present toolkit aims to look at how this opportunity could be materialized for the promotion of OSH and ultimately the improvement of OSH outcomes within and beyond global value chains (GVC). The devel-

2 More details on this initiative available at: http://www.ilo.org/safework/projects/WCMS_517539/lang--en/index.htm [Accessed 12 July 2018].

3 "Global supply chains are complex, diverse and fragmented. Across textile, clothing, retail, footwear, automotive, food and agriculture, seafood, fisheries, electronics, construction, tourism and hospitality, horticulture, transport and other sectors, global supply chains have increased, facilitated by technological development. They have contributed to economic growth, job creation, poverty reduction and entrepreneurship and can contribute to a transition from the informal to the formal economy. They can be an engine of development by promoting technology transfer, adopting new production practices and moving into higher value-added activities, which would enhance skills development, productivity and competitiveness. (...) At the same time, failures at all levels within global supply chains have contributed to decent work deficits for working conditions such as in the areas of occupational safety and health, wages, working time, and which impact on the employment relationship and the protections it can offer." ILC: 105th Session, 2016, Resolution concerning decent work in global supply chains following the general discussion on the basis of Report IV, Decent work in global supply chains.

opment of this methodology concurs with and is a direct contribution to the ILO Programme of Action on Decent Work in Global Supply Chains 2017-2021.

Goal 8 of the 2030 Agenda for Sustainable Development establishes the aim of “inclusive and sustainable economic growth, full and productive employment and decent work for all”. Target 8.8 of Goal 8 focuses on the “protection of labour rights and promotion of safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment.” To monitor global efforts related to Target 8.8, countries have been asked to report on the: “Frequency rates of fatal and non-fatal occupational injuries, by sex and migrant status.” This target and indicator has made occupational safety and health a sustainable development priority and calls for concerted action. The interconnectivity between the Sustainable Development Goals (SDG) and the horizontal integration of decent work through the 2030 Agenda, creates a space enhancing the contribution of global supply chains to fair and inclusive growth if there is stronger coherence between economic objectives and decent working conditions, including occupational safety and health.

1.2 Process for the development of the methodology

This methodology was developed in the framework of the Joint ILO-EU project to improve knowledge base and safety and health in global supply chains to support G20 work on safer workplaces (2016-17). Through this project, the methodology was developed and piloted in three countries: Colombia, Indonesia and Madagascar. In each country, the project selected one food and agriculture global value chain (i.e. respectively coffee, palm oil and lychee), analysed the drivers and constraints for OSH in each selected value chain and disseminated the results. In this endeavor, the project partnered with the Cardiff Work Environment Research Centre (CWERC) in the development of the methodological approach. The methodology was further adapted and implemented in Myanmar and Madagascar under a project funded by the Vision Zero Fund Initiative on agriculture and textile value chains. This additional piloting, including in manufacturing, provided opportunities to further develop and refine the tools presented in this toolkit.

The joint ILO-EU project on OSH in GSCs aimed at generating evidence on ways to approach the topic of OSH within the GSC discussion and on possible entry points to build intervention models for the improvement of OSH outcomes in GSCs and beyond. In that perspective, the project sought to understand the dynamics at play in GSCs and their institutional and market environment with a view to identify drivers and constraints for OSH improvement, may those lie within the specific business relationships in the supply chain or within the institutional and policy environment in sourcing and consumer countries.

The choice to focus on food and agriculture was made during the inception phase of the project as it revealed that i) most of the existing literature on OSH in GSCs / GVCs was concentrated on manufacturing at the first tier of suppliers within sourcing countries, and ii) a number of initiatives at the ILO were already strongly involved in export sectors in manufacturing and had already generated substantial data and evidence on OSH and the success and failures of existing intervention models.⁴

4 Brown et al. 2016. *The Impact Evaluation*, Vol. 1, Better Work Programme. Available at: <https://betterwork.org/dev/wp-content/uploads/2016/09/Tufts-University-Final-IA.pdf> [Accessed 12 July 2018].

The academic literature and existing research underline the knowledge deficit that exists on OSH in GVCs and the spillover effect from GVCs to value chains directed at the domestic market.⁵ The available research tends to have the following characteristics:

- a. Adopting a top-down approach, trying to trace GVCs with the global buyer in a consuming country as a starting point. This approach tends to be limitative as those top-of-the-chain actors often have limited visibility and traceability on the first stages of production in the value chain. Consequently, most of the available literature and evidence tends to focus on first tier suppliers in sourcing countries.
- b. Focusing on manufacturing, which largely limits the impact of environmental factors on workplace risk factors and overlooks key constraints for enforcement and supporting functions that are specific to rural settings (see for example International Conference on Chemicals Management Secretariat, 2015).⁶

The same phenomenon is apparent within the major programmes and initiatives addressing decent work in GVCs. There is a lack of tools to i) trace global value chains from beginning to end; ii) evaluate OSH conditions at the various stages of production and assess their root causes; and iii) understand the specific conditions in which the value chain operates. Having this information is key to formulate interventions that are pertinent to the context (i.e. may use existing leverage points in the value chain) and will effectively improve OSH outcomes (i.e. are result-based and may involve actors that do not traditionally work on OSH).

The research conducted as part of the Joint ILO-EU project to improve knowledge base and safety and health in global supply chains to support G20 work on safer workplaces can inform the way forward in terms of OSH promotion as well as the Programme of Action 2017-2021 on Decent Work in GVCs. In particular, the project evidenced three key findings: i) the necessity to understand how GVCs operate in their entirety in order to propose interventions that would effectively improve OSH within and beyond those chains; ii) the importance of the role of national OSH systems in which the GVCs operate and the need to bridge significant data and evidence gaps on OSH outcomes in sourcing countries; and iii) the need for a wide range of actors to be mobilized on the topic of OSH and well-being at work across production networks and enforcement and supporting functions, which supposes sustained political commitment in that direction.

In regards to the first point, the project developed an approach which offers the potential to become a tool used to scope interventions that would effectively improve OSH within GVCs and beyond. Indeed, the methodology allows identification of:

- a. Main hazards, risks and vulnerabilities at different tiers of value chains.
- b. Commercial practices and institutional gaps in which vulnerabilities are rooted.
- c. Actors, incentives and capacities to contribute to OSH improvement.
- d. A mix of public and private interventions that can improve OSH outcomes.

5 EU-OSHA. 2012. *Promoting occupational safety and health through the supply chain*. Available at: https://osha.europa.eu/en/tools-and-publications/publications/literature_reviews/promoting-occupational-safety-and-health-through-the-supply-chain/view [Accessed 12 July 2018].

Walters and James. 2010. *The role of Worker Representation and Consultation in Managing Health and Safety in the Construction Industry* Available at : http://www.ilo.org/wcmsp5/groups/public/---ed_dialogue/---sector/documents/publication/wcms_160793.pdf [Accessed 12 July 2018].

White and Benjamin. 2003. *Occupational Health in the Supply Chain: A Literature Review*. Available at: http://www.hse.gov.uk/research/hsl_pdf/2003/hsl03-06.pdf [Accessed 12 July 2018].

6 International Conference on Chemicals Management Secretariat. *The business case for knowing chemicals in products and supply chains*. International Conference on Chemicals Management, Fourth Session, 28 September – 2 October 2015, Geneva. [Online] Available at: <http://www.saicm.org/Meetings/ICCM4/tabid/5464/language/en-US/Default.aspx> [Accessed 12 July 2018].

Based on a thorough understanding of the dynamics of the value chain as well as the market and institutional system from within which it evolves, entry points for OSH improvement within and beyond the value chain can be identified and further developed into intervention models. The present toolkit provides operational tools to implement this methodology.

Table 1. Findings of the Joint ILO-EU project on OSH in GSCs

Findings of the Joint ILO-EU project on OSH in GSCs

- Summary of findings. Available at: http://www.ilo.org/safework/projects/WCMS_522931/lang--en/index.htm [Accessed 12 July 2018].
- Perspective from relevant research areas. Available at: http://www.ilo.org/safework/projects/WCMS_593280/lang--en/index.htm [Accessed 12 July 2018].
- Key research findings. Available at: http://www.ilo.org/safework/projects/WCMS_554169/lang--en/index.htm [Accessed 12 July 2018].
- Case studies of drivers and constraints for OSH improvement in three global value chains from Colombia, Indonesia and Madagascar. Available at: http://www.ilo.org/wcmsp5/groups/public/---ed_dialogue/---lab_admin/documents/publication/wcms_593288.pdf [Accessed 12 July 2018].
- Executive Summary of the case studies. Available at: http://www.ilo.org/safework/projects/WCMS_588089/lang--en/index.htm [Accessed 12 July 2018].

2. When to use this guide?

2.1 Expected outcome

The main outcome is the design of tailored, evidence-based interventions that can effectively prevent occupational injuries and diseases in a given global value chain and beyond (i.e. maximizing spillover effects).

2.2 Expected outputs

The outputs that can be expected from the application of the starterkit are:

- a.** A holistic understanding of a given value chain, its institutional environment, its drivers and constraints for decent work and in particular OSH and how those affect the nature, severity, probability of harm arising from the exposure to workplace occupational hazards and their impact on various groups of workers in the value chain.
- b.** An identification of strategic entry points for improvement, which may be different from traditional interventions on OSH as they may be multi-layered and indirect, or related to other inter-linked working and employment conditions.
- c.** A basis for project development, planning and implementation stemming from the designed intervention models.

2.3 Target audience

The present toolkit is designed to guide development professionals in charge of projects aiming at preventing injuries and diseases in global value chains to:

- a.** Select a value chain with potential for OSH improvement and replication.
- b.** Analyse the value chain to understand how it works and what influences are at play that impact OSH outcomes.
- c.** Tailor intervention models that can effectively foster prevention of injuries and diseases and position their own organization within this intervention model.
- d.** In the present guide, a focus is put on positioning the ILO within intervention models, as the primary target audience of this guide is composed of persons implementing ILO projects.

2.4 Learning objective of this guide

The main objectives of this starterkit are to provide the target audience with the knowledge and tools necessary to implement the methodology. It focuses on:

- a.** The objectives, flow, technical skills, logistical requirements as well as timeline to implement the methodology (laid out in the present toolkit).
- b.** The provision of tools ready to be adapted to each project and country context for each step of the methodology to include value chain selection, mapping, analysis, intervention design (available in the toolbox attached to this guide).

The toolkit is composed of the present guide as well as a toolbox gathering different tools that can be adapted to your own context. The guide and toolbox are available in downloadable online version, USB format as well as on an interactive E-Campus platform.⁷ The latter offers a more interactive experience and access to illustrative videos for each step of the present guide.

2.5 Limitations

The selected methodological approach is based on a review of secondary sources as well as a collection of primary qualitative data. A qualitative approach was designed to get an understanding of the root causes that led to the development of drivers and constraints for OSH in each given GVC and see to which extent those could be leveraged to improve OSH. To get this level of understanding, gathering experience from the diverse types of actors involved in each value chain as well as its market and institutional environment is paramount. By definition, the findings of the research conducted with the present methodology are qualitative and cannot be used for any quantitative purpose.

Quantitative data on labour, OSH and trade featured in the methodology need to be collected from secondary sources and national and international databases. Said data is thus subject to the limitations of the methodologies used by each database in terms of both primary data collection and methodology of aggregation.

Lastly, the methodology is meant to be rolled out in a limited time frame and thus the results do not capture differences of OSH perceptions, practices and outcomes over time. Rather, it is a snapshot at the time when the field research is conducted.

7 Accessible at: <https://ecampus.itcilo.org/course/view.php?id=852> [Accessed 12 July 2018].



User Guide

1. Welcome

Welcome to the *Occupational Safety and Health in Global Value Chains Starterkit!*

Through the starterkit, you will find all the necessary material to adapt and implement a methodology which allows to develop intervention models that effectively contribute to improve OSH in a specific global value chain and country context.

The toolkit is composed of the present as well as a toolbox comprised of various tools that can be adapted to your own context. The guide and toolbox are available in downloadable online version, USB format as well as on an interactive E-Campus platform.⁸

This first chapter is the user guide. It provides the rationale behind the methodology, illustrates how to use the different steps and showcases lessons learned from pilot countries. It also provides key concepts and definitions as well as training tools to implement the four steps and produce a final report.

The main objective of this first chapter is to introduce the starterkit and provide clarification on how to properly use the methodology to reach expected outcomes.

After consulting the user guide, you will be able to:

- a. Recognize the necessary steps and timeframe for implementation;
- b. Identify and understand the key concepts necessary for implementation;
- c. Understand the structure and the limitations of the methodology.

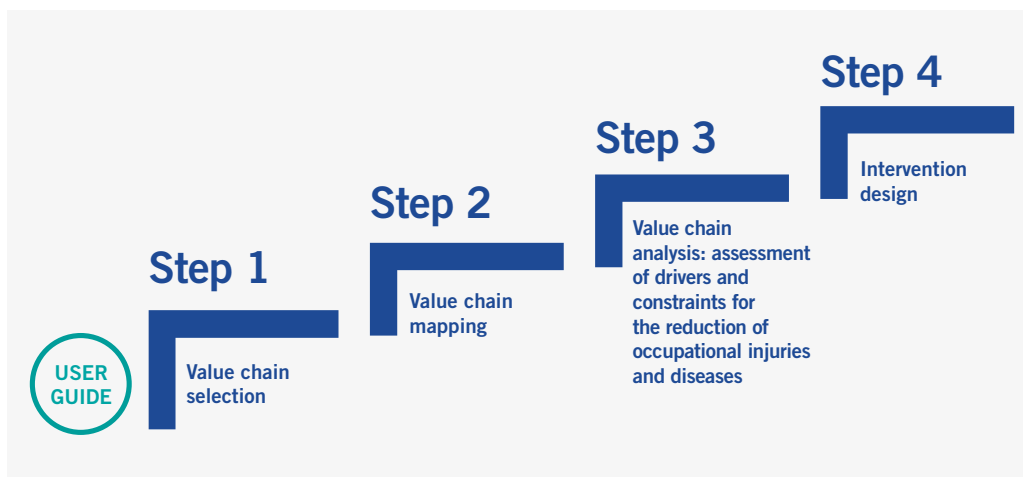
⁸ Accessible at: <https://ecampus.itcilo.org/course/view.php?id=852> [Accessed 12 July 2018].

2. Structure of the guide and learning objectives

2.1 Structure of the guide

The starterkit comprises five modules including the User Guide and the four steps of the methodology.

Figure 1. The five training modules



The methodology has various steps, though some outputs, such as the value chain mapping, may be finalized through an iterative process between several steps. The methodology is adapted from the Market Systems for Decent Work Approach⁹ for which training material and guides already exist and are referenced throughout this starterkit. Rather than repeating the elements of the methodology that are similar to the initial approach, the present guide will focus on the specific aspects that need to be considered when seeking to improve OSH in GVCs. At each step, the pertinent literature and existing guides will be referenced so you can access them easily.

Each step is structured in the same manner with four sub-divisions:

a) Situation and learning objectives

- The overview of the step.
- Each step has a set of learning objectives to reach in order for it to be successful. However, they must be tailored to your context.

b) Outputs and timeline

- Each step has clear outcomes defined. At the end of the step's processes, the defined outputs should be completed.

9 Ripley, M. 2016. *A Market Systems Approach to Decent Work*. ILO, Geneva. [Online] Available at: http://www.ilo.org/wcmsp5/groups/public/---ed_emp/---emp_ent/---ifp_seed/documents/briefingnote/wcms_537327.pdf [Accessed 12 July 2018].

- Each step has an established timeframe. This is only a suggestion and must be adapted to your context. It also provides information on the scope of the step as well as the human resources necessary.

c) Process

- Each step has a method to follow and adapt to your context.
- Either through a desk review, interviews or both, information will be provided, as well as templates, when necessary.

d) Tools and resources

- A set of resources are provided. Terms of reference, research tools, template products and training material are available to complete the outputs for each step.
- For each step, concepts are defined for easy reference and clarification and a concise library is provided to deepen your knowledge on the key process points.

3. Overview of the methodology

3.1 Objectives

The main objective is to propose tailored interventions to improve OSH and ultimately reduce occupational injuries and diseases in a given global value chain.

3.2 Approach

This is a bottom-up approach adapting the Market Systems Development for Decent Work Approach¹⁰ with added components to provide an overview of OSH hazards and risks, OSH practices and OSH outcomes in the value chain, to tailor interventions that will reduce occupational accidents and diseases and improve well-being in GVCs.

The main innovations include the identification of occupational hazards and risks as well as the identification of vulnerability profiles. Vulnerability profiles are defined as the characteristics of specific groups of workers putting in relation exposure to occupational hazards and risks with factors that make workers more likely to be exposed to such hazards and risks and / or with low capacity to cope with the consequences of such exposure. Such factors includes other key elements of decent work, in particular:

- Effective access to OSH services (services for the identification, measurement and control of hazards, occupational health services,¹¹ training on OSH, etc.);
- Status in employment;
- Working conditions, especially working hours, wage structure, etc.;

¹⁰ Ripley, M. 2016. *A market systems approach to decent work*, Available at: http://www.ilo.org/wcmsp5/groups/public/---ed_emp/---emp_ent/---ifp_seed/documents/briefingnote/wcms_537327.pdf [Accessed 12 July 2018].

¹¹ In the sense of ILO Occupational Health Services Convention, 1985 (No. 161).

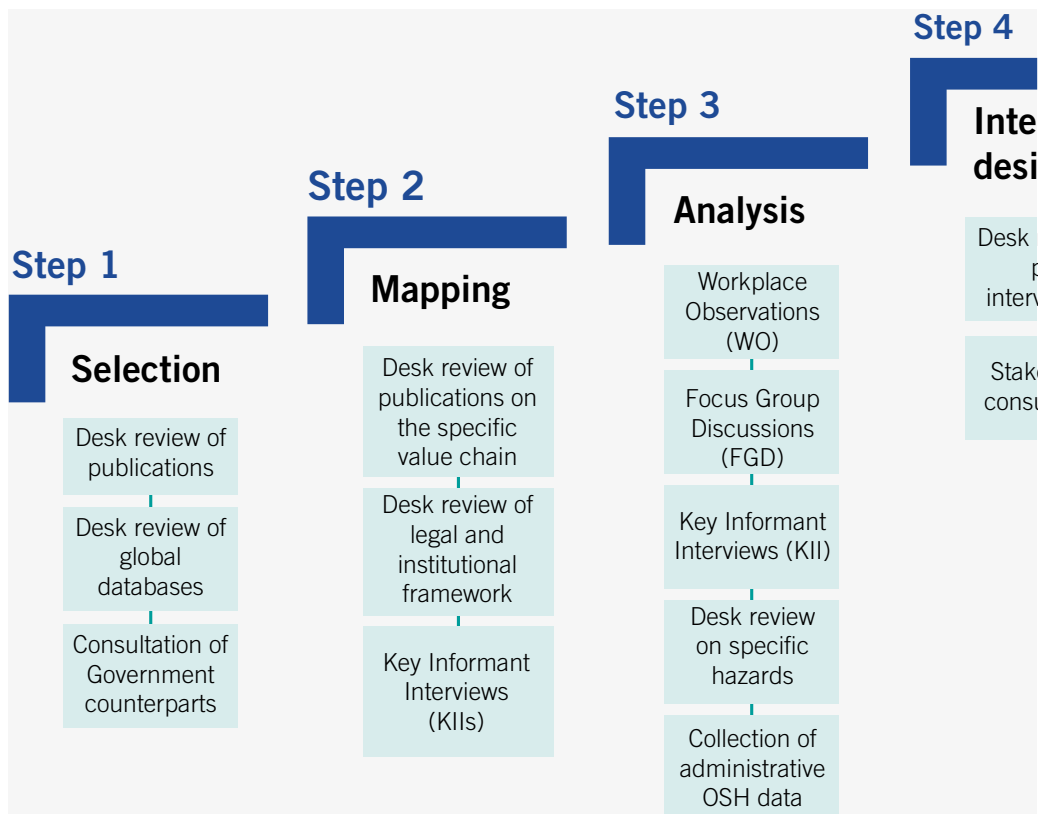
- Effective social protection coverage (especially those schemes that can affect the incidence of work place accidents such as health, sickness, maternity protection and employment injury insurance);
- Level of organization of employers, workers, producers.

This method allows for the identification of commercial practices and policy gaps in which vulnerabilities are rooted. Understanding those root causes allows for tailored, sustainable responses for all tiers of the value chain.

3.3 Steps

The first two steps are mainly completed by using desk reviews, the third steps with workplace observations, interviews and focus groups, and the fourth step is achieved through analysis and consultations with stakeholders. The figure below illustrates the research methods used at each stage.

Figure 2. Overview of the research methods at each step



3.3.1 Step 1: Value chain selection

Objective: Select value chain(s) of focus.

Methods: Desk review based.

The implementer will define indicators by topic, rate how the value chain is doing for each topic and use a scoring method to make the final choice between two (2) to five (5) value chains. As this choice needs to be tailored to specific country contexts, the national priorities defined by the Government are key to guide the decision. In addition, five (5) topics are proposed here:

- a. Market position;
- b. Employment, working conditions and OSH;
- c. Environmental and social status;
- d. Sector organization and regulation; and
- e. Potential for transferability.

3.3.2 Step 2: Value chain mapping

Objective: Conduct a mapping of the selected supply chain(s) and its market environment¹² which will be used for sampling key informants and workplaces to observe in the next step.

Method: Desk review of all available sources of information and possible contacts with key project partners (Government services in charge of OSH for instance) and value chain actors.

The supply chain mapping provides:

- a. A detailed typology of actors: describes the structure and flow of the chain in logical clusters (the various actors of the chain, the links among them, and the whole range of chain operations from pre-production to the consumer, though less detailed information will be provided for the part of the supply chain which is not located in the country).
- b. A vision of the scale: quantifies the value chain (size and scale of main actors, production volume, number of jobs, sales and export destination and concentration, geographical distribution, existing economic incentives or specific policy and regulatory framework).
- c. An identification of the supporting functions: provides a general overview of the market system in which the value chain is operating (main actors, size and type, regulatory framework and responsible authorities (typically, but not exclusively Ministry responsible for the sector – i.e. Ministry of Agriculture, Ministry of Industry, Ministry of Labour, Ministry of Health, Ministry of Trade, as well as providers of services as relate to employment, skills, OSH, social protection) with a deeper focus on services affecting OSH outcomes (public and private regulation, responsible authorities for health and social protection,

12 This exercise should be performed in consideration of Chapters 1 and 2 of the ILO. 2015. *Value chain development for decent work: how to create employment and improve working conditions in targeted sectors*. International Labour Office. - 2nd ed. - Geneva: ILO. Available at: http://www.ilo.org/wcmsp5/groups/public/---ed_emp/---emp_ent/---ifp_seed/documents/instructionalmaterial/wcms_434363.pdf [Accessed 12 July 2018] as well as UNIDO. 2009. *Agro-value Chain Analysis and Development: the UNIDO Approach*. Available at: https://www.unido.org/sites/default/files/2010-02/Agro_value_chain_analysis_and_development_0.pdf [Accessed 12 July 2018].

health prevention services, Social Security Institutions, service and training providers, etc.).

Those three elements are the basis for selecting key informants to be interviewed and workplaces to be observed during Step 3. The sample must be:

- a. Representative of each type of market actor (and possible geographical differences). A minimum number of interviewees must be included for each type of actor to ensure triangulation of information.
- b. Include each identified support functions (as Step 3 is implemented, the assessment of specific support functions can be more or less in-depth depending of the emerging needs and gaps). It is paramount to include at a minimum representations of employers, workers and government services with a mandate on OSH.

3.3.3 Step 3: Value Chain Analysis: Assessment of drivers and constraints for the prevention of occupational injuries and diseases

Objective: Conduct a Value Chain Analysis (VCA),¹³ which will include a focus on occupational safety and health (hazards and risks as well as prevention, protection, promotion and compensation practices).

Methods: Qualitative interviews, focus groups and workplace observations.

This step will complete the value chain mapping with an in-depth analysis of the dynamics at play in the value chain and its institutional and policy framework as well as the identification of the main hazards and risks to safety and health of workers along the value chain and areas of performance and compliance issues and their root causes.

The analysis will:

- a. Identify key firm performance (qualitative and quantitative) indicators (time, costs, value addition, productivity and profit distribution) within the value chain;
- b. Identify linkages, power relationships and value chain governance;
- c. Identify main safety and health hazards and risks for each production stage and type of actor of the value chain as well as prevention, protection, promotion and compensation practices;
- d. Identify vulnerability profiles, putting in relation exposure to OSH hazards and risks with overall job quality;
- e. Identify underlying causes of underperformance on OSH (within the business models of the chain and / or due to policy or institutional gaps);
- f. Assess the role of key supporting functions for OSH, how they may be linked to value chain drivers and constraints and identify gaps and good practices (i.e. political or institutional interest in working on issues that have consequences on OSH outcomes in the supply chain).

13 This exercise should be performed in consideration of Chapters 1 and 2 of the ILO. 2015. *Value chain development for decent work: how to create employment and improve working conditions in targeted sectors*. International Labour Office. - 2nd ed. - Geneva: ILO. Available at: http://www.ilo.org/wcmsp5/groups/public/---ed_emp/--emp_ent/---ifp_seed/documents/instructionalmaterial/wcms_434363.pdf [Accessed 12 July 2018] as well as UNIDO. 2009. *Agro-value Chain Analysis and Development: the UNIDO Approach*. Available at: https://www.unido.org/sites/default/files/2010-02/Agro_value_chain_analysis_and_development_0.pdf [Accessed 12 July 2018].

3.3.4 Step 4: Intervention design

Objective: Build the right combination of public and private interventions for OSH improvement.

Methods: Consultations and Desk review.

On the basis of the information gathered through Steps 2 and Steps 3, intervention models will be formulated. Intervention models are set of interventions that can effectively improve OSH outcomes in the value chain, for which needs and opportunities emerged within Steps 2 and 3. One single intervention is unlikely to have such an impact; hence intervention models that likely combine a combination of policy and market interventions are to be considered.

In doing so, specific attention must be paid to the following elements:

- a. Concrete vision of implementation gaps of existing laws, regulation and policies on OSH in a sector;
- b. Typology of actors and vulnerability profile to help policy makers prioritize their support and tailor their interventions;
- c. Identification of channels to support workplaces (business service providers, public services present on the ground, sectoral organizations, cooperatives, inputs providers, etc.);
- d. Identification of areas of improvement for which there are existing or potential incentives for change and areas for which an external, public intervention and funding are likely to be needed.

4. Necessary skills and tools

4.1 Skills

Implementing the present methodology will require combining knowledge from different disciplines and is likely to require the involvement of different persons with complementary backgrounds. Considering that every situation is different, the knowledge that the interdisciplinary team would ideally have is laid out below.

The interdisciplinary team should possess the following skills:

- a. Familiarity with qualitative research methods;
- b. Knowledge of the value chain(s) and relevant contact;
- c. Ability to identify occupational hazards and risks, both from observation and from testimony of key informants, research their causes and assess control measures;
- d. Knowledge of the institutional set up in the sourcing country;
- e. Knowledge of the structure of the global market for the product considered.

For the first step of the methodology, which involves observations, interviews and focus group, the following set of additional competencies and experiences are required:

- a. Knowledge of work processes in the specific value chain(s) of focus;
- b. Established contacts in the industry and the value chain(s) of focus and ability to secure workplace visits and interviews;
- c. Experience conducting interviews and focus groups with management, workers and / or small producers.

In most cases, this step may require hiring and training external consultants. The present toolkit contains training material that can be used for this purpose as well.

4.2 Training material

The following sub-sections highlight useful training tools that are complementary to this starterkit. It may be necessary for implementers, depending on their background, to access additional training on OSH or on Value Chain Development in order to make the most of the application of the present methodology.

4.2.1 Training resources of this toolkit



USER GUIDE - CASE STUDY NO. 1 - Complete Case Study – Colombia
USER GUIDE - TRAINING MATERIAL NO. 1 - Complete Training Module
USER GUIDE - TRAINING MATERIAL NO. 2 - Workshops and Training Sheet



USER GUIDE - TEMPLATE NO. 1 - Workshop Timetable



4.2.2 Material on occupational safety and health

Alli, B. O. 2008. *Fundamental principles of occupational health and safety*. International Labour Office – Geneva: ILO, 2008. Available at: http://www.ilo.org/wcmsp5/groups/public/@dgreports/@dcomm/@publ/documents/publication/wcms_093550.pdf [Accessed 12 July 2018].

This is a practical guidebook for developing effective occupational health and safety policies and programs. It focuses on the key topics essential to promoting and managing national and enterprise occupational health and safety systems. It presents a concise overview of the issues involved, together with specific guidelines for policy design, implementation, and management at both national and enterprise levels. The operational aspects of meeting health and safety requirements are also covered, with detailed sections on legislation and enforcement, occupational health surveillance, and preventive and protective measures, as well as health education and training. The second edition covers new areas such as the recent ILO standard on the promotion of OSH, HIV/AIDS and the world of work, occupational safety and health management systems, and new chemical safety information tools.

ILO. 2013. *Building a preventative safety and health culture*. International Labour Office – Geneva: ILO, 2013. Available at: http://www.ilo.org/global/standards/subjects-covered-by-international-labour-standards/occupational-safety-and-health/WCMS_233211/lang-en/index.htm [Accessed 12 July 2018].

A guide to the Occupational Safety and Health Convention, 1981 (No. 155), its 2002 Protocol and the Promotional Framework for Occupational Safety and Health Convention, 2006 (No. 187)

ILO. 2012. *Encyclopaedia of Occupational Health and Safety*. International Labour Office – Geneva: ILO, 2012. Available at: http://www.ilo.org/safework/info/publications/WCMS_113329/lang-en/index.htm [Accessed 12 July 2018].

The new Encyclopaedia website is a cutting-edge global knowledge platform for sharing occupational safety and health (OSH) information and good practices. This online multi-disciplinary book of facts and knowledge presents the general user with a panoramic view of the field. The Encyclopaedia was written and compiled by world class researchers and industry experts. It is the most comprehensive reference source on the subject and one of the flagship and widely respected publications of the ILO.

ILO. 2001. *Guidelines on occupational safety and health management systems, ILO-OSH 2001*; Geneva, International Labour Office, 2001. Available at: http://www.ilo.org/safework/info/standards-and-instruments/WCMS_107727/lang-en/index.htm [Accessed 12 July 2018].

The ILO has designed these guidelines as a practical tool for assisting organizations and competent institutions as a means of achieving continual improvement in occupational safety and health (OSH) performance. The guidelines have been developed according to internationally agreed principles defined by the ILO's tripartite constituents. The practical recommendations of these guidelines are intended for use by all those who have responsibility for OSH management. This second edition includes new additions to the bibliography.

ILO. *LABADMIN/OSH e-library*. [Online]. Available at: <http://www.ilo.org/safework/areasof-work/occupational-safety-and-health-informationand-knowledge-sharing/facet/lang--en/index.htm> [Accessed 12 July 2018].

Everything you want to know about occupational safety and health, as well as labour administration and labour inspection, in two clicks, with intuitive navigation and a user-friendly trilingual interface.

ILO. 1993. *Occupational Safety and Health Glossary*. International Labour Office – Geneva: ILO, 1993. Available at: http://www.ilo.org/safework/info/publications/WCMS_113126/lang--en/index.htm [Accessed 12 July 2018].

The glossary is aimed at translators, interpreters and safety and health practitioners who need to read or write professional literature in more than one language.

ILO. *Occupational Safety and Health Thesaurus*. [Online]. Available at: <http://www.ilo.org/dyn/oshthes2/en/f?p=OSHTHES2:1011:0::NO::> [Accessed 12 July 2018].

The OSH Thesaurus contains about 15,000 terms and synonyms on occupational safety and health in English, French and Spanish arranged hierarchically by subject.

ILO. 2013. *Strengthening the role of employment injury schemes to help prevent occupational accidents and diseases*. Geneva, International Labour Office, 2013. Available at: http://www.ilo.org/safework/info/publications/WCMS_214022/lang--en/index.htm [Accessed 12 July 2018].

The overall aim of the guide is to provide policy recommendations for future direction in the area of employment injury (EI) schemes. The guide is targeted at a mixed audience of national authorities dealing with occupational safety and health (OSH).

ILO. 2013. *Training package on development of a national programme of occupational safety and health*. [Online]. Available at: http://www.ilo.org/safework/info/instr/WCMS_233860/lang--en/index.htm [Accessed 12 July 2018].

This training package is intended to support training activities aimed at promoting the ILO's strategic approach to occupational safety and health (OSH). It provides inputs for the development of a National OSH Programme, as well as for the drawing up of a National OSH Policy and a National OSH Profile.

4.2.3 Material on value chain development

Chan, Man-Kwun. 2012. *Making Agricultural Value Chain Programmes Work for Workers: A Practical Guide for Development Donors and Practitioners*. WIEGO Technical Brief (Global Trade) No 4. Available at: http://wiego.org/sites/wiego.org/files/publications/files/Chan_WIEGO_TB4.pdf [Accessed 12 July 2018].

The global research-policy-action network Women in Informal Employment: Globalizing and Organizing (WIEGO) Technical Briefs provide guides for both specialized and non-specialized audiences. These are designed to strengthen understanding and analysis of the situation of those working in the informal economy as well as of the policy environment and policy options.

ILO. 2015. *Value chain development for decent work: how to create employment and improve working conditions in targeted sectors*. International Labour Office.- 2nd ed. - Geneva: ILO. Available at: http://www.ilo.org/wcmsp5/groups/public/---ed_emp/---emp_ent/--ifp_seed/documents/instructionalmaterial/wcms_434363.pdf [Accessed 12 July 2018].

This second edition of the Value Chain Development for Decent Work guide has been re-written with an emphasis on moving from analysis to action. This version includes expanded guidance on design and implementation of value chain development interventions with an emphasis on jobs and job quality. A big effort has been made to be brief and focus on core guidance, with additional reading suggestions made where further detail is required.

ITCILO. *eLearning Introduction training to Value Chain Development*. [Online] Available at: <https://ecampus.itcilo.org/course/view.php?id=59&lang=en> [Accessed 12 July 2018].

This self-guided module provides an introduction to ILO's Value Chain Development work focuses on the subsectors that are most relevant for job creation and job quality improvement. The ILO aims at addressing systems and institutions that can drive competitiveness and job creation in specific sectors by using a market development approach. The ILO's interventions build on private sector development strategies that seek to strengthen enterprises, business relationships & services, market structures, and the business environment so that they channel more benefits to the poor and create more and better jobs effectively. Relying on ILO's strong knowledge background in developing business service markets and its tools to improve the business environment as well as drawing from best practice conceptual thinking and participatory methodologies, ILO's Value Chain Development methodologies are state of the art tools for job creation. The self-guided module includes a description of what is value chain development in practice presenting a real case. It also provides a description of why value chain development is important now. Then the module also presents how the ILO's approach and ILO's course in value chain development can advance the work of participants attending ILO's course in value chain development. Finally, the ILO's value chain development course is described presenting testimonies of former participants.

4.3 Overview of the tools provided in this toolkit

The table below provides an overview of the distinct types of practical tools that this toolkit offers for each step of the implementation of the methodology.





Terms of reference: Examples of terms of reference for the implementation of the work to be undertaken at each step. They can be adapted to each specific country context and used, for example, to contract local or international consultants to support the work with specialized skills that the core team members do not possess (e.g. in-depth knowledge and contact of a specific value chain, expertise in OSH management systems, etc.).

Research tools: Tools that are used to carry out the research process involved at each step. They need to be adapted to each specific country, value chain and project context and used when carrying out the different steps of the methodology. For Step 3, it is paramount that sufficient time be dedicated to the adaptation of the tools.

Template products: Outlines and format of final outputs and products that should be developed for each step of the methodology. They can be adapted to each specific country, value chain and project context.

Training material: Distinct types of material (e.g. presentations, case study, exercises) that can be tailored and used for self-training or collective training of the team that will be in charge of carrying out the different steps of the methodology.

Table 2. Overview of the different types of practical tools provided in this toolkit

| | Step 1 > | Step 2 > | Step 3 > | Step 4 |
|---|---|---|--|---|
|  Terms of reference | Terms of reference for the supply chain selection. | Terms of reference for the mapping. | Terms of reference for the analysis. | Terms of reference for the consultation. |
|  Research tools | Sources for selection. Scoring sheet | N/A | Complete package of research tools used in the Indonesian palm oil value chain. Complete package of research tools used in the Malagasy textile value chain | N/A |
|  Template products | Supply chain selection report. Project Sheet | Mapping report. | Analysis report. Letter of request for access Templates for recording interviews and observations | Consultation Invitation Letter. Conclusions of Consultations. Factsheet |
|  Training material | Case Study PowerPoint presentation Exercise | Case Study PowerPoint presentation Exercise | Case Study PowerPoint presentation Exercise | Case Study PowerPoint presentation |

Source: authors.

References to those tools will be made at the end of each chapter (in the Toolbox section) as well as throughout the chapters when pertinent. Those references lead to tools and resources available and downloadable in the USB and online platform of the starterkit.¹⁴ A complete overview of the available tools is in [Annex A](#).

In addition to those tools, you will find resources to conduct workshops here:



USER GUIDE - TRAINING MATERIAL NO. 2 - Workshops and Training Sheet



USER GUIDE - TEMPLATE NO. 1 - Workshop Timetable

4.4 Glossary of key concepts and terminology

These are the definitions that are adopted for this methodology. In each module, reference to the key terms relevant to the module content will be made.

A

Advocacy

Dissemination of information intended to influence individual behaviour or opinion, corporate conduct or public policy and law. The action to support and promote the implementation of the intervention models to the relevant authorities in order to improve OSH in the selected global value chain.¹⁵

C

Compensation

When an employment injury scheme kicks in, the benefits in kind or in cash that workers suffering from occupational injury and disease can receive are:

- Temporary incapacity cash benefits: Most employment injury social security systems pay cash benefits to injured workers until the latter return to work or have reached maximum medical recovery. Temporary incapacity also includes periods of absence from work because of rehabilitation programmes aimed at minimizing the permanent loss of earning capacity.
- Permanent incapacity and survivorship benefits: Permanent incapacity benefits are paid after the medical condition of the injured person has stabilized and the worker has gone through vocational rehabilitation programmes, whenever these are available. Permanent incapacity can be either total or partial. When a worker

¹⁴ Accessible at: <https://ecampus.itcilo.org/course/view.php?id=852> [accessed 12 July 2018].

¹⁵ ILO. *Thesaurus*. [Online] Available at: <http://ilo.multitites.net/defaulten.asp> [Accessed 12 July 2018].

dies due to a work-related accident or disease, benefits are paid to the survivors; the surviving spouse and children are always considered.

- Medical expenses and rehabilitation benefits: These benefits can be provided under the workers' compensation legislation or under general programmes not limited to work injuries and diseases. The injured worker is generally entitled to receive the medical attention necessary for a full recovery. The rehabilitation benefits include the expenses incurred for the services that are needed to return workers to their work and day-to-day living¹⁶

Coping capacity

In the context of the present methodology, the coping capacity relates to the strategies and resources that workers have at their disposal to face the consequences of being exposed to occupational hazards. In particular, it is a matter of assessing access to care services and compensation in the event of an occupational injury, illness or death.¹⁷

Criterion

Each topic contains various criterion to consider during the desk review in order to obtain an overview of the value chain and its environment.

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- 16 See: ILO. *Global Employment Injury Insurance Programme (GEIIP)*. Available at: https://www.ilo.org/wcmsp5/groups/public/---ed_emp/---emp_ent/documents/genericdocument/wcms_575321.pdf [Accessed 12 July 2018].
ILO. *C018 - Workmen's Compensation (Occupational Diseases) Convention, 1925 (No. 18)* [Online] Available at: http://www.ilo.org/dyn/normlex/en/f?p=1000:12100:0::NO:12100:P12100_INSTRUMENT_ID:312163 [Accessed 12 July 2018].
ILO. *C017 - Workmen's Compensation (Accidents) Convention, 1925 (No. 17)* [Online] Available at: http://www.ilo.org/dyn/normlex/en/f?p=1000:12100:0::NO:12100:P12100_INSTRUMENT_ID:312162 [Accessed 12 July 2018].
ILO. *R022 - Workmen's Compensation (Minimum Scale) Recommendation, 1925 (No. 22)* [Online] Available at: http://www.ilo.org/dyn/normlex/en/f?p=NORMLEXPUB:12100:0::NO::P12100_ILO_CODE:R022 [Accessed 12 July 2018].
ILO. *C121 - Employment Injury Benefits Convention, 1964 (No. 121)* [Online] Available at: http://www.ilo.org/dyn/normlex/en/f?p=NORMLEXPUB:12100:0::NO::P12100_INSTRUMENT_ID:312266 [Accessed 12 July 2018].
- 17 This framework takes stock of various risk assessment methodologies, from both an OSH perspective (Alli, B. O. 2008. *Fundamental principles of occupational health and safety*. Second Edition. ILO: Geneva.), and a business and human rights perspective (Chan, Man-Kwun. 2012. *Making Agricultural Value Chain Programmes Work for Workers: A Practical Guide for Development Donors and Practitioners*. WIEGO Technical Brief (Global Trade) No 4. Available at: http://wiego.org/sites/wiego.org/files/publications/files/Chan_WIEGO_TB4.pdf [Accessed 12 July 2018]. And Tromp, D. 2016. *Assessing Business-Related Impacts on Human Rights Indicators and Benchmarks in Standards and Practice*. INEF-Report 110/2016. Duisburg: Institute for Development and Peace, University of Duisburg-Essen. And European Investment Bank. 2013. *Environmental and Social Handbook. Environment, Climate and Social Office*. [Online] Available at: <http://www.eib.org/infocentre/publications/all/environmental-and-social-practices-handbook.htm> [Accessed 12 July 2018].

D

Data Analysis, Interview Synthesis and Report Preparation

This involved the synthesis of interviews, desk researches, and focus group discussions to characterize the value chain and identify drivers and constraints for OSH and decent work.

Desk Review

Research using published sources, and internal sources, carried out prior to a research project. This analysis may be integrated into the overall findings of the study, and/or used to help shape the main conclusions. In this methodology, the desk review is a work method aiming at the collection, in a cost-efficient manner, of existing data and information about the value chains under review. A desk review aims at acquiring information, data and knowledge that are already available, before starting and during field investigations.¹⁸

E

Employer

Any physical or legal person who employs one or more workers.¹⁹

Employment Injury Benefit

According to ILO [Social Security \(Minimum Standards\) Convention, 1952 \(No. 102\)](#), the contingencies covered under the employment injury benefit include the following accident-at-work or employment-related diseases:

- sickness,
 - temporary incapacity for work resulting from such a condition,
 - total or partial loss of earning capacity, likely to be permanent, and
 - the loss of support suffered by dependents as the result of the death of the breadwinner.
- The range of benefits required by Convention No. 102 includes
- necessary medical care,
 - sickness benefit for the period of incapacity for work,
 - disability pension in case of loss of earning capacity, and
 - survivors' pension in case of death of a breadwinner.

18 WFP. 2009. Ch.3. *Desk study: literature review and secondary data*. In *Comprehensive Food Security & Vulnerability Analysis Guidelines*. Available at: https://documents.wfp.org/stellent/groups/public/documents/manual_guide_proced/wfp203200.pdf [Accessed 12 July 2018].

19 Allli, B. O. 2008. *Fundamental principles of occupational health and safety*. Second Edition. ILO: Geneva.

However, those benefits are only one, if the most visible, of the facets of employment injury protection.²⁰

Enabling Environment

Environment where the value chain evolves and performs from a commercial standpoint as well as from an employment creation and working conditions' perspective. The supporting markets consist of individuals or firms that provide critical services to value chain actors (inputs, capital, know-how, technical assistance), but who do not own or purchase the product as it moves toward the end markets.²¹

Environmental dimension

This dimension refers to the way the value chain affects (positively or negatively) the environment and vice versa, including climate change. Another aspect of this dimension is the opportunity to generate new products or services that are more environmentally friendly and contribute to a green economy.²²

Exposure

The process of being exposed to something that is around; exposure can affect people in a number of different ways.²³

F

Focus Group Discussions (FGD)

Discussion with a representative group of people questioned together about their opinions on selected topics.²⁴ This process facilitates the triangulation of information.

G

Gender Mainstreaming

Mainstreaming a gender perspective is the process of assessing the implications for women and men of any planned action, including legislation, policies or programmes, in any area and at all levels. It is a strategy for making the concerns and experiences of women as well as of men an integral part of the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and societal

20 See: ILO. *Global Employment Injury Insurance Programme (GEIIP)*. Available at: https://www.ilo.org/wcmsp5/groups/public/---ed_emp/---emp_ent/documents/genericdocument/wcms_575321.pdf [Accessed 12 July 2018].

21 ILO. 2017. *Food and agriculture global value chains: Drivers and constraints for occupational safety and health improvement - Volume Two - Three case studies*. ILO: Geneva. Available at: http://www.ilo.org/safework/projects/WCMS_593288/lang--en/index.htm [Accessed 12 July 2018].

22 ILO. 2017. *Food and agriculture global value chains: Drivers and constraints for occupational safety and health improvement - Volume Two - Three case studies*. ILO: Geneva. Available at: http://www.ilo.org/safework/projects/WCMS_593288/lang--en/index.htm [Accessed 12 July 2018].

23 Alli, B. O. 2008. *Fundamental principles of occupational health and safety*. Second Edition. ILO: Geneva.

24 Social research Update. *Focus Groups*, Issue 19 Department of Sociology, University of Surrey. [Online] Available at: <http://sru.soc.surrey.ac.uk/SRU19.html> [Accessed 12 July 2018].

spheres, so that women and men benefit equally, and inequality is not perpetuated. The ultimate goal of mainstreaming is to achieve gender equality.²⁵

Global supply chain and Global value chain

The ILO has not yet adopted a set definition for the terms “global supply chains” and “global value chains”. In its recent report on “World Employment and Social Outlook,”²⁶ the ILO published an estimate of the number of jobs included in GVCs from 1995-2013 for 40 countries.²⁷ To make this estimate, the definition of GVC used by the research team was “demand-supply relationships that arise from the fragmentation of production across borders, where different tasks of a production process are performed in two or more countries.”²⁸ The ILO has also used the following definition of value chain: The term value chain “describes the full range of activities that are required to bring a product or service from conception, through the intermediary phases of production and delivery to final consumers, and final disposal after use.”²⁹ The range of activities required may include design, production, marketing, distribution and support services. The activities that comprise a value chain can be performed “within a single firm or divided among different firms, within a single geographical location or spread over wider areas”.³⁰ A World Trade Organization publication further asserts that “[t]he idiom might vary – referring to trade in value-added, production sharing, supply chains, outsourcing, offshoring, vertical integration, or fragmented production instead of GVCs – but the core notion of internationally joined-up production is the same.”³¹ For purposes of this methodology, the two terms are used interchangeably.

H

Hazard

A physical situation with a potential for human injury, damage to property, damage to the environment or some combination of these.³²

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- 25 ILO. *Gender Equality Tool*. [Online] Available at: <http://www.ilo.org/public/english/bureau/gender/newsite2002/about/defin.htm> [Accessed 12 July 2018].
- 26 ILO. 2017. *Food and agriculture global value chains: Drivers and constraints for occupational safety and health improvement - Volume Two - Three case studies*. ILO: Geneva. Available at: http://www.ilo.org/safework/projects/WCMS_593288/lang--en/index.htm [Accessed 12 July 2018].
- 27 ILO. 2015. *Value Chain Development for Decent Work: How to create employment and improve working conditions in targeted sectors*. Second edition. Available at: http://www.ilo.org/empent/areas/value-chain-development-vcd/WCMS_434362/lang--en/index.htm [Accessed 12 July 2018].
- 28 Krugman, P. 1995. “Growing world trade: Causes and consequences”, in *Brookings Papers on Economic Activity*, Vol. 1995, No. 1, pp. 327–377 and Antras, P.; Chor, D. 2013. “Organizing the global value chain”, in *Econometrica*, Vol. 81, No. 6, pp. 2127–2204.
- 29 Kaplinsky, R & Morris, M. 2002. *A Handbook for Value Chain research*, Institute of Development Studies at the University of Sussex and Centre for Research in Innovation Management, University of Brighton, Available at: <https://www.ids.ac.uk/ids/global/pdfs/VchNov01.pdf> [Accessed 12 July 2018].
- 30 ILO. 2014. *World Social Protection Report 2014/15: Building economic recovery, inclusive development and social justice*. International Labour Office – Geneva: ILO, 2014. Available at: https://www.ilo.org/wcmsp5/groups/public/---dgreports/---dcomm/documents/publication/wcms_245201.pdf [Accessed 12 July 2018].
- 31 WTO. 2013. *Global value chains in a changing world*. Edited by Deborah K. Elms and Patrick Low. Fung Global Institute (FGI), Nanyang Technological University (NTU), and World Trade Organization (WTO), 2013. Available at: https://www.wto.org/english/res_e/booksp_e/aid4tradeglobalvalue13_e.pdf [Accessed 12 July 2018].
- 32 Alli, B. O. 2008. *Fundamental principles of occupational health and safety*. Second Edition. ILO: Geneva.

Health promotion

Health promotion is the process of enabling people to increase control over, and to improve, their health. To reach a state of complete physical, mental and social well-being, an individual or group must be able to identify and to realize aspirations, to satisfy needs, and to change or cope with the environment. Health is, therefore, seen as a resource for everyday life, not the objective of living. Health is a positive concept emphasizing social and personal resources, as well as physical capacities. Therefore, health promotion is not just the responsibility of the health sector but goes beyond healthy lifestyles to well-being.³³

Hygiene

The practice of principles that maintain health, e.g. cleanliness.³⁴

Incapacity for work

Inability to perform normal duties of work.

Incident

An unsafe occurrence arising out of or in the course of work where no personal injury is caused, or where personal injury requires only first-aid treatment.

Indicators

Each criterion has a set of indicators to consider in order to efficiently guide the desk review.

Key Informant Interviews (KII)

Key informant interviews are qualitative in-depth interviews with people who know what is going on in the studied environment / subject. The purpose of key informant interviews is to collect information from a wide range of people who have firsthand knowledge about the subject and its environment. These persons, with their particular knowledge and understanding, can provide insight on the nature of successes, problems and give recommendations for solutions.³⁵ Key informants in the framework of the present methodology consisted of value chain players, workers, and representatives of trade unions, industry associations, certification bodies, government agencies, and development programmes.³⁶

33 ILO. 2012. *SOLVE: integrating health promotion into workplace OSH policies: trainer's guide*, International Labour Office. - Geneva: ILO, 2012. Available at: http://www.ilo.org/wcmsp5/groups/public/---ed_protect/---pro-trav/---safework/documents/instructionalmaterial/wcms_178397.pdf [Accessed 12 July 2018].

34 Allii, B. O. 2008. *Fundamental principles of occupational health and safety*. Second Edition. ILO: Geneva.

35 UCLA centre for health policy research. *Section 4: Key Informant Interviews* [Online] Available at: healthpolicy.ucla.edu/programs/health-data/trainings/documents/tw_cba23.pdf [Accessed 12 July 2018].

36 Marshall MN. 1996. *The key informant techniques*. Family Practice; 13: 92-97. Available at: <https://pdfs.semanticscholar.org/df18/f52ec42d1fef4a149f474aeaad3cc51a4244.pdf> [Accessed 12 July 2018].

Key informants

Key informants are relevant persons in particular positions identified in the global value chain settings, giving them specialist knowledge about other people, processes or happenings that is more extensive, detailed or privileged than other people, and who are therefore particularly valuable sources of information for the project.³⁷

L

Labour inspection

A government function carried out by specially appointed inspectors who regularly visit work sites in order to establish whether legislation, rules and regulations are being complied with. They normally give verbal and written advice and guidance to reduce the risk factors and hazards at the workplace. They should, however, possess and use stronger power, e.g. to stop the work in cases of immediate and serious safety and health hazards or if their advice is repeatedly and unreasonably neglected by the employer. The goal is to improve the work conditions and the work environment.³⁸

Leverage Potential

Stakeholders' potential to enhance the efficiency of the intervention models as well as to interact and cooperate with other actor to maximize the interventions' impact.

Logical Framework (log frame)

The logical framework is a tool that allows you to analyse the situation that will be used to design the project using a matrix. It provides the logic and rationale behind how change is brought about.

M

Market System

The set of players (both public and private), supporting functions (such as information, infrastructure and related (e.g. advisory, certification) services) and rules (the business environment, informal norms, regulatory framework) that shape how a core market or value chain functions. The multi-actor, multi-function arrangement comprising three main sets of functions (core value chain, rules and regulations, and supporting functions) undertaken by different actors, and through which exchanges take place.³⁹

37 ILO. 2017. *Food and agriculture global value chains: Drivers and constraints for occupational safety and health improvement - Volume Two - Three case studies*. ILO: Geneva. Available at: http://www.ilo.org/safework/projects/WCMS_593288/lang--en/index.htm [Accessed 12 July 2018].

38 Alli, B. O. 2008. *Fundamental principles of occupational health and safety*. Second Edition. ILO: Geneva.

39 Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH & ILO. 2015. *Guidelines for Value Chain Selection: Integrating economic, environmental, social and institutional criteria*. Available at: http://www.ilo.org/wcmsp5/groups/public/---ed_emp/---emp_ent/documents/instructionalmaterial/wcms_416392.pdf [Accessed 12 July 2018].

0

Occupational accident

An occurrence arising out of, or in the course of, work which results in:

- fatal occupational injury or
- non-fatal occupational injury.⁴⁰

Occupational disease

A disease contracted as a result of an exposure to risk factors arising from work activity.⁴¹

Occupational Health Services

Occupational health services means services entrusted with essentially preventive functions and responsible for advising the employer, the workers and their representatives in the undertaking on:

- (i) the requirements for establishing and maintaining a safe and healthy working environment which will facilitate optimal physical and mental health in relation to work;
- (ii) the adaptation of work to the capabilities of workers in the light of their state of physical and mental health.⁴²

Occupational Safety and Health

The science of the anticipation, recognition, evaluation and control of hazards arising in or from the workplace that could impair the health and well-being of workers, taking into account the possible impact on the surrounding communities and the general environment.⁴³

OSH standards

The ILO Constitution sets forth the principle that workers should be protected from sickness, disease and injury arising from their employment. ILO standards on occupational safety and health provide essential tools for governments, employers, and workers to establish practices and to provide for maximum safety at work. In 2003 the ILO adopted a global strategy to improve occupational safety and health which included the introduction of a preventive safety and health culture, the promotion and development of relevant instruments, and technical assistance. The ILO has adopted more than 40 standards specifically dealing with occupational safety and health, as well as over 40 Codes of Practice. Nearly half of ILO instruments deal directly or indirectly with occupational safety and health issues. The OSH standards are available in the following section.⁴⁴

40 Alli, B. O. 2008. *Fundamental principles of occupational health and safety*. Second Edition. ILO: Geneva.

41 Alli, B. O. 2008. *Fundamental principles of occupational health and safety*. Second Edition. ILO: Geneva.

42 ILO. 1985. C161 - *Occupational Health Services Convention, 1985 (No. 161)*. [Online] Available at: https://www.ilo.org/dyn/normlex/en/f?p=NORMLEXPUB:12100:0::NO::P12100_ILO_CODE:C161 [Accessed 12 July 2018].

43 Alli, B. O. 2008. *Fundamental principles of occupational health and safety*. Second Edition. ILO: Geneva.

44 ILO. *International Labour Standards on Occupational Safety and Health* [Online] Available at: <http://www.ilo.org/global/standards/subjects-covered-by-international-labour-standards/occupational-safety-and-health/lang--en/index.htm> [Accessed 12 July 2018].

P

Potential for transferability

The potential for transferability is evidence that the research study's findings could be applicable to other contexts, situations and value chains.⁴⁵

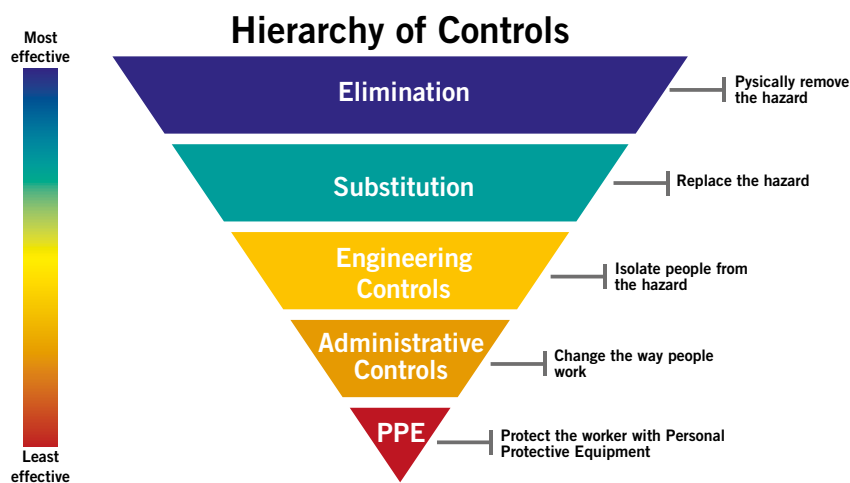
Private compliance initiatives

Variety of initiatives voluntarily initiated and autonomously governed by parties other than governments or public institutions, such as companies, trade unions and/or non-governmental organizations (NGO), with or without the involvement of other parties.⁴⁶ Built by private organizations to integrate systematic procedures to ensure that standards, including labour and OSH standards, are being met in the global value chain.

Pyramid of controls

Technical approach designed to hierarchize and select the controls that are the most feasible, effective, and permanent and identify the type of intervention in correlation with the priority of the intervention objectives.⁴⁷ For more information, the section 3.10 on Hazard prevention of the Guidelines on occupational safety and health management systems, ILO-OSH 2001,⁴⁸ can be consulted.

Figure 3. Hierarchy of controls



Source: NIOSH.

45 ILO. 2017. *Food and agriculture global value chains: Drivers and constraints for occupational safety and health improvement - Volume Two - Three case studies*. ILO: Geneva. Available at: http://www.ilo.org/safework/projects/WCMS_593288/lang--en/index.htm [Accessed 12 July 2018].

46 ILO. 2013. *Final report: Meeting of experts on labour inspection and the role of private compliance initiatives*. Available at: http://www.ilo.org/labadmin/info/WCMS_235948/lang--en/index.htm [Accessed 12 July 2018]

47 United States Department of Labour, *Occupational Safety and Health Administration*, [Online] Available at: <https://www.osha.gov/shpguidelines/hazard-prevention.html> [Accessed 12 July 2018].

48 ILO. 2009. *Guidelines on occupational safety and health management systems, ILO-OSH 2001*; Geneva, International Labour Office, 2009. Available at: http://www.ilo.org/safework/info/standards-and-instruments/WCMS_107727/lang--en/index.htm [Accessed 12 July 2018].

R

Regulation

A governmental order having the force of law.⁴⁹

Rehabilitation and back to work

The Employment Injury Benefits Convention, 1964 (No. 121) (article 26) requires member countries to provide rehabilitation services which are designed to prepare a disabled person for the resumption of his/her previous activity, or, if this is not possible, the most suitable alternative works, having regard to his/her aptitudes and capacity; and to take measures to further the placement of disabled persons in suitable employment.⁵⁰

Risk

The likelihood of an undesired event with specified consequences occurring within a specified period or in specified circumstances. It may be expressed either as a frequency (the number of specified events in unit time) or as a probability (the probability of a specified event following a prior event), depending on the circumstances.⁵¹

S

Semi-structured interviews

The semi-structured interview is a qualitative data collection strategy in which the researcher(s) asks informants a series of predetermined, but open-ended questions. The researcher(s) has more control over the topics of the interview than in unstructured interviews, but in contrast to structured interviews or questionnaires that use close questions, there is no fixed range of responses for each question.⁵²

Sensitivity

Identifies the specific characteristics of the employment situation of workers which are linked to their risk exposure and influence its nature and frequency. In particular, the following factors are identified and analysed: access to a workplace risk management system; access to personal, collective and social protections that help prevent occupational risks; status in employment if it is linked to differential access to prevention, promotion and protection against occupational risks; company or holding status

49 ILO. *Thesaurus*. [Online] Available at: <http://ilo.multites.net/defaulten.asp> [Accessed 12 July 2018].

50 ILO. *Global Employment Injury Insurance Programme (GEIIP)*. Available at: https://www.ilo.org/wcmsp5/groups/public/---ed_emp/---emp_ent/documents/genericdocument/wcms_575321.pdf [Accessed 12 July 2018].
ILO. *C121 - Employment Injury Benefits Convention, 1964 (No. 121)* [Online] Available at: http://www.ilo.org/dyn/normlex/en/f?p=NORMLEXPUB:12100:0::NO::P12100_INSTRUMENT_ID:312266 [Accessed 12 July 2018].

51 Alli, B. O. 2008. *Fundamental principles of occupational health and safety*. Second Edition. ILO: Geneva.

52 Given, L. 2008. *The SAGE Encyclopedia of Qualitative Research Methods*, Swinburne University, Australia, 1072 p.

if it is linked to a differential access to compliance checks by relevant institutions (labour inspection, social security inspection, etc.).⁵³

Supporting Functions

Supporting functions provide a general overview of the market system in which the value chain is operating, including the main actors, size and type, regulatory framework and responsible authorities such as, but not exclusively, the Ministry responsible for the sector (i.e. Ministry of agriculture or the Ministry of Industry) as well as the Ministry of Labour, the Ministry of Health, the Ministry of Trade and the providers of services related to employment, skills, OSH and social protection. The supporting functions provided to the value chain are varied and include infrastructure, financial services and skills training, among others. The presence of these functions can improve the performance of actors in the core value chain.⁵⁴

T

Topic

Organization hierarchy to guide the value chain selection process. The clusters topics tackle a large aspect of the value chain and are divided by criteria to be considered during the desk review in order to obtain a thorough understanding of the value chain. The criteria are selected to reflect the value chain performance both in economic, institutional, social and environmental sense. Each criterion has a set of indicators to consider in order to efficiently guide the desk review and sources are provided in order to collect relevant information for each cluster, criterion and indicator.

Triangulation

Using multiple methods to develop a more accurate view of how and how much change has occurred. Triangulation is a means of verification that removes the biases of individual tools and information sources and helps to validate results generated by one measurement method.⁵⁵

-
- 53 This framework takes stock of various risk assessment methodologies, from both an OSH perspective (Alli, B. O. 2008. *Fundamental principles of occupational health and safety*. Second Edition. ILO: Geneva.) and a business and human rights perspective (Chan, Man-Kwun. 2012. *Making Agricultural Value Chain Programmes Work for Workers: A Practical Guide for Development Donors and Practitioners*. WIEGO Technical Brief (Global Trade) No 4. Available at: http://wiego.org/sites/wiego.org/files/publications/files/Chan_WIEGO_TB4.pdf [Accessed 12 July 2018]. And Tromp, D. 2016. *Assessing Business-Related Impacts on Human Rights Indicators and Benchmarks in Standards and Practice*. INEF-Report 110/2016. Duisburg: Institute for Development and Peace, University of Duisburg-Essen. And European Investment Bank. 2013. *Environmental and Social Handbook*. Environment, Climate and Social Office. Available at: <http://www.eib.org/infocentre/publications/all/environmental-and-social-practices-handbook.htm> [Accessed 12 July 2018].
- 54 ILO. 2017. *Food and agriculture global value chains: Drivers and constraints for occupational safety and health improvement - Volume Two - Three case studies*. ILO: Geneva. Available at: http://www.ilo.org/safework/projects/WCMS_593288/lang-en/index.htm [Accessed 12 July 2018].
- 55 Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH & ILO. 2015. *Guidelines for Value Chain Selection: Integrating economic, environmental, social and institutional criteria*. Available at: http://www.ilo.org/wcmsp5/groups/public/---ed_emp/---emp_ent/documents/instructionalmaterial/wcms_416392.pdf [Accessed 12 July 2018].

V

Vulnerability profiles

For the purpose of the present methodology vulnerability profiles are defined as the characteristics of specific groups of workers putting in relation exposure to occupational hazards and risks with factors that make workers more likely to be exposed to such hazards and risks and / or with low capacity to cope with the consequences of such exposure.

W

Worker

Any person who performs work, either regularly or temporarily, for an employer.⁵⁶

Workplace Health Promotion

An effective workplace health promotion programme complements occupational safety and health measures and is integrated into the OSH management system of the organization. This way, it contributes in establishing and maintaining a safe and healthy working environment enhancing the quality of working life and adding to optimal physical and mental health at work. It also contributes to enable workers to cope more effectively with psychosocial risks and work-related, personal or family problems that may impact their well-being and work performance, such as stress, violence or the abuse of alcohol and drugs. It assists workers in becoming more skilled in managing their chronic conditions and proactive in their health care in order to improve their lifestyles, the quality of their diet and sleep, and their physical fitness. This implies that the measures taken should not only address these issues from an individual point of view, but also from a collective one which is closely related to the improvement of working conditions, the working environment and work organization, as well as to family, community and social contexts.

Workplace Health Promotion (WHP) is the combined effort of employers, workers, their communities and society to improve the health and well-being of women and men at work.⁵⁷

56 Alli, B. O. 2008. *Fundamental principles of occupational health and safety*. Second Edition. ILO: Geneva.

57 ILO. 2012. *SOLVE: integrating health promotion into workplace OSH policies: trainer's guide*, International Labour Office. - Geneva: ILO, 2012. Available at: http://www.ilo.org/wcmsp5/groups/public/---ed_protect/---pro-trav/---safework/documents/instructionalmaterial/wcms_178397.pdf [Accessed 12 July 2018].

4.5 ILO Instruments on Occupational Safety and Health

4.5.1 General provisions

Up to date instruments

- C155 - Occupational Safety and Health Convention, 1981 (No. 155)
- P155 - Protocol of 2002 to the Occupational Safety and Health Convention, 1981
- R164 - Occupational Safety and Health Recommendation, 1981 (No. 164)
- C161 - Occupational Health Services Convention, 1985 (No. 161)
- R171 - Occupational Health Services Recommendation, 1985 (No. 171)
- C187 - Promotional Framework for Occupational Safety and Health Convention, 2006 (No. 187)
- R197 - Promotional Framework for Occupational Safety and Health Recommendation, 2006 (No. 197)
- R097 - Protection of Workers' Health Recommendation, 1953 (No. 97)
- R102 - Welfare Facilities Recommendation, 1956 (No. 102)
- R194 - List of Occupational Diseases Recommendation, 2002 (No. 194)

Instrument with interim status

- R031 - Prevention of Industrial Accidents Recommendation, 1929 (No. 31)

Replaced Recommendation

- R112 - Occupational Health Services Recommendation, 1959 (No. 112)

4.5.2 Protection against specific hazards

Up-to-date instrument

- C115 - Radiation Protection Convention, 1960 (No. 115)
- R114 - Radiation Protection Recommendation, 1960 (No. 114)
- C139 - Occupational Cancer Convention, 1974 (No. 139)
- R147 - Occupational Cancer Recommendation, 1974 (No. 147)
- C148 - Working Environment (Air Pollution, Noise and Vibration) Convention, 1977 (No. 148)
- R156 - Working Environment (Air Pollution, Noise and Vibration) Recommendation, 1977 (No. 156)
- C162 - Asbestos Convention, 1986 (No. 162)
- R172 - Asbestos Recommendation, 1986 (No. 172)
- C170 - Chemicals Convention, 1990 (No. 170)
- R177 - Chemicals Recommendation, 1990 (No. 177)
- C174 - Prevention of Major Industrial Accidents Convention, 1993 (No. 174)

- R181 - Prevention of Major Industrial Accidents Recommendation, 1993 (No. 181)
- R200 - HIV and AIDS Recommendation, 2010 (No. 200)

Instrument to be revised

- C013 - White Lead (Painting) Convention, 1921 (No. 13)
- C119 - Guarding of Machinery Convention, 1963 (No. 119)
- R118 - Guarding of Machinery Recommendation, 1963 (No. 118)
- C127 - Maximum Weight Convention, 1967 (No. 127)
- R128 - Maximum Weight Recommendation, 1967 (No. 128)
- C136 - Benzene Convention, 1971 (No. 136)
- R144 - Benzene Recommendation, 1971 (No. 144)
- R003 - Anthrax Prevention Recommendation, 1919 (No. 3)
- R004 - Lead Poisoning (Women and Children) Recommendation, 1919 (No. 4)
- R006 - White Phosphorus Recommendation, 1919 (No. 6)

Withdrawn instrument

R032 - Power-driven Machinery Recommendation, 1929 (No. 32)

4.5.3 Protection in specific branches of activity

Up-to-date instrument

- C120 - Hygiene (Commerce and Offices) Convention, 1964 (No. 120)
- R120 - Hygiene (Commerce and Offices) Recommendation, 1964 (No. 120)
- C167 - Safety and Health in Construction Convention, 1988 (No. 167)
- R175 - Safety and Health in Construction Recommendation, 1988 (No. 175)
- C176 - Safety and Health in Mines Convention, 1995 (No. 176)
- R183 - Safety and Health in Mines Recommendation, 1995 (No. 183)
- C184 - Safety and Health in Agriculture Convention, 2001 (No. 184)
- R192 - Safety and Health in Agriculture Recommendation, 2001 (No. 192)

Instrument with interim status

- C045 - Underground Work (Women) Convention, 1935 (No. 45)

Outdated instrument

- C062 - Safety Provisions (Building) Convention, 1937 (No. 62)

Replaced Recommendation

- R053 - Safety Provisions (Building) Recommendation, 1937 (No. 53)
- R055 - Co-operation in Accident Prevention (Building) Recommendation, 1937 (No. 55)

All the instruments as well as their ratification status are available in the NORMLEX database of the ILO at: www.ilo.org/dyn/normlex/en

Additional information on OSH national legislations can be found on LEGOSH, the Global database on occupational safety and health legislation, available at: www.ilo.org/dyn/legosh/en

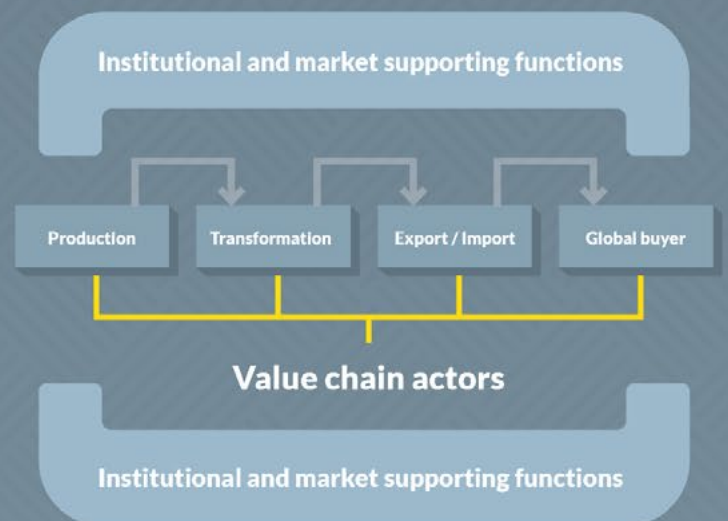
4.5.4 Codes of practice on OSH

- Safety in the use of asbestos, 1984.
- Safety and health in coal mines, 1986.
- Radiation protection of workers (ionizing radiation), 1987.
- Safety, health and working conditions in the transfer of technology to developing countries, 1988.
- Safety and health in opencast mines, 1991.
- Prevention of major industrial accidents, 1991.
- Safety and health in construction, 1992.
- Technical and ethical guidelines for workers' health surveillance, 1992.
- Safety in the use of chemicals at work, 1993.
- Recording and notification of occupational accidents and diseases, 1995.
- Management of alcohol- and drug-related issues in the workplace, 1996.
- Protection of workers' personal data, 1997.
- Safety and health in forestry work, 1998.
- Use of synthetic vitreous fibre insulation wools (glass wool, rock wool, slag wool), 2000.
- Guidelines on occupational safety and health management systems, 2001.
- Ambient factors in the workplace, 2001.
- HIV/AIDS and the world of work, 2001.
- Safety and health in the non-ferrous metals industries, 2003.

Step 1: Selection



Step 2: Mapping



| Step 3: Analysis



| Step 4: Intervention design



Interventions for sustainable improvement of occupational safety and health outcomes

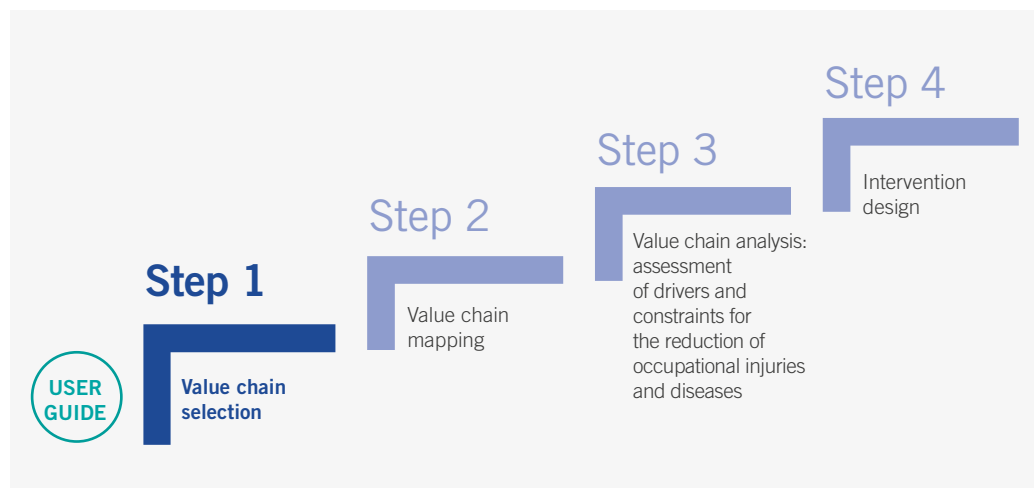
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Step 1

Value chain selection

1. Situation and learning objectives

Figure 4. Step 1: Value chain selection



This step is the starting point of the project. The value chain selection process provides a framework to make an informed decision when selecting one or several value chains of focus for a project. It consists of a desk review of three (3) to five (5) global value chains operating in the target country.

In this module, you will learn to select a value chain of focus according to your project's objectives.

By the end of this section, you will be able to:

- a. Organize the time and resources necessary for this step.
- b. Identify the main global value chains in the country.
- c. Gather information for each of the topics grouping selection criteria within an organized template.
- d. Rate each value chain for each topic.
- e. Use the scoring template to make the final choice between the value chains.
- f. Fill the reporting document to support your decision.

PRACTICAL TOOLS



STEP 1 - RESEARCH TOOL NO. 1 - Sources for Value Chain Selection

STEP 1 - RESEARCH TOOL NO. 2 - Scoring Sheet Value Chain Selection

2. Outputs and timeline

The expected outputs for this step are:

- a. A report on the selection process,
- b. A completed selection matrix supporting your choice,
- c. Selected global supply chain(s) based on a scoring template in order to focus the mapping, analysis and intervention model.

PRACTICAL TOOLS



STEP 1 - TEMPLATE NO. 2 - Supply Chain Selection Report

STEP 1 - TEMPLATE NO. 3 - Project Factsheet

This step should have a duration of approximately **one month**, depending on the length of validation processes for the final choice.

As mentioned in the user guide, implementing the present methodology will require combining knowledge from different disciplines and is likely to require the involvement of different persons with complementary backgrounds. That being said, Step 1 should involve mostly the project manager with a development background, able to liaise with specialists as necessary. In some cases, consultants or external researchers are hired to support the desk review process involved in Step 1, depending on the time constraint, but it is not required.

3. Process for value chain selection

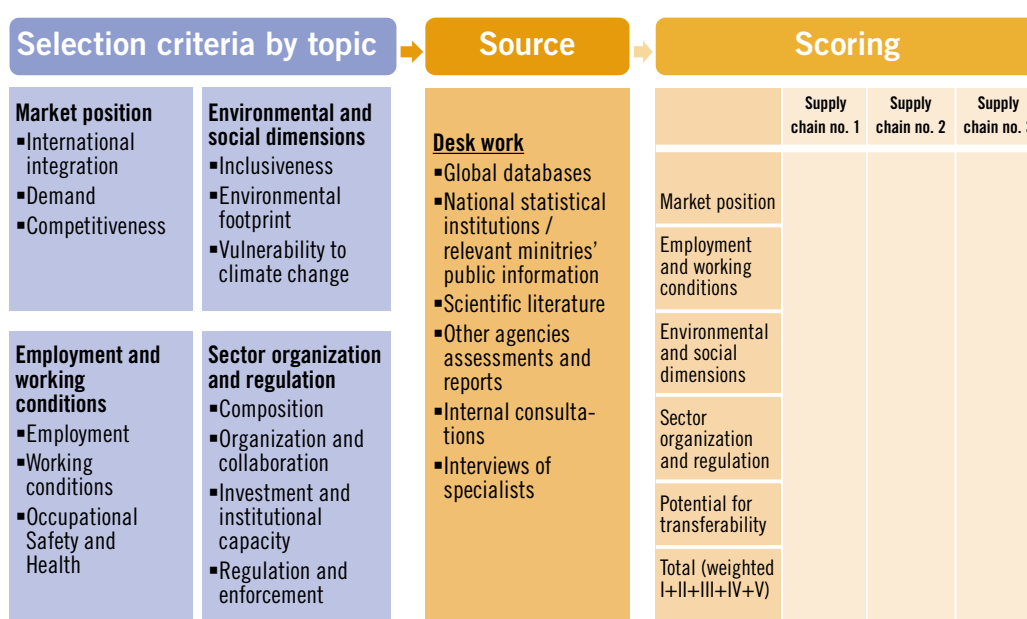
3.1 Overview of the process

This section provides guidance on how to perform an effective value chain selection through a thorough desk review and primary consultations.

1. Choose three to five value chains to include in the selection process. Choose them in function of their importance regarding lead exports of the country and in consultation with respective ILO Country Offices and government priorities.
2. Assess and analyse the selected value chains based on a desk review. The information compiled will serve to score each criterion in order to select the most appropriate value chain for the project.
 - i. **Topics:** The desk review of each value chain is organized around defined topics which contain a number of criteria.
 - ii. **Criterion:** Each topic contains various criterion to consider during the desk review in order to obtain an overview of the value chain and its environment.
 - iii. **Indicators:** Each criterion has a set of indicators to consider in order to efficiently guide the desk review.
 - iv. **Sources:** In order to collect relevant information for each topic, criterion and indicator, relevant sources are provided for the desk review.
3. Based on the data and information collected, use the scoring and selection matrices, to select the most appropriate value chain.

A desk review is a methodology used to collect, in a cost-efficient manner, existing data and information about the value chains under review. A desk review aims at acquiring information, data and knowledge that are already available, before starting field investigations.

Figure 5. Overview of the selection process



This selection tool was adapted from the ILO-GIZ Guidelines for Value chain selection, where additional sources and insights can be found.

Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH & ILO. 2015. *Guidelines for Value Chain Selection: Integrating economic, environmental, social and institutional criteria*. Available at: http://www.ilo.org/wcmsp5/groups/public/--ed_emp/--emp_ent/documents/instructionalmaterial/wcms_416392.pdf [Accessed 12 July 2018].

As a joint effort between GIZ and the ILO, these guidelines offer a holistic and structured approach to value chain selection. They combine four different dimensions of value chains/sustainable development: economic, environmental, social and institutional. Since the four dimensions are interconnected, overlooking any one of them during value chain selection will affect the next phase of value chain analysis and development. Because currently no comprehensive or systematic approach or methodology exists that combines these four dimensions, these guidelines have been developed to fill the gap.

At the end of this Step 1, a report can be produced to inform the final choice.

PRACTICAL TOOLS



STEP 1 - TEMPLATE NO. 2 - Supply Chain Selection Report

For this step, terms of reference can be developed in order to lay out the activities to be undertaken and divide the tasks when working in teams.

PRACTICAL TOOLS



STEP 1 - ToR NO. 1 - Terms of Reference for the Value Chain Selection

3.2 Desk review

This section provides insights on the selection criteria, indicators and their possible sources for each of the following topics.

a. Market position

This topic is intended to get a sense of the current situation of the value chain in terms of economic constraints and success. While conducting the scoring, one should consider the following: as per the existing literature on GSC, it is important to consider the nature of the relationship between value chain actors to assess how much integration and cooperation there may be between them, and hence how much opportunity to engage with them on working conditions there may be. With little acknowledgement from the actors themselves that they belong to one value chain, a GSC approach is unlikely to be effective and other strategies may be more appropriate.

b. Employment, working conditions and OSH

This topic should provide an overview of the type of employment patterns and documented needs for OSH improvement in the value chain, including a review of available OSH data.

c. Environmental and social dimensions

This topic seeks to understand what kind of target group the value chain involves and whether environmental factors may be negatively or positively affected by an intervention in such a value chain.

d. Sector organization and regulation

This topic looks into indicators of existing value chain structures and organizations, which could be for instance mobilized in the framework of a value chain intervention.

e. Potential for transferability

This last topic is particularly important as the work on OSH in a specific value chain in one country should ideally have the potential to be transferred either nationally or to other sourcing countries.

Information on the sources for each topic is available in the Tools and Resources in the following tool:

PRACTICAL TOOLS



STEP 1 - RESEARCH TOOL NO. 1 - Sources for Value Chain Selection

f. Scoring

In order to evaluate the identified value chains, score the criteria using scores between 1 and 5.

The scores are given based on the current state of the criterion itself and, for some criteria that cover trends or growth potential, on prospects. The score is as much as possible based on data and figures that are available from secondary data, previous analysis and statistics.

Scoring

- 1: Very Poor/Very Low
- 2: Poor/Low
- 3: Acceptable/Moderate
- 4: Good/High
- 5: Very Good/Very High

In the final decision, it is possible to select a value chain which did not have the top score but is chosen for practical reasons that have to do with the timeframe, existing synergies or other aspects. This informed decision must be documented.

PRACTICAL TOOLS



STEP 1 - RESEARCH TOOL NO. 2 - Scoring Sheet Value Chain Selection

3.2.1 Understanding data gaps on OSH and scoring accordingly

To prevent occupational accidents and diseases, it is important to be able to detect them and understand their cause. The availability of data on occupational accidents and diseases is thus central to an effective OSH management system at company, sector and national levels. The availability of data on OSH indicators in GVCs joins the overall issue of availability of reliable data on OSH outlined within existing research.⁵⁸

The Resolution (ILO, 1988) concerning statistics of occupational injuries (resulting from occupational accidents), adopted by the Sixteenth International Conference of Labour Statisticians (ICLS) defines three types of indicators for OSH.

⁵⁸ Synthetized in: ILO. 2012. *Improvement of national reporting, data collection and analysis of occupational accidents and diseases*. ILO: Geneva. Available at: http://www.ilo.org/safework/info/publications/WCMS_207414/lang-en/index.htm [Accessed 12 July 2018], and: ILO. 2017. *Challenges for the collection of reliable OSH data. Factsheet for the World Day for Safety and Health at Work 2017, and Optimize the collection and use of OSH data*. Available at: www.ilo.org/safeday [Accessed 12 July 2018].

Figure 6. Examples of OSH indicators

| Indicators of Outcome |
|---|
| <ul style="list-style-type: none">■ Examples<ul style="list-style-type: none">▶ Number of occupational injuries and diseases▶ Number of person injured / number of cases of occupational injuries / diseases▶ Time lost due to occupational injuries, as defined by the ICLS▶ Cost of injuries and accidents |
| Indicators of Capacity and Capability |
| <ul style="list-style-type: none">■ Example: Number of inspectors or health professionals dealing with occupational safety and health |
| Indicators of Activities |
| <ul style="list-style-type: none">■ Examples<ul style="list-style-type: none">▶ Number of trainee days▶ Number of inspection▶ Numbers of accidents investigated |

Those indicators are meant to capture the state of occupational safety and health of the working population (outcomes) as well as the capacities available and efforts effectively put in place to improve those conditions (capacity, capability and activities). Current international statistical guidelines on occupational injuries are found in the Resolution concerning statistics of occupational injuries (resulting from occupational accidents), adopted by the Sixteenth International Conference of Labour Statisticians in 1998.⁵⁹ In addition, SDG indicators 1.3.1, 8.8.1 and 8.8.2 can be collected.⁶⁰

The main sources⁶¹ for the collection of those indicators are as follow as well as their limitations and challenges in terms of coverage, accuracy and comparability⁶²:

59 ILO. 1998. *Resolution concerning statistics of occupational injuries (resulting from occupational accidents)*. Sixteenth International Conference of Labour Statisticians. Available at: http://www.ilo.org/global/statistics-and-databases/standards-and-guidelines/resolutions-adopted-by-international-conferences-of-labour-statisticians/WCMS_087528/lang--en/index.htm [Accessed 12 July 2018].

60 ILO. 2017. *Indicators for Health and Safety at the Workplace* [Online] Available at: http://www.ilo.org/global/topics/dw4sd/themes/osh/WCMS_560720/lang--en/index.htm [Accessed 12 July 2018].

61 Additional sources may include incident reporting schemes, survey of workers and employers, social protection (encompassing social insurance and assistance) institution records, emergency services records, etc. The ILO recommends establishing a coordinating committee at national level comprising representatives of government, other producers of statistics on occupational injuries and employers and workers' organizations.

62 ILO. 2017. *World Safe Day 2017: new and innovative partnership launched in Brazil Brasilia*, 28 April 2017. [Online] Available at: https://www.ilo.org/wcmsp5/groups/public/---ed_dialogue/---lab_admin/documents/article/wcms_551554.pdf [Accessed 12 July 2018].

- a. **Labour inspection statistics:**⁶³ the record of reporting and notification of occupational accidents injuries and diseases to the Labour Inspectorate is often based on legal requirements for employers to declare such accidents, injuries and diseases, though under-reporting remains an issue in the formal economy and those requirements usually do not reach the informal economy. Additional labour inspection statistics can provide a range of capacities, capabilities and activities indicators.
- b. **Records of claims to employment injury insurance schemes:** the claims for compensation in case of an occupational accident, injuries or disease under statutory social insurance represent the incidence of compensable injuries and diseases for the covered population. In low and middle-income countries, the covered population represents often only a small part of the workforce, leaving out the informal economy and often workers outside of permanent employment in the formal economy.⁶⁴
- c. **Health surveillance data:** morbidity and mortality related to occupational accidents and diseases is seldom available in developing countries, often because the health system is not equipped to produce this type of data (i.e. little availability of skilled personnel able to detect morbidity and mortality attributable to exposure to occupational hazards, limited availability and geographical and financial accessibility of OSH services and general health services, lack of monitoring system in place, lack of database with disaggregated data, etc.). Those challenges explain that an occupational burden of diseases and injuries at national level is seldom available. Those challenges also explain why data on occupational diseases remains scarce, even when data on accidents is available.
- d. **Sustainability reporting:** Some enterprises, public authorities and NGOs worldwide currently publish sustainability reports including the economic, environmental and social impacts caused by their everyday activities. Many of these reports contain disclosures of OSH data, such as the reports that conform to the Global Reporting Initiative (GRI) or other compliance reports under specific private compliance initiatives (PCI) and other programmes.⁶⁵ Still, the published data concerns specific establishments or companies and are not aggregated in a way that would allow for it to be comprehensive and comparable across establishments, sectors and countries.

The three first above-mentioned sources of data are usually compiled at the national level and disaggregation is seldom available by sector, let alone by specific supply chain. Within the three case studies developed as part of the ILO-EU project on OSH in GVCs, the case of coffee in Colombia stands out in the joint effort from the National Federation of Coffee growers and the Ministry of Labour in gathering OSH data specifically on the supply base of the chain.⁶⁶ The lack of compiled, comprehensive and reliable OSH data at the various stages of production of supply chains creates a barrier to raise awareness and build consensus on

63 For further reference and guidelines see:

- ILO. 1947. *C081 - Labour Inspection Convention, 1947 (No. 81)*. Available at: http://www.ilo.org/dyn/normlex/en/f?p=NORMLEXPUB:12100:0::NO::P12100_ILO_CODE:C081. [Accessed 12 July 2018]
- ILO. 2016. *Guide on the Harmonization of Labour Inspection Statistics*. Available at: http://www.ilo.org/global/about-the-ilo/how-the-ilo-works/departments-and-offices/governance/labadmin-osh/WCMS_506961/lang--en/index.htm [Accessed 12 July 2018].
- ILO. 2017. *Collection and Use of Labour Inspection Statistics – A short guide*. Available at: http://www.ilo.org/labadmin/info/pubs/WCMS_537155/lang--en/index.htm [Accessed 12 July 2018].

64 ILO. 2014. *World Social Protection Report 2014/15: Building economic recovery, inclusive development and social justice*. International Labour Office – Geneva: ILO, 2014. Available at: https://www.ilo.org/wcmsp5/groups/public/---dgreports/---dcomm/documents/publication/wcms_245201.pdf [Accessed 12 July 2018]

65 For instance the ILO-IFC Better Work Programme: <https://betterwork.org/>

66 The two institutions partnered to conduct a survey on occupational safety and health among coffee growers in 2013 and 2014.

priority prevention actions. It creates a further disincentive to invest in issues that tend to be seen as intangible, especially by actors who may be disconnected from an institutional supporting environment on OSH (i.e. as illustrated by the interviews conducted as part of the case studies with farmers and their families in rural and remote areas).

3.2.2 Additional considerations

Synergies and overlaps with existing projects

Mapping existing interventions and finding synergies and complementarities with other existing projects is necessary to avoid overlap while ensuring opportunities for synergies are seized.

Strategic fit within Decent Work Country Programmes (DWCP) and United Nations Development Assistance Framework (UNDAF)

It is important to check if the value chain fits within the country specific, UN/ILO and government priorities: UNDAF, national development frameworks/policies, as well as ILO DWCP. As regards the latter, countries with a Country Programme Outcome on occupational safety and health may have already indicated some sectoral priorities.

Consult the following sources to know more:

- Database of DWCP:

ILO. *Decent Work Country Programmes (DWCPs)* [Online] Available at: <http://www.ilo.org/global/about-the-ilo/how-the-ilo-works/departments-and-offices/program/dwcp/lang--en/index.htm> [Accessed 12 July 2018].

- UNDAF are available on the web pages of the UN Country teams:

UNDG. UN at the country level. [Online] Available at: <https://undg.org/about/un-country-level/> [Accessed 12 July 2018]

3.2.3 Final score

The final score is the result of the rapid assessment of the value chain based on the desk review. An excel template is provided to calculate the weight and the weighted score of the result for each criterion and each topic.

PRACTICAL TOOLS



STEP 1 - RESEARCH TOOL NO. 2 - Scoring Sheet Value Chain Selection

Those weights need to be adapted to the specific objectives of each project and the country context.

Table 3. Final scoring matrix

| Topics & Criteria | Score | Weight | Weighted score |
|---|-------|--------|----------------|
| 1. Market position | | | |
| Importance of the value chain for the local economy | | | |
| Prospects for growth in demand | | | |
| Competitiveness and profitability | | | |
| <i>Sub-total I</i> | | | |
| 2. Employment and working conditions | | | |
| Importance of the value chain in terms of employment and job growth | | | |
| Vulnerability of employment patterns and relative quality of working conditions | | | |
| Weakness of risk management systems and mitigation mechanisms | | | |
| Importance of risk factors / hazards | | | |
| <i>Sub-total II</i> | | | |
| 3. Environmental and social dimensions | | | |
| Potential to engage with poor communities | | | |
| Positive impact of climate change | | | |
| Potential to avoid negative impact on the environment and health of local communities | | | |
| <i>Sub-total III</i> | | | |
| 4. Sector organization and regulation | | | |
| Level of investment in the sector | | | |
| Level of organization and collaboration | | | |
| Availability and capacities of stakeholders | | | |
| Policy relevance and political interest | | | |
| <i>Sub-total IV</i> | | | |
| 5. Potential for transferability | | | |
| Commodity traded from other developing countries | | | |
| Transferability to other similar chains locally | | | |
| Potential transferability through lead firm | | | |
| <i>Sub-total V</i> | | | |

3.2.5 Final selection decision

Based on the results of the desk review, the results are presented to the ILO/organization, the national stakeholders and eventually the donor to make a final decision on the selected supply chain. This can take the form of bilateral communication or a joint meeting.

A report summarizing the evidence gathered during the desk review should document the selection process.

PRACTICAL TOOLS



STEP 1 - TEMPLATE NO. 2 - Supply Chain Selection Report

On the basis of the selection, a project sheet can be prepared to present the project and the selected supply chain(s). This will be useful to circulate to stakeholders in the following steps.

PRACTICAL TOOLS



STEP 1 - TEMPLATE NO. 3 - Project Factsheet

4. Tools and resources

4.1 Key concepts definitions

Find the following concepts in the user guide's index.

- Desk review
- Market system
- Topics
- Value chain





4.2 Toolbox



STEP 1 - ToR NO. 1 - Terms of Reference for the Value Chain Selection



STEP 1 - RESEARCH TOOL NO. 1 - Sources for Value Chain Selection

STEP 1 - RESEARCH TOOL NO. 2 - Scoring Sheet Value Chain Selection



STEP 1 - TEMPLATE NO. 2 - Supply Chain Selection Report

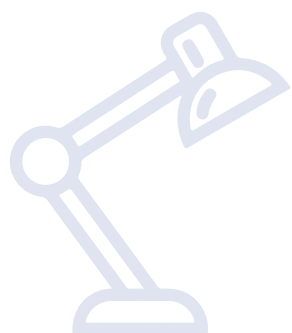
STEP 1 - TEMPLATE NO. 3 - Project Factsheet



STEP 1 - CASE STUDY NO. 2 - The roll-out of STEP 1 in the coffee value chain of Colombia

STEP 1 - TRAINING MATERIAL NO. 3 - Selection Exercise

STEP 1 - TRAINING MATERIAL NO. 4 - Presentation of STEP 1



4.3 Useful readings

ILO. *Country profiles on occupational safety and health*. [Online]. Available at: <http://www.ilo.org/safework/countries/lang--en/index.htm> [Accessed 12 July 2018].

Country profiles on occupational safety and health.

ILO. *ILO Global Database on Occupational Safety and Health Legislation (LEGOSH)*. [Online] Available at: <http://www.ilo.org/dyn/legosh/en/f?p=14100:1000:0::NO::> [Accessed 12 July 2018].

The ILO Global Database on Occupational Safety and Health Legislation (LEGOSH) provides a picture of the regulatory framework of the main elements of OSH legislation, including OSH management and administration, employers' duties and obligations, workers' rights and duties, OSH inspection and enforcement, among others. LEGOSH classification structure is based on a comprehensive set of 11 themes which follows and captures the main part of the key ILO standards such as the ILO Convention No.155 on Occupational Safety and Health (1981) and the Recommendation N°164, Convention No.187 on the Promotional framework for occupational safety and health (2006), the Labour Inspection Convention C081 and other technical Conventions as benchmarks.

ILO. *IPEC Country Dashboard. Regions and Countries*. [Online] Available at: <http://www.ilo.org/ipec/Regionsandcountries/lang--en/index.htm> [Accessed 12 July 2018].

IPEC's child labour Country Dashboard provide access to information, projects, programmes and plans that have an impact on the fight against child labour at national level. The dashboard provides information from various sources to present a broad picture of the national child labour situation and the main actions being taken to combat it.

ILO. *Working Conditions Laws Database*. [Online] Available at: <http://www.ilo.org/dyn/travail/travmain.home> [Accessed 12 July 2018].

The ILO Working Conditions Laws Database provides a picture of the regulatory environment of working time, minimum wages and maternity protection in more than 100 countries around the world. It contains comprehensive legal information, which allows you to conduct customized research on a specific country, to compare the legislation of several countries or regions on a particular subject or to perform searches by text. For selected issues, a historical comparison is possible.

Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH & ILO. 2015. *Guidelines for Value Chain Selection: Integrating economic, environmental, social and institutional criteria*. Available at: http://www.ilo.org/wcmstp5/groups/public/---ed_emp/--emp_ent/documents/instructionalmaterial/wcms_416392.pdf [Accessed 12 July 2018].

As a joint effort between GIZ and the ILO, these guidelines offer a holistic and structured approach to value chain selection. They combine four different dimensions of value chains/sustainable development: economic, environmental, social and institutional. Since the four dimensions are interconnected, overlooking any one of them during value chain selection will affect the next phase of value chain analysis and development. Because currently no comprehensive or systematic approach or methodology exists that combines these four dimensions, these guidelines have been developed to fill the gap.

USAID. *Value Chain Selection*. Marketlinks. [Online] Available at: <https://www.marketlinks.org/good-practice-center/value-chain-wiki/value-chain-selection> [Accessed 12 July 2018].

Value chain selection is the process of prioritizing industries or value chains based on criteria including their potential for growth and competitiveness, impact, and contribution to other development objectives such as conflict mitigation, women's empowerment, food security or natural resource management. The selection process is inherently subjective, and there is always a danger of selecting a value chain for the wrong reasons. The goal of the selection process is to minimize subjectivity.

World Health Organization (WHO). *Global Health Observatory (GHO)*. [Online] Available at: <http://www.who.int/gho/en/> [Accessed 12 July 2018].

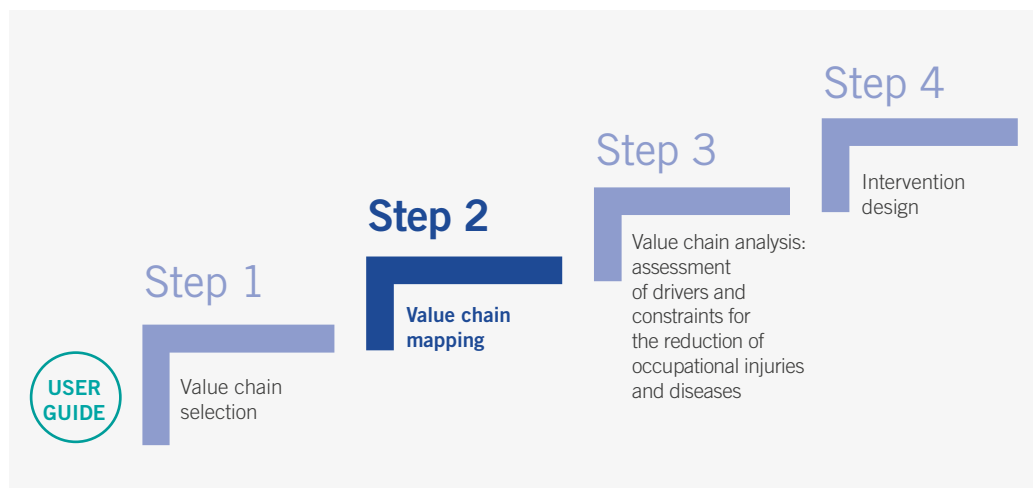
The Global Health Observatory theme pages provide data and analyses on global health priorities. Each theme page provides information on global situation and trends highlights, using core indicators, database views, major publications and links to relevant web pages on the theme.

Step 2

Value chain mapping

1. Situation and learning objectives

Figure 7. Step 2: Value chain mapping



It is essential to map the selected global value chain from the first production stages to the end consumer in order to fully understand the role of each actors and to be able to select the right set of informants to interview and workplaces to observe in the next step. The mapping also serves to identify the information gaps to fully understand the value chain. The map will likely not be completed in this step and will be adjusted following the interviews and research processes.

The main objective of this section is to gather information and conduct a mapping of the selected value chain and its supporting functions, which will be used for the selection of key informants and workplaces for primary data collection in the next step.

By the end of this section, you will be able to:

- a. Organize the time and resources necessary for this step.
- b. Gather information within an organized template.
- c. On the basis of a desk review, create a rapid overview of the market system in which the value chain evolves:

- Provide a detailed typology of actors, production processes and describe the structure and flow of the chain in logical clusters
 - Identify the supporting functions and provides a general overview of the market and institutional system in which the value chain is operating
 - Identify the information gaps to address in the next step
- d. Explore issues of access and availability of information and composition of the research team.

At the end of this section, you should have a first draft of the map of the global value chain and its environment as well as a compilation of relevant information from secondary sources.

PRACTICAL TOOL



STEP 2 - TEMPLATE NO. 4 - Report for the Value Chain Mapping

2. Outputs and timeline

By the end of this section, you will have produced the following outputs:

- a. A complete report on the mapping process.
- b. A map of the global value chain compiling both a visual map and a summary of available data from secondary sources.
- c. A detailed typology of actors which will serve as a basis to identify key informants and workplaces to observe and interview in Step 3 in order to gather data not available through the desk review.

This step should have a duration of **two (2) to three (3) weeks** for the initial mapping.

As mentioned in the user guide, implementing the present methodology will require combining knowledge from different disciplines and is likely to require the involvement of different persons with complementary backgrounds. Considering that every situation is different, we lay out below the knowledge that the interdisciplinary team would ideally have. At Step 2 of the process, the persons in charge of the mapping should ideally also be involved in the forthcoming Step 3 and Step 4, through the full team may not be required to be on board (a single person with peer review can be in charge of the mapping).

The interdisciplinary team should possess the following skills:

- Familiarity with qualitative research methods.
- Knowledge of the value chain(s) and relevant contact.
- Ability to identify occupational hazards and risks, both from observation and from testimony of key informants, research their causes and assess control measures.
- Knowledge of the institutional set up in the sourcing country.
- Knowledge of the structure of the global market for the product considered.

It is an iterative process once the field work starts in the next section, where more types of actors may be discovered on the ground and subsequently added to the mapping. Report the information about the length and the scope in the appropriate template.

PRACTICAL TOOL

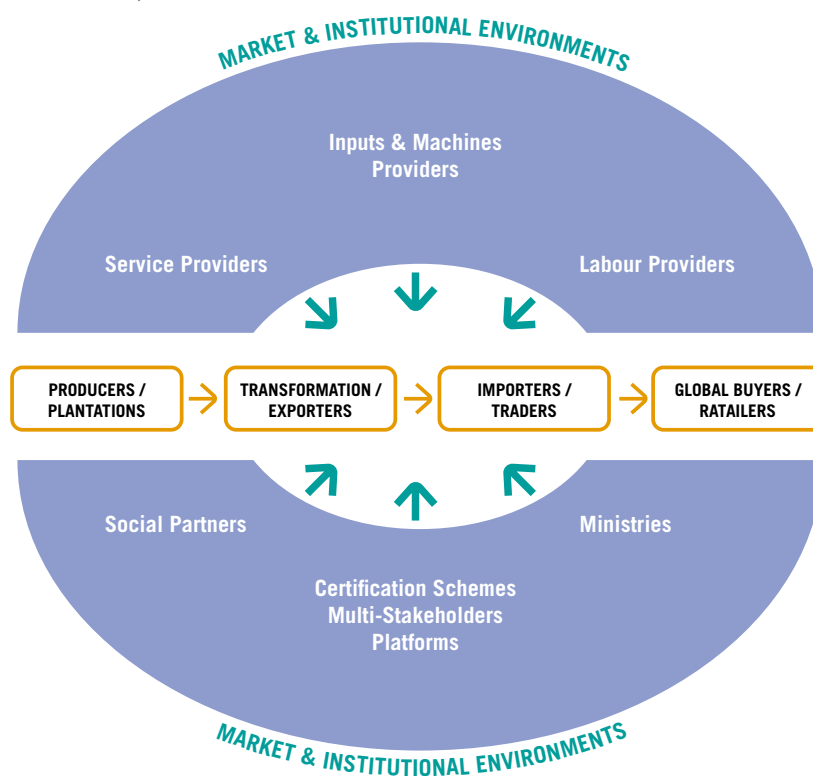


STEP 2 - ToR NO. 2 - Terms of Reference for the Value Chain Mapping

3. Process to map the value chain

To perform an effective value chain mapping, an efficient desk study and possible complementary interviews with key players are necessary. Map the gathered information about the value chain and its market and institutional environment, as per the visual representation below and identify the information gaps.

Figure 8. Value chain map



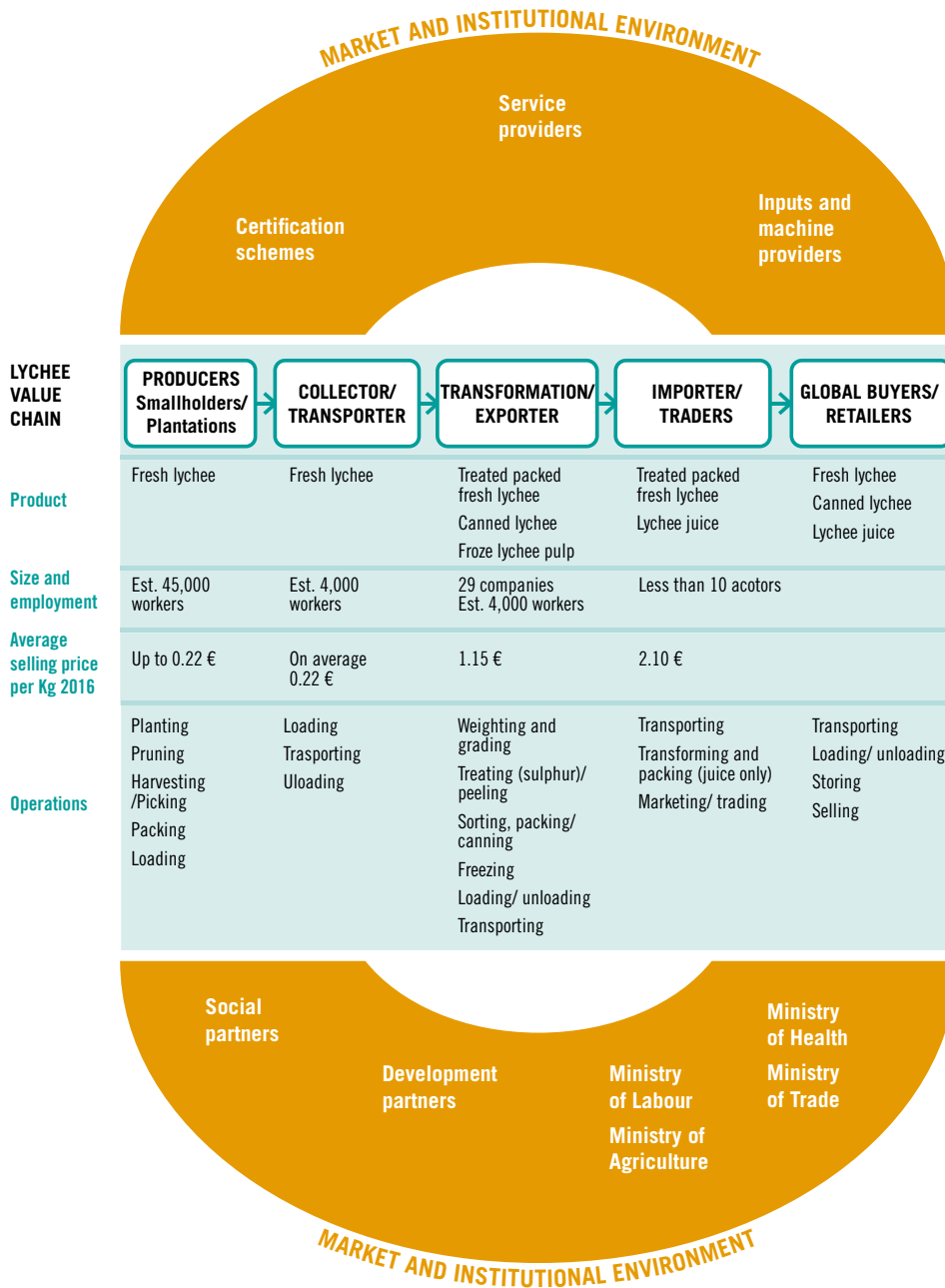
Source: authors.

The value chain mapping provides a detailed typology of actors, a vision of the scale of the value chain as well as an identification of the supporting functions. The mapping process should answer the following questions:

- a. What are the production stages and respective production processes?
- b. What are the different types of actors involved in the value chain?
- c. What are the supporting functions?

Mapping the information helps to organize key information about the actors involved in all steps of the value chain as well as the supporting functions in a visual manner. This information will be collected through a desk review of secondary sources and, if necessary, through precise key informant interviews. The mapping process will probably give an incomplete portrait of the value chain (for instance some actors such as third or fourth tier sub-contractors may not be documented / accessible through desk review) but will provide sufficient information to select the informants and workplaces for the field research. Finalizing the map will be an iterative process complete by the end of Step 3.

Figure 9. Example: Lychees' value chain mapping in Madagascar



Source: ILO, 2017.⁶⁷

67 ILO. 2017. *Food and agriculture global value chains: Drivers and constraints for occupational safety and health improvement - Volume Two - Three case studies*. ILO: Geneva. Available at: http://www.ilo.org/safework/projects/WCMS_593288/lang-en/index.htm [Accessed 12 July 2018].

This mapping tool was adapted from the ILO Market Systems for Decent Work approach and more specifically the Guide “Value Chain Development for Decent Work”, where additional sources and insights can be found.

ILO. 2015. *Value chain development for decent work: how to create employment and improve working conditions in targeted sectors*. International Labour Office. - 2nd ed. - Geneva: ILO, 2015. Available at: http://www.ilo.org/wcmsp5/groups/public/---ed_emp/--emp_ent/---ifp_seed/documents/instructionalmaterial/wcms_434363.pdf [Accessed 12 July 2018].

This second edition of the Value Chain Development for Decent Work guide has been re-written with an emphasis on moving from analysis to action. This version includes expanded guidance on design and implementation of value chain development interventions with an emphasis on jobs and job quality. A big effort has been made to be brief and focus on core guidance, with additional reading suggestions made where further detail is required.

For this step, terms of reference can be developed in order to lay out the activities to be undertaken and to divide the tasks when working in teams.

PRACTICAL TOOL



STEP 2 - ToR NO. 2 - Terms of Reference for the Value Chain Mapping

3.1 Product and industry description

3.1.1 Product Description

Provides a general description of the end product of the value chain. Sometimes there will be several end products.

📌 Example Box 1: Palm oil value chain in Indonesia. Product description.

Palm Oil is the world's highest yielding oil crop, with an output five to ten times greater per hectare than other leading vegetable oils. This makes palm oil the least expensive vegetable oil to produce. Oil palms generally begin to produce fruits 30 months after being planted with commercial harvest commencing six months later. While a tree can live up to 50 years, it is usually replaced at 20 to 25 years because of declining yields and because their height makes harvesting difficult.

The fruit is reddish in colour and grows in a large bunch or Fresh Fruit Bunch (FFB). Each FFB weighs between 10 and 25 kilograms with 1,000 to 3,000 oval-shaped fruitlets per bunch. FFBs are harvested every 15 days which makes it attractive to smallholders. Harvesting is labour intensive and, as such, even smallholders contribute to job generation in their communities.

Each fruitlet contains a single seed (palm kernel), surrounded by a soft oily pulp or mesocarp. FFBs contain about 18 to 22 per cent crude palm oil and 3 to 5 per cent palm kernel oil. Palm oil is obtained from the fleshy mesocarp of the fruit which contains a maximum of 24 per cent oil depending on the quality and variety of fruit. Palm kernel oil is obtained from the kernel which contains about 45 to 50 per cent oil and 40 to 45 per cent meal. It is lauric oil, which is similar to coconut oil. FFB must be processed by a mill within 24 to 48 hours after harvest. This is important to maintain the oil content and prevent the build-up of free fatty acids (FFA), which reduces the quality of the oil. A third product is palm kernel meal (PKM), derived from the crushed kernel. It is mainly used as a component of animal feed for livestock.

Palm oil and palm kernel oil are used in a wide range of products, from margarine and chocolate to ice cream, soaps, cosmetics, and fuel for cars and power plants. The four main traditional uses of palm oil in food products are for cooking/frying oil, shortenings, and margarine and confectionary fats. Palm oil is regularly used in both solid fat products as well as in the liquid cooking oil sector especially in industrial frying applications. The food industry is the biggest user of palm oil accounting for about 72 per cent of the world-wide usage. Palm oil is used in about 60 per cent of the products sold in supermarkets.

As a non-food ingredient, palm oil is utilized in the production of cosmetics, toiletries, soaps and detergents. It is also used in the oleo-chemical industry, as a base material for the production of surfactants (washing active substances) for laundry detergents, household cleaners and cosmetics. Personal care, cosmetics, and cleaning materials account for about 18 per cent of palm oil utilization. More recently, the biofuels market has provided a significant new non-food use for palm oil where it is used as the feedstock for the production of biodiesel and as an alternative to mineral oils for use in power stations. About 10 per cent of the palm oil value is absorbed by the biofuel industry.

Source: ILO, 2017.⁶⁸

3.1.2 Overview of the industry

Provides a rapid overview of the industry, the production trends and the market trends as well as its linkage with government industrialization strategies and with trade policies of the producing and importing countries.

👉 Example Box 2: The supply chain of lychee from Madagascar. Overview of the industry.

Global demand for exotic fruits has grown over the past decades, linked with an overall increase in world population and changing consumption patterns, particularly in Europe and North America (European Parliament, 2015). Indeed, exotic products, and in particular exotic fruits, have become a regular part of the European and North American diet. This change coincided with the concentration of retailers who first provided an extended range of products, including various fresh and exotic products to western consumers. These products seem to assume a new strategic importance in the differentiation of the customer experience sought by retailers (McKinsey & Company, 2013).

In this context, beginning in the early 1990s, a market for lychee emerged in Europe and North America. Initially widely consumed in Asia, lychee started gaining popularity

68 ILO. 2017. *Food and agriculture global value chains: Drivers and constraints for occupational safety and health improvement - Volume Two - Three case studies*. ILO: Geneva. Available at: http://www.ilo.org/safework/projects/WCMS_593288/lang--en/index.htm [Accessed 12 July 2018].

in Europe due to: i) a growing trend towards consuming more exotic products; and ii) a combination of regulation and access to technology that allowed for importing fresh fruit during the European holiday season.

Duty-free and quota-free EU market access under the European Union - African, Caribbean and Pacific region (EU-ACP) agreements as well as the marketing of lychee as a Christmas fruit greatly fostered this trend. The market for lychee juice and canned lychees has also increased in the European Union and Switzerland, with a focus on fair trade and organic products. The US market, given a national regulation, does not allow lychees imported from Madagascar because they are sulphur-treated.

Source: ILO, 2017.⁶⁹

3.2 Value chain mapping

This section focuses on the portion of the value chain which is located in the country of study. The mapping must include:

- a. What are the production stages of the value chain including production and work processes at each stage?
- b. Who are the actors involved at each stage? What are their roles? What are the interconnections and flows between production stages?
- c. What are the main occupational hazards related to the identified work processes at each stage?

At the end of this step you will have a first map of the value chain and its environment.

PRACTICAL TOOL



STEP 2 - TEMPLATE NO. 4 - Report for the Value Chain Mapping

3.2.1 Identification of the production stages and processes

The mapping process helps visualize the whole range of value chain operations from pre-production to the consumer:

- a. Input provision,
- b. Production,
- c. Collection, transport intermediaries,
- d. Transformation,
- e. Export and import,
- f. Commercialization and distribution.

⁶⁹ ILO. 2017. *Food and agriculture global value chains: Drivers and constraints for occupational safety and health improvement - Volume Two - Three case studies*. ILO: Geneva. Available at: http://www.ilo.org/safework/projects/WCMS_593288/lang-en/index.htm [Accessed 12 July 2018].

➤ **Example Box 3: The textile value chain in Madagascar. Identification of the production stages and processes.**

| Transformation process | Agriculture | Drying and ginning | Spinning and other transformations | Manufacture of fabric | Garment manufacture |
|------------------------|---|---|---|--|---|
| Products | Cotton seed | Cotton fibres | Cotton yarn Hydrophilic Cotton, Carded Cotton, Candle Wick | Cotton fabrics Hydrophilic gauze | Cotton, linen and synthetic products: Sweaters, suits, T-shirts, shirts, trousers, etc. |
| Type of workers | Farmers, Agricultural workers, Traders. | Employers / managers, Workers, Traders. | Employers / managers, Workers, Traders. | Employers / managers, Workers, Traders. | Employers / managers, Workers, Traders. |
| Operations | Seedbed preparation (land clearing, ploughing and making of drainage ditches), sowing, weeding, stripping off leaves, treatment of disease/ pests/ weeds, harvesting and transport. | Drying, separation of cotton fibres from seeds (ginning) and additional cleaning. | Carding, drawing, spinning, spooling and dyeing. | Weaving, treatment and dyeing. | Folding, finishing, ironing, knitting, stitching, looping, embroidery and sampling (quality control). |

Source: authors.

3.2.2 Quantification of the value chain

Once production stages are identified, the following information needs to be collected:

- a. Size and scale of main actors / establishments (small, medium, big companies).
- b. Production volume.
- c. Number of jobs.
- d. Sales and export destination and concentration.
- e. Geographical distribution.

📌 **Example Box 4: The textile value chain in Madagascar. Quantification of the value chain.**

| Transformation process | Agriculture | Drying and ginning | Spinning and other transformations | Manufacture of fabric | Garment manufacture |
|--------------------------|---|---|---|---|---|
| Products | 4,892 tons of Cotton Seeds | Cotton fibres | Cotton yarn Hydrophilic Cotton, Carded Cotton, Candle Wick | Cotton fabrics Hydrophilic gauze | Cotton, linen and synthetic products: Sweaters, suits, T-shirts, shirts, trousers, etc. |
| Size and types of actors | 7,495 Producers affiliated to 4 Approved operators | 4 Approved operators 93% for export | 1 company with 400 employees (280 on permanent contracts and 120 on fixed term contracts) | 1 company with 400 employees (280 on permanent contracts and 120 on fixed term contracts) | Companies in Exporting Processing Zones (EPZ). 102 companies with more than 100,000 employees. Subcontractors (no information available on their number / size). |
| Operations | Seedbed preparation (land clearing, ploughing and making of drainage ditches), sowing, weeding, stripping off leaves, treatment of disease/pests/weeds, harvesting and transport. | Drying, separation of cotton fibres from seeds (ginning) and additional cleaning. | Carding, drawing, spinning, spooling and Dyeing. | Weaving, treatment and dyeing. | Folding, finishing, ironing, knitting, stitching, looping, embroidery and sampling (quality control). |

Source: authors.

3.2.3 Preliminary review of common occupational hazards and risks at each production stage

Once production processes are identified at each production stage, it is possible to identify common occupational hazards.

Table 5. Example of Hazards (non-exhaustive list)

| |
|--|
| Safety hazards |
| <ul style="list-style-type: none"> ■ These are the most common and will be present in most workplaces at one time or another. They include unsafe conditions that can cause injury, disease and death. ■ Spills, use of machinery and vehicles, tripping hazards, faulty equipment, etc. |
| Biological hazards |
| <ul style="list-style-type: none"> ■ Associated with working with animals, people, or infectious plant materials and waste collection. Work in schools, day care facilities, colleges and universities, hospitals, laboratories, emergency response, nursing homes, outdoor occupations, etc. may expose you to biological hazards. ■ Mold, insects, communicable diseases, blood and body fluid, bacteria and viruses, etc. |
| Physical hazards |
| <ul style="list-style-type: none"> ■ Are factors within the environment that can harm the body without necessarily touching it. ■ Noise, temperature extreme, radiation, exposure to sunlight and dust etc. |
| Ergonomic hazards |
| <ul style="list-style-type: none"> ■ Occur when the type of work, body positions and working conditions put strain on your body. ■ Repetition, lift, awkward postures and movement, etc. |
| Chemical hazards |
| <ul style="list-style-type: none"> ■ Are present when a worker is exposed to any chemical preparation in the workplace in any form (solid, liquid or gas). ■ Cleaning products, pesticides, asbestos, etc. |
| Work Organization hazards |
| <ul style="list-style-type: none"> ■ Hazards or stressors that cause stress (short-term effects) and strain (long-term effects). ■ Elements causing stress, etc. |

Source: authors.

This information can be found via different sources:

- a. Existing workplace risk assessments or risk mappings.
- b. Existing awareness raising material from Occupational Health Services or prevention institutions.
- c. Existing videos or workers' testimony on occupational hazards and risks.
- d. Existing data on the causes of accidents, injuries and diseases.

Example Box 5: The textile value chain in Madagascar. Common occupational hazards and risks.

| Transformation process | Agriculture | Drying and ginning | Spinning and other transformations | Manufacture of fabric | Garment manufacture |
|--------------------------|---|---|---|--|--|
| Products | 4,892 tons of Cotton Seeds | Cotton fibres | Cotton yarn Hydrophilic Cotton, Carded Cotton, Candle Wick | Cotton fabrics Hydrophilic gauze | Cotton, linen and synthetic products: Sweaters, suits, T-shirts, shirts, trousers, etc. |
| Size and types of actors | 7,495 Producers affiliated to 4 Approved operators | 4 Approved operators 93% for export | 1 company with 400 employees (280 on permanent contracts and 120 on fixed term contracts) | 1 company with 400 employees (280 on permanent contracts and 120 on fixed term contracts) | Companies in EPZ. 102 companies with more than 100,000 employees. Subcontractors (no information available on their number / size). |
| Operations | Seedbed preparation (land clearing, ploughing and making of drainage ditches), sowing, weeding, stripping off leaves, treatment of disease/pests/weeds, harvesting and transport. | Drying, separation of cotton fibres from seeds (ginning) and additional cleaning. | Carding, drawing, spinning, spooling and Dyeing. | Weaving, treatment and dyeing. | Folding, finishing, ironing, knitting, stitching, looping, embroidery and sampling (quality control) |
| Main hazards | Heavy loads, Exposure to heat, Exposure to chemicals (fertilizers, pesticides) Biological and ergonomic risks to evaluate. | Handling of industrial machinery, Exposure to dust | Manipulation of industrial machinery, exposure to dust and chemicals (dyes), fire caused by metal debris in cottons and electrical infrastructure | Handling of industrial machinery, exposure to chemicals (shades) Old electrical infrastructures | Handling of industrial machinery, heavy loads, exposure to chemicals (shades) Old electrical infrastructures |

Source: authors.

3.3 Mapping supporting functions

This section focuses on the portion of the value chain which is located in the country of study (i.e. excludes operations done in other countries). It provides a description of the market and institutional systems which make up the environment in which the value chain itself operates.

The supporting functions of the value chain include:

- a. Supporting industries (i.e. input providers, machine providers, etc.).
- b. Responsible authorities for the implementation of the regulatory environment such as, but not exclusively, the Ministry(ies) responsible for the sector (i.e. Ministry of agriculture or the Ministry of Industry) as well as the Ministry of Labour, the Ministry of Health, the Ministry of Trade.
- c. Responsible authorities for OSH (prevention, promotion, protection and compensation) (i.e. Occupational Health services, Social Security Institutions, OSH service and training providers).
- d. Providers of services related to employment and skills (public or private).
- e. Social partners and collective bargaining institutions.
- f. Private compliance initiatives and certifications.

▶ Example Box 6: The textile value chain in Madagascar. Supporting functions.

| Transformation process | Agriculture | Drying and ginning | Spinning and other transformations | Manufacture of fabric | Garment manufacture |
|--------------------------|---|---|---|---|--|
| Products | 4,892 tons of Cotton Seeds | Cotton fibres | Cotton yarn Hydrophilic Cotton, Carded Cotton, Candle Wick | Cotton fabrics Hydrophilic gauze | Cotton, linen and synthetic products: Sweaters, suits, T-shirts, shirts, trousers, etc. |
| Size and types of actors | 7,495 Producers affiliated to 4 Approved operators | 4 Approved operators 93% for export | 1 company with 400 employees (280 on permanent contracts and 120 on fixed term contracts) | 1 company with 400 employees (280 on permanent contracts and 120 on fixed term contracts) | Companies in EPZ. 102 companies with more than 100,000 employees. Subcontractors (no information available on their number / size). |
| Operations | Seedbed preparation (land clearing, ploughing and making of drainage ditches), sowing, weeding, stripping off leaves, treatment of disease/pests/weeds, harvesting and transport. | Drying, separation of cotton fibres from seeds (ginning) and additional cleaning. | Carding, drawing, spinning, spooling and Dyeing. | Weaving, treatment and dyeing. | Folding, finishing, ironing, knitting, stitching, looping, embroidery and sampling (quality control) |

| Transformation process | Agriculture | Drying and ginning | Spinning and other transformations | Manufacture of fabric | Garment manufacture |
|------------------------|---|--|--|--|--|
| Main hazards | Heavy loads, Exposure to heat, Exposure to chemicals (fertilizers, pesticides) Biological and ergonomic risks to evaluate. | Handling of industrial machinery, Exposure to dust | Manipulation of industrial machinery, exposure to dust and chemicals (dyes), fire caused by metal debris in cottons and electrical infrastructure | Handling of industrial machinery, exposure to chemicals (shades) Old electrical infrastructures | Handling of industrial machinery, heavy loads, exposure to chemicals (shades) Old electrical infrastructures |
| Supporting industries | Input suppliers, machinery suppliers | Machinery Suppliers, Transportation Companies | Machinery Suppliers, Transportation Companies | Machinery Suppliers, Transportation Companies | Machinery suppliers, transport companies, import / export companies |
| Supporting functions | Interministerial Committee of Cotton Inter-professional Cotton Council Ministry of Agriculture Ministry of Industry and Private Sector Development World Bank Project Auditors / Certifications Cooperatives Farmers associations Associations of agricultural workers / community associations (women, youth...) | Interministerial Committee of Cotton Inter-professional Cotton Council Ministry of Agriculture Ministry of Industry and Private Sector Development World Bank Project Ministry of Labour Labour inspection Occupational Health services Social security Workers' unions | Ministry of Industry and Private Sector Development Ministry of Commerce and Consumer Affairs Grouping of companies Trade unions / workers union federations Economic Development Board of Madagascar Ministry of Labour Labour inspection Occupational Health services Social security Auditors / Certifications | Ministry of Industry and Private Sector Development Ministry of Commerce and Consumer Affairs Grouping of companies Trade unions / workers union federations Economic Development Board of Madagascar Ministry of Labour Labour inspection Occupational Health services Social security Auditors / Certifications | Ministry of Industry and Private Sector Development Ministry of Commerce and Consumer Affairs Grouping of companies Trade unions / workers union federations Economic Development Board of Madagascar Ministry of Labour Labour inspection Occupational Health services Social security Auditors / Certifications |

Source: authors.

An additional focus on OSH rules and regulations and supporting functions which affect directly the value chain is expected. The relevant information on policy and legal frameworks for OSH can be found through the Ministry of Labour in each country, but also through the following references.

Databases policy and legal frameworks for OSH:

ILO. *LEGOSH*. [Online] Available at: <http://www.ilo.org/dyn/legosh/en/f?p=LEGPOL:1000> [Accessed 12 July 2018].

The database compiles the wealth of legislation in occupational safety and health (OSH) and serves as a snapshot of the current major national legislative requirements around the globe. Constituents and interested parties are provided with a source of reliable and targeted information for making educated decisions. The compilation allows countries to learn from more advanced laws and criteria and it facilitates undertaking comparative research on specific indicators. Policy briefs and fact sheets can be developed based on the available data. LEGOSH can also be used as a tool for monitoring and mapping large-scale trends.

ILO. *National profiles on occupational safety and health*. [Online] Available at: http://www.ilo.org/safework/areasofwork/national-occupational-safety-and-health-systems-and-programmes/WCMS_187981/lang--en/index.htm [Accessed 12 July 2018].

The national profile summarizes the existing national situation on occupational safety and health (OSH). It identifies, amongst other matters, the relevant legislation, the infrastructure and resources and the current national situation with regard to occupational accidents and diseases. Analyzing this information identifies strengths and weaknesses that can be addressed by well-designed national programmes on OSH, thereby progressively and continually improving, with regards to OSH, the working environment.

ILO. *NATLEX*. [Online] Available at: http://www.ilo.org/dyn/natlex/natlex4.home?p_lang=en [Accessed 12 July 2018]

Database of national labour, social security and related human rights legislation.

ILO. *NORMLEX (status ratification)*. [Online] Available at: <http://www.ilo.org/dyn/normlex/en/f?p=NORMLEXPUB:1:> [Accessed 12 July 2018].

Information system which brings together information on International Labour Standards (such as ratification information, reporting requirements, comments of the ILO's supervisory bodies, etc.) as well as national labour and social security laws.

World Health Organization (WHO). *Global Health Observatory (GHO)*. [Online] Available at: <http://www.who.int/gho/en/> [Accessed 12 July 2018].

The Global Health Observatory theme pages provide data and analyses on global health priorities. Each theme page provides information on global situation and trends highlights, using core indicators, database views, major publications and links to relevant web pages on the theme.

4. Tools and resources



4.1 Key concepts and definitions

Find the following concepts in the user guide's index.

- Desk review
- Indicator
- Market system
- Regulation
- Value chain



4.2 Toolbox



STEP 2 - ToR NO. 2 - Terms of Reference for the Value Chain Mapping



STEP 2 - TEMPLATE NO. 4 - Report for the Value Chain Mapping



STEP 2 - CASE STUDY NO. 3 - The roll-out of STEP 2 in the coffee value chain of Colombia

STEP 2 - TRAINING MATERIAL NO. 5 - Value Chain Mapping Exercise

STEP 2 - TRAINING MATERIAL NO. 6 - Presentation of STEP 2



4.3 Useful readings

ILO. *Database on OSH Agencies, Institutions and Organizations*. [Online] Available at: <https://www.ilo.org/dyn/interosh/en/f?p=14100:1:0::NO::> [Accessed 12 July 2018].

INTEROSH is a global database on agencies, institutions and organizations actively engaged in knowledge development, capacity enhancement and dissemination of information in the vast technical domain of occupational health and safety. It covers their main functions, governance modalities, resources, research priorities, strategy, delivery of services, public awareness-raising activities, and international networking practices. Users can browse information and download source documents such as reports and publications. Contact information is made available in order to facilitate direct exchanges and collaboration. This new database is a tool to connect institutions and people with the knowledge they need and generate a virtuous circle of OSH knowledge and information sharing for advancing prevention.

ILO. *Global database on occupational safety and health legislation*. [Online] Available at: <http://www.ilo.org/dyn/legosh/en/f?p=14100:1000:0::NO::> [Accessed 12 July 2018].

The database compiles the wealth of legislation in occupational safety and health (OSH) and serves as a snapshot of the current major national legislative requirements around the globe. Constituents and interested parties are provided with a source of reliable and targeted information for making educated decisions. The compilation allows countries to learn from more advanced laws and criteria and it facilitates undertaking comparative research on specific indicators. Policy briefs and fact sheets can be developed based on the available data. LEGOSH can also be used as a tool for monitoring and mapping large-scale trends.

ILO. *Normlex OSH Country Profiles*. [Online] Available at: <http://www.ilo.org/dyn/normlex/en/f?p=NORMLEXPUB:11003:0::NO::> [Accessed 12 July 2018].

Country profiles on occupational safety and health.

ILO. 2015. *Value chain development for decent work: how to create employment and improve working conditions in targeted sectors*, International Labour Office. - 2nd ed. - Geneva: ILO, 2015. Available at: http://www.ilo.org/empent/areas/value-chain-development-vcd/WCMS_434362/lang--en/index.htm [Accessed 12 July 2018].

This second edition of the Value Chain Development for Decent Work guide has been re-written with an emphasis on moving from analysis to action. This version includes expanded guidance on design and implementation of value chain development interventions with an emphasis on jobs and job quality. A big effort has been made to be brief and focus on core guidance, with additional reading suggestions made where further detail is required.

OECD/FAO. 2016. OECD-FAO *Guidance for Responsible Agricultural Supply Chains*, OECD Publishing, Paris. Available at: <http://mneguidelines.oecd.org/OECD-FAO-Guidance.pdf> [Accessed 12 July 2018].

The OECD-FAO Guidance proposes:

- A model enterprise policy outlining the company standards;
- A framework for risk-based due diligence;
- A description of the major risks faced by enterprises;
- A guidance for engaging with indigenous peoples.

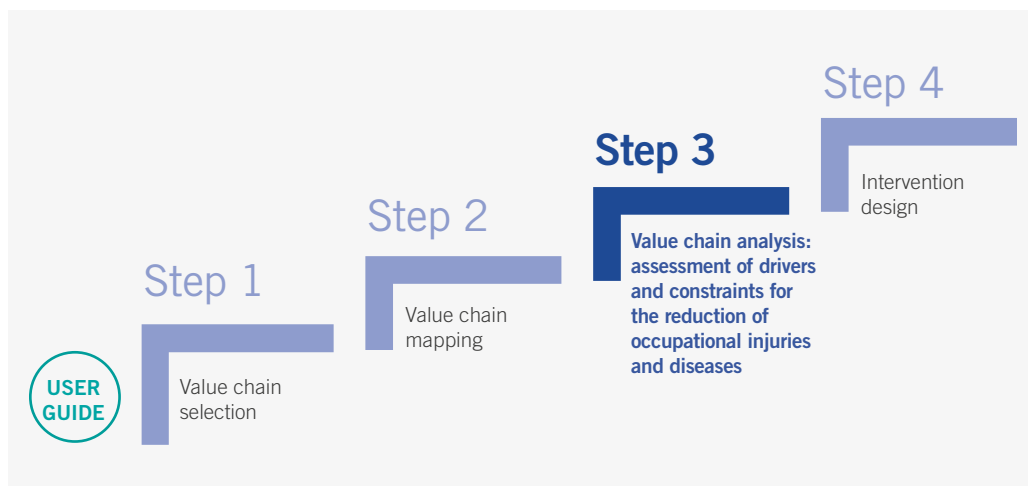
The guidance is implemented in partnership with the Food and Agriculture Organization (FAO), including through: a pilot project to enable enterprises to road-test it and share best practices; the development of easy-to-use guides; and the organization of webinars to build the capacities of the various stakeholders involved in agricultural supply chains.

Step 3

Value chain analysis: Assessment of drivers and constraints for the prevention of occupational injuries and diseases

1. Situation and learning objectives

Figure 10: Step 3 - Value chain analysis



This section provides the background to understand the context and objectives of the value chain analysis. The analysis identifies:

- The main occupational hazards and risks at each stage of the value chain in the country of production.
- The determinants and root causes of identified OSH practices and outcomes.
- The vulnerability profiles which will help set priorities and tailor interventions in the next step.
- The stakeholders of the value chain and its institutional and market environment as well as the interactions and power play between them.

This step allows for an in-depth analysis of the drivers and constraints for OSH in the value chain and the identification of entry points for improvement.

The main objective of this section is to provide guidance on how to conduct the research process and the analysis of the value chain. This analysis will be the basis for the intervention design at Step 4.

By the end of this section, you will be able to:

- a. Organize the time and resources necessary for this step and gather information within organized templates.
- b. Select key informants and establish a sample of actors to be interviewed and workplaces to be observed.
- c. Tailor and prepare research tools such as observation guides, interview schedules and focus group discussions.
- d. Conduct the field research.
- e. Analyse the results of the field research:
 - **Systemic Constraints:** Identify underlying constraints that are preventing improvement and/or compliance on OSH within the value chain.
 - **Successful experiences and/or possible points of entry for change:** Identify interventions leading to improved incentives and capacities for private and public actors to contribute to OSH improvement.
 - **Possible intervention models for target groups:** Identify pathways for sustainably improving OSH in targeted supply chains. Identify vulnerability profiles that should be the focus of tailored interventions.

2. Outputs and timeline

Expected outputs of this step are:

- a. Organization of the field research:
 - Sample of informants selected,
 - Adapted research tools,
 - Research team ready.
- b. Analysis of the results and compilation of a report.

This step should have a duration of **2 to 3 months**, depending on the size and length of the value chain.

By the end of this step, you should have a report documenting the research results as well as the entry points for intervention.

PRACTICAL TOOL



STEP 3 - TEMPLATE NO. 5 - STEP 3 Analysis Report

As mentioned in the User Guide, implementing the present methodology will require combining knowledge from different disciplines and is likely to require the involvement of different persons with complementary backgrounds. Considering that every situation is different, we lay out below the knowledge that the interdisciplinary team would ideally have.

The interdisciplinary team should possess the following skills:

- Familiarity with qualitative research methods.
- Knowledge of the value chain(s) and relevant contact.
- Ability to identify occupational risks, both from observation and from testimony of key informants, research their causes and assess control measures.
- Knowledge of the institutional set up in the sourcing country.
- Knowledge of the structure of the global market for the product considered.

The third step of the methodology, which involves observations, interviews and focus group, the following set of additional competencies and experiences are required:

- Knowledge of work processes in the specific value chain(s) of focus.
- Established contacts in the industry and the value chain(s) of focus and ability to secure workplace visits and interviews.
- Experience conducting interviews and focus groups with enterprise management, workers and / or small producers as well as supporting functions (institutions, associations and trade unions).

In most cases, this step may require hiring external consultants. For this reason, terms of reference need to be developed in order to ensure clarity of the common objective and proper task division within the team. The examples below of terms of reference are provided.

PRACTICAL TOOL



STEP 3 - ToR NO. 3 - ToR for the Field Research and Analysis

The present toolkit contains training material that can be used for the purpose of training consultants and research team as well.

PRACTICAL TOOL



STEP 3 - CASE STUDY NO. 4 - The roll-out of STEP 3 in the coffee value chain of Colombia

STEP 3 - TRAINING MATERIAL NO. 7 - Presentation of STEP 3

STEP 3 - TRAINING MATERIAL NO. 8 - Analysis Exercise

STEP 3 - TRAINING MATERIAL NO. 9 - Observation exercise

3. Process to conduct the research

3.1 What are we looking for in the field research and how?

The field research and analysis of the results is a pivotal step. This research part aims at providing a nuanced picture responding to the following questions at each stage of the value chain:

- What are the OSH hazards, risks, and management practices to address them?
- Who / what categories of workers are most vulnerable to those OSH hazards and risks?
- Why? Are OSH practices and outcomes linked to the commercial practices / power relationships in the value chain? Are they linked to the legal, policy or practice of institutions responsible to support the value chain on OSH?

To answer the above-mentioned questions, the following sources of information need to be checked at each stage of the value chain:

- Perception and practice on OSH from management.
- Perception and practice on OSH from workers.
- Observable practices of workplace OSH management.
- Perception, legislation, practice and data on OSH from institutional supporting functions (in particular OH services, labour inspection and social security institutions as relevant) and social partners as well as other stakeholders as relevant (i.e. certification schemes, training institutions, rural extension services, etc.).

In order to gather this information, a list or sample of key informants representative of the different categories of actors need to be developed and four types of research tools need to be developed and implemented:

- Interview guide for semi-structured interviews with management;
- Focus group and interview guide for semi-structured focus groups/interviews with workers;
- Observation guide for observation by the researcher(s) of OSH workplace practices;
- Interview guide for semi-structured interviews with institutional supporting functions and social partners.

In addition to interviews and observations, the precise identification of some hazards and risks may require desk review work prior or post-interview / observation. For example, if you find out during observations and interviews that chemicals are being used, it will be necessary to collect their names / brands and to conduct desk research to find out more on their acceptable levels of exposure, health outcomes, appropriate controls, etc.

The research methods used at this stage are of different types:

- 1. Key Informants Interviews (KII):** Key informants consisted of value chain players, workers, and representatives of trade unions, industry associations, certification bodies, government agencies, and development programmes. Interview guidance and schedules are available for adaptation.
- 2. Focus Group Discussions (FGD):** Focus group discussions can be conducted with trade unions, workers, employers, and certification bodies. FGDs are effective in generating broad overviews of issues of concerns to the groups or subgroups represented and, in the triangulation and/or vetting of information obtained from the KII.
- 3. Workplace Observation (WO):** Observation of work processes in the workplace by the researcher(s), provides an “objective” assessment of the OSH hazards and risks and their controls that allows for a nuanced analysis of the information collected with workers and management.
- 4. Desk review:** Prior to field work and continuing through the report preparation, perform secondary research on specific aspects that may come up during interviews and observations that may require some additional information (hazard-specific, for instance).
- 5. Data Analysis and interview synthesis and report preparation:** This method involved the synthesis of interviews, desk research and focus group discussions to characterize the value chain and identify drivers for OSH and decent work.

The approach taken to the semi-structured interviews and focus groups is one that is informed by a qualitative sociological perspective. This means it is intended to provide an understanding of the nature of the relations of work and employment and how they mediate the effects of arrangements that may or may not be in place to manage the risks of work. It implies seeking an understanding of the processes that determine the nature of the experiences of individuals — whether they are workers, farmers, family members, managers or employers — in relation to the arrangements for OSH at different levels in the value chain. Through this lens, the research evaluates existing arrangements to understand what might constitute drivers and constraints to improving OSH practices and their outcomes in this value chain.

3.2 Selection of key informants

Once the basic structure of the value chain is mapped and you have an understanding of how the different stages of the value chain connect to one another within Step 2, it is time to select the key informants and actors to be interviewed and observed.

To establish a sample of actors to be interviewed and workplaces to be observed, the sample must be:

- Representative of each type of value chain actor and possible geographical differences: a minimum number of interviewees must be included for each production stage and type of value chain actor to ensure triangulation of information;
- Include each identified support function.

It is important to ensure that the sample encompasses front line supervisory/management staff, as well as a selection of workers undertaking tasks that were typical of the range of hazards identified in workplaces. Such processes of qualitative sampling can be aided by researchers undertaking preparatory reading concerning the nature of work in the different kinds of organizations active in the sector as well as undertaking some preliminary risk observations themselves during their initial visit to the worksite. Outside the worksite, a selection needs to be made of key informants among the institutional actors in the local and regional environment such as those identified previously. Bear in mind that it is not numerical power. Instead it is an assurance that sufficient key informants have been included to adequately explore the nature and effects of the processes that are under investigation.

In order to build the list of key informants and workplaces to observe, take the mapping completed in Step 2 and ensure that each category or sub-category of actor is represented and that the number of interviews and observations is sufficient to allow for triangulation. Typically, “categories” for segmentation / stratification correspond first to production stages, then they can be type of ownership (local, foreign direct investments (FDI), etc.), size of the company (small, medium, large), type of market (high-end / low-end), certified or non-certified workplace (International Organization for Standardization (ISO) SA 8000, etc.) or product (Fairtrade, Organic, etc.), etc. An example of the sample of key informants for the textile value chain in Madagascar is below.

➤ **Example Box 7: Selecting key informants in the textile value chain in Madagascar.**

| Transformation process | Agriculture | Drying and ginning | Spinning and other transformations Manufacture of fabric | Confection |
|--------------------------|----------------------------|--|--|--|
| Products | 4,892 tons of Cotton Seeds | Cotton fibres | Cotton yarn Hydrophilic Cotton, Carded Cotton, Candle Wick Cotton fabrics Hydrophilic gauze | Cotton, linen and synthetic products: Sweaters, suits, T-shirts, shirts, trousers, etc. |
| Size and types of actors | 7,495 Producers | 4 Approved operators 93% for export | One operator with 400 employees (280 on permanent contracts and 120 on fixed term contracts) | Companies in EPZ. 102 companies with more than 100,000 employees. Subcontractors (no information available on their number / size). |

| Transformation process | Agriculture | Drying and ginning | Spinning and other transformations Manufacture of fabric | Confection |
|--|---|--|--|--|
| Types and number of workplaces to observe | <p>Category no. 1 – smallholders: Region 1 (North): Certified (at least 3) Non-certified (at least 3) Region 2 (East) Certified (at least 3) Non-certified (at least 3) Region 3 (South) Certified (at least 3) Non-certified (at least 3) Category no.2 – plantations (over 25 hectares). Certified (at least 3) Non-certified (at least 3) Total: at least 24 workplaces.</p> | <p>Only 4 actors – include them all. Total 4 workplaces.</p> | <p>Only 1 actor. Total 1 workplace.</p> | <p>Category no. 1 – First-tier suppliers (exporters): Sub-category - Member of the Exporters' association. Small (at least 3) Medium (at least 3) Large(at least 3) Subcategory - Non-member of the exporters' association. Small (at least 3) Medium (at least 3) Large(at least 3) Category no. 2 – Second-tier suppliers (sub-contractors): Sub-category - Industrials. Small (at least 3) Medium (at least 3) Subcategory - Craftsmanship. Small (at least 3) Medium (at least 3) Total: at least 30 workplaces.</p> |
| Interviews for each workplace | <p>Farmers, Agricultural workers(unionized / not unionized), Traders.</p> | <p>Employers / managers, Workers (unionized / not unionized), Traders.</p> | <p>Employers / managers, Workers (unionized / not unionized), Traders.</p> | <p>Employers / managers, Workers (unionized / not unionized), Traders.</p> |
| Supporting functions to interview for each stage | <p>Interministerial Committee of Cotton Inter-professional Cotton Council Ministry of Agriculture Ministry of Industry and Private Sector Development World Bank Project Auditors / Certifications Cooperatives Farmers associations Associations of agricultural workers / community associations (women, youth...)</p> | <p>Interministerial Committee of Cotton Inter-professional Cotton Council Ministry of Agriculture Ministry of Industry and Private Sector Development World Bank Project Ministry of Labour Labour inspection Occupational Health services Social security Workers' unions</p> | <p>Ministry of Industry and Private Sector Development Ministry of Commerce and Consumer Affairs Grouping of companies Trade unions / workers union federations Economic Development Board of Madagascar Ministry of Labour Labour inspection Occupational Health services Social security Auditors / Certifications</p> | <p>Ministry of Industry and Private Sector Development Ministry of Commerce and Consumer Affairs Grouping of companies Trade unions / workers union federations Economic Development Board of Madagascar Ministry of Labour Labour inspection Occupational Health services Social security Auditors / Certifications</p> |

Source: authors.

For each category of workplace, representatives of management, workers and respective supporting functions must be interviewed. The easiest way to triangulate workers' interviews is to conduct focus groups / group interviews rather than individual ones. That being said, in some context the researcher(s) must pay attention to the specific dynamics of among workers that can be better interviewed together or separately. For instance, in some contexts, women workers are more comfortable talking about OSH if men are not present. In some other contexts, non-unionized and unionized workers may have very different levels of awareness on OSH, which would be better grasped through separate focus groups. In yet some other contexts, temporary workers may be exposed to different hazards than permanent ones and may feel more comfortable talking about it among themselves, etc.). In order to get a nuanced picture of OSH hazards and practices at workplace level, it is important to take note of such contextual matters and integrate them in the design of interviews and focus groups.

3.3 Organizing the field research: timeline, tools, set up

3.3.1 Timeline and access

Questions of access need to be addressed. Access to workplaces and informants cannot be assumed, and appropriate preparatory work needs to be undertaken to ensure it. This work may include thoroughly briefing industry associations or employers and workers representatives that could support the process. Informants should be able to take part in interviews in situations in which they are able to express themselves with confidence and with the assurance that this confidentiality is respected by the interviewer. In practice, in the field, this is not always possible without restrictions on the willingness of participants to share their experiences to the fullest as well as the interviewers' ability to probe workers' experiences of arrangements that their managers have suggested be in place. Advance warning of the field-work visit can cause the workplace to be prepared in readiness for the interview and observation of the workplace that would take place during the visit. While ideally these scenarios should be avoided in order to collect unbiased and accurate field data, often it is not within the field researchers' capacity to exert such influence and must therefore remain alert to the consequences of their own influence on the activities they are investigating.

It is highly recommended to conduct workers' interviews / focus group both inside and outside workplaces without the presence of management. When this method was applied in practice, FGDs were organized both inside and outside companies, some were organized by companies and other by trade unions and / or workers' representatives as well as community leaders, so as to gather the widest spectrum of perspectives and to limit bias. The conduct of FGDs should never come at a cost for workers and the research team needs to make necessary arrangements accordingly.

Securing workplace visits can be a tedious process and companies must be assured of the confidentiality of the information they share and on the final objectives of the research. The visit / meeting request should specify the objective, underlining that it is for research purpose with the final objective of supporting the value chain, as well as the desired sequencing (for example: interview with management, visit, focus group with workers, interview with OH services). An example of a request is provided below. Arrangements need to be made to ensure the safety and health of researcher(s). Appropriate time and resources need to be allocated for this purpose.

Example Box 8: Access and interview request for the textile value chain in Madagascar.

[Formal greetings]

I am contacting you in the context of an analysis of the textile sector in Madagascar, carried out by the International Labour Office (ILO).

The ILO is conducting a study on working conditions and, in particular, safety and health in the textile sector of Madagascar, from cotton production to the export of ready-made garments. The purpose of this qualitative research is to determine needs and possible support activities for the sector.

In this context, we would like to carry out the following activities with your company:

- Interview with the management of the company (30-45 minutes)
- Visit of the production site and the various stages of production (30-45 minutes)
- Focal group with 10-15 workers (30-45 minutes).

This visit is purely for the purpose of research on the needs of the sector and we will guarantee anonymity to any company that allows us to perform our research.

Our research team is available (enter date) at your convenience.

We thank you in advance for your willingness to grant us access to your company during our visit and we are at your disposal to organize it.

Please do not hesitate to contact us with any follow up questions or concerns. We can be reached by phone at: xxx-xxx-xxxx

Thank you again for your time.

Best regards,

PRACTICAL TOOL



STEP 3 - TEMPLATE NO. 6 - Letter of request to access companies

3.3.2 Workplace observation

Before undertaking workplace observations, prepare a list of what you would like to observe. For this list to be properly tailored to the workplaces, use the mapping completed during Step 2 and identify the possible hazards at each production stage for each production process. It is possible to collect this information with a rapid desk review of existing OSH workplace risk assessments in the sector / industry.⁷⁰ This will support the development of an appropriate list of what to observe. It is important to prepare this list ahead of the visits and possibly to adapt it again after a few visits, in order to ensure comparability of observations and to have it in mind while conducting the observation, during which time may be limited.

⁷⁰ See: HSE. *A-Z of guidance by industry* [Online] Available at: <http://www.hse.gov.uk/guidance/industries.htm> [Accessed 12 July 2018].

As much as possible, it is best to take pictures during workplace observations. Those are not for publishing, but rather to keep a visual aid and avoid too much note taking. It is also indicated to try and take simple measurements (especially for noise or height) whenever possible.

➤ **Example Box 9: Smartphone applications for noise measurement.**

*For iPhone only: **NIOSH Sound Level Meter App**. Available at: <https://www.cdc.gov/niosh/topics/noise/app.html> [Accessed 12 July 2018].*

*For iPhone and Android: **DecibelX**. Available at: <https://itunes.apple.com/us/app/decibel-x-db-dba-noise-meter/id448155923?mt=8> [Accessed 12 July 2018].*

*For iPhone and Android: **Noise Exposure App**. Available at: <https://www.av.se/en/health-and-safety/noise/noise-exposure-app/> [Accessed 12 July 2018].*

Each observation guide is different depending on the industry, but the following categories should generally be included for each production stage / process:

- The workplace:
 - Workplace transport;
 - Slips and trips - circulation pathways and workers' circulation, workplace order and housekeeping;
 - Work environment: noise, temperature, ventilation, sun exposure;
 - Welfare facilities : access to clean water, water and sanitation facilities, resting areas, breastfeeding rooms, etc.;
- The work station:
 - Handling of loads, working posture, repetitive movements;
 - Work at heights;
 - Chemical use and handling;
 - Exposure to other substances hazardous to health (dust, fumes, etc.);
 - Machine safety;
- Electrical safety;
- Fire safety;
- Emergencies and first aid.

The items to include and the organization of the observation guide may vary depending on the type of sector, particularly there may be important differences between agriculture and manufacturing. A very large body of resources exist on how to assess occupational hazards and risks as well as their management in the workplace and can be useful for the research team to consult and use when building an observation guide. A few of these resources are mentioned below.



ILO. *ILO Checkpoints apps series*. [Online] Available at: http://www.ilo.org/safework/info/publications/WCMS_438062/lang--en/index.htm?ssSourceSiteId=global [Accessed 12 July 2018].

The Checkpoints app series is a new digital tool for improving occupational safety and health in the workplace. Users can explore illustrated descriptions of each checkpoint and create interactive checklists tailored to their workplace. Each app also includes best practice recommendations for taking action and implementing effective improvements.

ILO. *Codes of practice and guidelines*. [Online] Available at: <http://www.ilo.org/sector/Resources/codes-of-practice-and-guidelines/lang--en/index.htm> [Accessed 12 July 2018].

ILO. 2014. *Global Manual for Wind: Work Improvement in Neighbourhood Development/ Practical approaches for improving safety, health and working conditions in agriculture*; International Labour Office. Geneva: ILO, 2014. Available at: http://www.ilo.org/wcms-sp5/groups/public/---ed_protect/---protrav/---safework/documents/instructionalmaterial/wcms_241020.pdf [Accessed 12 July 2018].

The Global Manual for WIND (Work Improvement in Neighbourhood Development) is designed to assist small-scale farmers and their families in improving safety and health at work and in their everyday life. The uniqueness of the WIND approach lies in facilitating voluntary improvements of working and living conditions, through the active participation of farmers, their families and community members. It also places focus on simple, practical solutions that can be achieved by using locally available, low-cost materials. The Manual consists of 33 checkpoints and includes many low-cost improvement examples with clear illustrations in important technical areas for farmers. These are: materials storage and handling, workstations and work tools, machine safety, work environment and control of hazardous agents, welfare facilities, work organization and community cooperation, and environmental protection.

ILO. 2017. *Global Manual for WISE - Work Improvements in Small Enterprises*, International Labour Office, Geneva, 2017. Available at: http://www.ilo.org/safework/info/instr/WCMS_621054/lang--en/index.htm [Accessed 12 July 2018].

The Global Manual for WISE is designed to assist employers and workers in small enterprises from the manufacturing sector in creating safe, healthy and productive workplaces.

ILO. 2009. *Guidelines on occupational safety and health management systems, ILO-OSH, 2001*; Geneva, International Labour Office, 2009. Available at: http://www.ilo.org/global/publications/ilo-bookstore/order-online/books/WCMS_PUBL_9221116344_EN/lang--en/index.htm [Accessed 12 July 2018].

The ILO has designed these guidelines as a practical tool for assisting organizations and competent institutions as a means of achieving continual improvement in occupational safety and health (OSH) performance. The guidelines have been developed according to internationally agreed principles defined by the ILO's tripartite constituents. The practical recommendations of these guidelines are intended for use by all those who have responsibility for OSH management. This second edition includes new additions to the bibliography.

ILO. 2013. *Training Package on Workplace Risk Assessment and Management for Small and Medium-Sized Enterprises*. Geneva, International Labour Office, 2013. Available at: http://www.ilo.org/wcmsp5/groups/public/---ed_protect/---protrav/---safework/documents/instructionalmaterial/wcms_215344.pdf [Accessed 12 July 2018].

The project promotes the improvement of occupational safety and health for all workers through the development of global products addressing the methodological and informational gaps in this field, and through the mobilization of national stakeholders towards the implementation of practical measures at national, local and enterprise levels. The outputs of the project include training materials, practical tools and policy guidance to reinforce national and local capacities in occupational safety and health, and to help constituents design and implement occupational safety and health policies and programmes.

Center for Occupational Health and Environment; International Labour Office; The Institute for Science of Labour. 2003. *WISCON - Work Improvement in Small Construction Sites: Action checklist*. Available at: http://www.ilo.org/wcmsp5/groups/public/---asia/---ro-bangkok/documents/publication/wcms_110354.pdf [Accessed 12 July 2018].

Action checklist for small construction sites

European Agency for Safety and Health at Work. *OiRA*. [Online] Available at: <https://oiraproject.eu/en> [Accessed 12 July 2018].

OiRA – Online interactive Risk Assessment – is a web platform that enables the creation of sectoral risk assessment tools in any language in an easy and standardized way.

HSE. *Example risk assessments*. [Online] Available at: <http://www.hse.gov.uk/risk/cases-studies/> [Accessed 12 July 2018].

On this page you will find example risk assessments which show the kind of approach HSE expects a small business or workplace to take. The examples show how other small and medium-sized businesses have approached risk assessment.

Two examples of observation guides, one for the textile and garment industry in Madagascar and another for the agriculture stage of several value chains used in Madagascar and Indonesia, are available in the toolkit.

PRACTICAL TOOLS



STEP 3 - RESEARCH TOOL NO. 3 - Research tools used in the Indonesian palm oil value chain

STEP 3 - RESEARCH TOOL NO. 4 - Research tools used in the Malagasy textile value chain

In addition, you will find within the training material for this step an exercise on observation and recording of observations, which will allow you to practice these skills.

PRACTICAL TOOLS



STEP 3 - TRAINING MATERIAL NO. 9 - Observation exercise

3.3.3 Interviews and focus groups with value chain actors

Qualitative interviews require considerable attention from the interviewer, who should listen to details, as well as unobtrusively direct the respondent into areas the interviewer deems important. A long and complicated interview schedule can be distracting to an interviewer who is listening carefully while at the same time attempting to direct a respondent towards providing relevant information. It is important that the interviewer have the opportunity to think as comprehensively as possible about the range of relevant issues. To this end, it is essential that the researcher(s) tailor the interview and focus group guides beforehand and study them carefully prior to undertaking the fieldwork.

It is also important to stress that the depth of qualitative material that can be obtained using these methods depends of the experience and skills of the interviewers. Qualitative interviewing is a fieldwork research skill acquired with experience. The quality and depth of analysis possible in relation to the data collected is therefore highly dependent on the skills and experience of the researchers involved in the data collection.

To help manage the field research in a way that ensures that the collection of the most appropriate data is prioritized, the method is designed to address the identification of drivers and constraints to improve safety and health in global supply chains. This implies gathering information during the interviews and focus groups on:

- **Employment and working conditions:** At a minimum, the structure of the workforce, recruitment practices, working hours, contracts, wage structure, affiliation to social security should be explored. Those are known to drive more or less safe behaviours in the workplace and can be important determinants of poor OSH practices and outcomes in the workplace. For instance:
 - **Structure of the workforce:** workplaces in a given industry tend to be organized in a comparable manner. It is important to understand who is affected by which type of

tasks and how to estimate how many workers are exposed to which type of occupational hazards and risks.

- **Recruitment practices:** how workers are recruited tends to impact their awareness, protection and practices of OSH, in particular when recruitment is made through labour agents or sub-contracting of labour arrangements. Those arrangements tend to create (either due to gaps in the legislation or its enforcement) confusion on roles and responsibilities for OSH and less integration of workers in the OSH management system of the workplace. In many instances, companies use sub-contracted work for specific tasks that may involve specific occupational hazards (in some cases tasks for which the company wishes to “externalize” such as high risk activities). This is important to take note of those practices as labour agents and sub-contracting agencies are also often involved in the sourcing of migrant workers, a population particularly at risk of a breach of their fundamental rights at work.
- **Contract:** the permanent, temporary or seasonal nature of the contracting arrangements can influence OSH awareness, practices and exposure to hazards. As such, it is important to get a sense of staff turnover. If the use of temporary workers and the staff turnover are significant, it has an impact on the ability of the company to conduct inductions to the OSH management system and to have workers who are familiar with the job, its hazards and risks, and how to protect themselves. Contracting arrangements may also have an impact on the formal status of employment and workers’ eligibility to OH and other services (social security, access to training, etc.).
- **Wage structure:** typically, piece rate practices have an impact on workers’ ability and willingness to prioritize safety.
- **Affiliation to social security:** affiliation to social security may be closely linked with OSH awareness, practices and outcomes in the workplace in three ways: i) in many countries the provision of occupational health services is financed and / or managed by the social security system and therefore only affiliated workers may be eligible; ii) in many countries care and compensation in case of occupational diseases, injury or death is managed by the social security system through Employment Injury Schemes; iii) when workers do not have access to medical care, sickness or maternity benefits, they tend to go to work even though they are not in the appropriate physical conditions, which may put themselves and others at greater risk of occupational accident.
- **Major safety and health hazards and risks and their management.** It is important to gather information on the following, for which workers and employers may have different responses, during interviews:
 - **Perception:** what are the occupational hazards and risks that workers and employers have identified in the workplace?
 - **Practices:** what are the arrangements made in practice to control said hazards and risks? And in particular:
 - ▶ Presence and nature of written health and safety policies and plans;
 - ▶ Existence of a qualified person or persons responsible for the development, day to day monitoring and oversight of OSH arrangements and for providing specialist advice and guidance, and the nature of their employment (this will include information on the presence and role of OH services);
 - ▶ Provision of information and training, including at the commencement of employment;

- ▶ Joint consultative arrangements;
 - ▶ Right to refuse work;
 - ▶ Procedures for investigating and reporting incidents, accidents, and for handling emergencies and natural disasters;
 - ▶ Provision, adequacy and renewal (as applicable) of risk control measures following the hierarchy of risk control⁷¹ (elimination of hazard, collective control measures and ultimately individual protections such as Personal Protective Equipment (PPE));
 - ▶ Existence of a formalized OSH management system;
 - ▶ Existence of entry and annual medical checks and assessments, including self-assessment of health conditions.
- Outcomes: what are common incidents, accidents, diseases, injuries (severe or minor) happening in the workplace?

This part of the interview or focus group is central to the analysis, because it provides a picture of the differences between the perception of workers, management and the researcher(s) gathered through the workplace observation. It will also reveal any divergent perceptions between management and workers (or among workers of different categories) as well as possible low risk perception that can be an important bottleneck for future work on OSH. This part of the interview or focus group should also reveal some of the motivations for existing OSH practices. In this respect, it is particularly important to assess the underlying reasons for using risk controls (i.e. Have they identified the hazard? Can this hazard/ be eliminated? Can the hazard/ risk be controlled at source engineering control measures, if not can organizational / administrative control measures be put in place, if not and where residual hazards/ risks cannot be appropriately controlled by the above control measures have they checked for appropriate PPE? If not, why are workers wearing PPE, for example? Is it imposed by buyers' requirements / audits?). It is critical to have an understanding of those elements to assess if there is a culture of prevention within the establishment.

- **Nature of inter-firm relationships:** Relationship with buyers and suppliers. This should include details on buyers' requirements, such as certification or external audits. In addition to the value chain actors present in the country of study, the researcher(s) should seek to interview global buyers at the end of the supply chain. Combined, the interviews with both buyers and suppliers should provide information on the main buyers, including: i) their motivation for their sourcing decision; ii) the extent to which they seek to influence OSH outcomes by requiring suppliers to be certified and/or imposing their own distinct requirements; iii) the use made of auditing requirements to ensure compliance with such requirements; iv) what happens should non-compliance be identified; v) how far such requirements have had financial implications; vi) to what extent incentives are provided for compliance; and vii) whether difficulties have arisen by complying or, indeed, if the requirements concerned have been, to some extent, resisted.
- **Price and cost structures:** The objective is to gather information on i) the relative importance of labour and other costs in the production cost structure, so as to envisage what possible margin could be dedicated to improvements on OSH in the workplace and ii) the power relationship between value chain actors related to the distribution of the added

71 Following section 3.10 in ILO OSH 2001.

value along the value chain. In particular, the following information should be sought (either by addressing those questions directly, or in an indirect fashion if the interviewee is reluctant to share information deemed sensitive, for instance, financial):

- Whether the workplace is financially successful or struggling and how far any larger parent organization influences investment on OSH;
 - Whether the organization allocates sufficient financial and physical resources to ensure an effective implementation of the company's OSH plan/policy and the extent to which it is difficult to get resources allocated to OSH;
 - Relative importance of labour costs to total operational ones;
 - Existence of constraints on the workplace's capacity to engage in functional upgrading;
 - Whether attention is paid to the linkages that exist between productivity enhancement and improved OSH management.
- **Supporting regulatory systems and institutional supporting functions.** This includes regulatory arrangements and their supervision, occupational health services and other prevention and treatment provisions, social security services and other services such as business providers of training, rural extension services, etc. It is also important to include any significant private business service provider or development agency / project that may influence OSH practices.

On the basis of the above elements, interview and focus group schedules need to be adapted to each country and value chain as well as to each type of actor. To illustrate what those may look like, some examples of schedules used in past research are included.

PRACTICAL TOOLS



STEP 3 - RESEARCH TOOL NO. 3 - Research tools used in the Indonesian palm oil value chain

STEP 3 - RESEARCH TOOL NO. 4 - Research tools used in the Malagasy textile value chain

Useful resources to conduct semi-structured interviews and focus groups can be found below.

FAO. *Semi-structured interviews in the context of rural community development*. [Online] Available at: <http://www.fao.org/docrep/x5307e/x5307e08.htm> [Accessed 12 July 2018].

Health Knowledge. *Semi-structured, narrative, and in-depth interviewing focus groups, action research, participant observation in the context of public health*. [Online] Available at: <https://www.healthknowledge.org.uk/public-health-textbook/research-methods/1d-qualitative-methods/section2-theoretical-methodological-issues-research> [Accessed 12 July 2018].

Svend Brinkmann, 2014. *The Oxford Handbook of Qualitative Research. Unstructured and Semi-Structured Interviewing*. Available at: <http://www.oxfordhandbooks.com/view/10.1093/oxfordhb/9780199811755.001.0001/oxfordhb-9780199811755-e-030> [Accessed 12 July 2018].

This chapter gives an introduction to qualitative interviewing in its unstructured and semi structured forms. Initially, the human world is depicted as a conversational reality in which interviewing takes a central position as a research method. Interviewing is presented as a social practice that has a cultural history and that today appears in a variety of different formats. A number of distinctions are introduced, which are relevant when mapping the field of qualitative interviewing between different levels of structure, numbers of participants, media of interviewing, and also interviewer styles. A more detailed exposition of semi structured life world interviewing is offered because this is arguably the standard form of qualitative interviewing today.

WHO. *Semi-structured interviews and qualitative research techniques in the context of investigating medicine use by communities*. [Online] Available at: <http://apps.who.int/medicinedocs/en/d/Js6169e/5.4.html> [Accessed 12 July 2018].

Semi-structured interviews are based on the use of an interview guide. This is a written list of questions or topics that need to be covered during the interview.

3.3.4 Interviews with supporting functions

Interviews will be conducted with a range of supporting actors identified during the mapping at Step 2. Those typically include:

- a. **At central level:** relevant line ministries (i.e. Labour, Health, Social Protection, Industry, Trade, Agriculture, etc.) and social partners.
- b. **At local level:**
 - Occupational Health services;
 - Labour inspection;
 - Social security institutions;
 - Social partners;
 - Certification bodies / auditing firms;
 - Training institutions;
 - Rural extension services;
 - Health care providers (including clinic, public health services).

In each case, the interview will focus on:

- Roles, responsibilities and effective means of action of each supporting function;
- Perceived good practices and limitations of the scope of action (legal framework, lack of resources, lack of institutional capacities, etc.);
- Existing data on OSH outcomes collected by supporting functions;

- Coordination between the different supporting functions;
- To what extent it seems that the activities of the supporting functions could potentially exert a greater influence over how OSH is managed in such workplaces;
- Perceptions of the main problems surrounding OSH in the industry and how these might be productively addressed.

The above interview responses will need to be drawn upon, on a cross-case basis, to highlight what is said about the current role of these various supporting actors and how their contribution to improving OSH in workplaces might be enhanced in the future.

Useful resources to collect background information that is necessary to tailor interview guides for institutional supporting functions to national circumstances can be found below.

ILO. *Global database of OSH institutions*. [Online] Available at: http://www.ilo.org/safe-work/info/publications/WCMS_618077/lang--en/index.htm [Accessed 12 July 2018].

INTEROSH is a global database on agencies, institutions and organizations actively engaged in knowledge development, capacity enhancement and dissemination of information in the vast technical domain of occupational health and safety. It covers their main functions, governance modalities, resources, research priorities, strategy, delivery of services, public awareness-raising activities, and international networking practices. Users can browse information and download source documents such as reports and publications. Contact information is made available in order to facilitate direct exchanges and collaboration. This new database is a tool to connect institutions and people with the knowledge they need and generate a virtuous circle of OSH knowledge and information sharing for advancing prevention.

ILO. *LEGOSH*. [Online] Available at: www.ilo.org/legosh [Accessed 12 July 2018].

The database compiles the wealth of legislation in occupational safety and health (OSH) and serves as a snapshot of the current major national legislative requirements around the globe. Constituents and interested parties are provided with a source of reliable and targeted information for making educated decisions. The compilation allows countries to learn from more advanced laws and criteria and it facilitates undertaking comparative research on specific indicators. Policy briefs and fact sheets can be developed based on the available data. LEGOSH can also be used as a tool for monitoring and mapping large-scale trends.

ILO. *NORMLEX. Existing legal framework on OSH*. [Online] Available at: www.ilo.org/normlex [Accessed 12 July 2018].

Information system which brings together information on International Labour Standards (such as ratification information, reporting requirements, comments of the ILO's supervisory bodies, etc.) as well as national labour and social security laws.

This information can be completed with data and further research on the **websites of relevant line ministries and institutions** (labour inspection, social security, etc.).

In order to illustrate what those may look like, you will find some examples of schedules used in past research in the resources and example box below.

PRACTICAL TOOLS



STEP 3 - RESEARCH TOOL NO. 3 - Research tools used in the Indonesian palm oil value chain

STEP 3 - RESEARCH TOOL NO. 4 - Research tools used in the Malagasy textile value chain

📌 Example Box 10: Interview schedules for local level institutional supporting functions in the textile value chain in Madagascar.

📌 Interview guide: Social security services in each geographical area of the study

- Date.
- Location.
- Name and title of the interviewee.

Basic features

- Number of workers covered.
- Number of accidents and occupational diseases recorded during the last 3 years.
- Type.

Resources

- Composition of the team (number of people, positions, qualifications).
- Is there at least one member of the team with a specialization (training in) OHS?
- Do you have enough resources (human, material) to meet the demand of users?

Affiliation

- a. Do textile / agricultural companies in your district affiliate all their workers to social security? Why / why not?
- b. Do you control? Do you collaborate with the occupational health services? How?
- c. Do you collaborate with the labour inspection services? How?
- d. How is the affiliation of temporary workers?

Features

- a. Do affiliates in your district know they can benefit from OH services? How? Do you receive a lot of requests?
- b. Do workers in the textile / agricultural sector make many claims for benefits? Why / why not?
- c. Are you able to process all requests? If no, why (are they incomplete? Do workers understand how to access their rights)?
- d. What is the average processing time for claims?

- e. Do you receive a lot of work accident claims from the textile / agricultural sector? What type / for which services? Do you have statistics?
- f. Do you think that workers always come to you when they get injured or sick from work / do you think there is under-reporting / claims?
- g. What measures do you take to prevent these workplace accidents?

□ Interview guide: Occupational health services of each company / each geographical area of the study

- Date.
- Location.
- Name and title of the interviewee.

Basic features

- Number of workers covered.
- Number of accidents and occupational diseases recorded during the last 3 years.
- Type.

Resources

- a. Composition of the team (number of people, positions, qualifications).
- b. Is there at least one member of the team with a specialization (training in) OHS?
- c. Technical platform (examination room, laboratory, medical imaging, etc.).
- d. Request a description of the organization chart of the service, if possible.
- e. Do you have enough resources (human, material) to meet the demand of users?

Prevention

- a. What are the main hazards that you identify in the cotton / textile / clothing sector?
- b. Have you developed prevention materials / tools / trainings? If yes, which ones?
- c. Do you provide training? To whom? On which topics?
- d. Are there visits to assess occupational risks and propose preventive measures? Who participates in the visits?
- e. Are recommendations for preventive measures adopted by companies? Are there any monitoring mechanisms (by you, by the health and hygiene committee, by the HR?)?

Medical visits

- a. Is a medical check-up routine and systematic?
- b. Is an annual or multi-year medical check (specify at what rate) systematic for all types of workers?
- c. What are the objectives of these visits?

- d. What do they involve (type of exams, analyses, etc.)?
- e. How do you analyse the results? What kind of measures are taken from these results?
- f. What are the most common pathologies you observe?
- g. Have you ever recognized occupational diseases? Which ones? Are there differences between the types of workers (workstation, man / woman)?
- h. How do you manage the medical information of the workers? Who has access?
- i. In the case of accidents at work or occupational diseases, what is the follow-up mechanism for the medical attention of workers? (care, rehabilitation)
- j. Do you refer workers to higher reference levels if needed (i.e., health centre, specialists, clinic, hospital)? Which?

□ Interview guide: Labour inspection services in each geographical area of the study

- Date.
- Location.
- Name and title of the interviewee.

Basic features

- Number of workers covered.
- Number of accidents and occupational diseases recorded during the last 3 years.
- Type.

Resources

- a. Composition of the team (number of people, positions, qualifications).
- b. Is there at least one member of the team with a specialization (training in) OHS?
- c. Does the team have tools for assessing exposure to occupational hazards (noise, dust, heat, etc.)?
- d. Do you have enough resources (human, material) to meet the demand of users?

Inspection

- a. Are OHS inspections carried out in textile factories?
- b. What is the frequency of these inspections?
- c. Are the Labour Inspections performed reactive or proactive? In which situations are they reactive?
- d. How is the labour inspectorate informed of work accidents and cases of occupational diseases in factories?
- e. How are non-reactive inspections prioritized?
- f. Obtain data on the follow-up made to the inspections carried out in the sector.
- g. Are OSH inspections carried out in cotton plantations or agricultural holdings in general?

- h. How frequent are these inspections in agriculture?
- i. Are the agricultural inspections carried out reactive or proactive? In which situations are they reactive?
- j. How is the labour inspectorate informed of work accidents and cases of occupational diseases on farms?
- k. How are these non-reactive agricultural inspections prioritized?
- l. Obtain data on the follow-up made to the inspections carried out in the sector.
- m. Are there any obstacles to OHS control by Inspection in factories and / or in the agricultural sector? Get the reasons for these obstacles. Get concrete cases.

3.4 Organizing notes and information

A large amount of information is collected throughout the research process. It is useful to build templates to organize the information in advance of the start of data collection as it allows for:

- A clear picture of what information will be collected and how it will be further analysed.
- The field work to be organized in such a way that allows time to report information in the data collection templates on a regular basis.

In the countries in which this approach was adopted, the following tools were developed and proved useful in compiling the information collected, which facilitated its interpretation, analysis and report writing:

- a. **Template for recording and scoring qualitative observation:** The objective of this tool is for the researcher(s) to be able to record, in an easily comparable format, the observations for each workplace visited along the various categories of observations laid out in the observation guide.

PRACTICAL TOOL



STEP 3 - TEMPLATE NO. 9 - Template for recording of observation in farms plantations

STEP 3 - TEMPLATE NO. 11 - Template for recording of observation in manufacturing

- b. **Template for recording interview and focus group notes:** The objective of this tool is for the researcher(s) to be able to record, in an easily comparable format, interview responses against the various questions laid out in the interview and focus group guide.

PRACTICAL TOOL



STEP 3 - TEMPLATE NO. 8 - Template for recording Farm Interviews and Focus Groups

STEP 3 - TEMPLATE NO. 10 - Template for recording Interviews in management manufacturing

STEP 3 - TEMPLATE NO. 12 - Template for recording Interviews and FGD with workers in manufacture

- c. Template for building global buyer profiles:** The objective of this tool is to record, in an easily comparable manner, information gathered on the end global buyers of the value chain through both desk review and interviews as per the interview guide for global buyers.

PRACTICAL TOOL



STEP 3 - TEMPLATE NO. 7 - Template of global buyer profile

The templates are prepared to support the analysis, while also providing a structure that facilitates a relatively speedy write up of the data collected in a format that will support the efficient production of an analysis report.

By the end of the field research, the researcher(s) should have recorded:

- a.** One recording/write up and scoring of observation, one recording of interview with management and one recording/write up of interviews and focus groups with workers for each enterprise or farm operating in the value chain in the sourcing country or country of production.
- b.** One recording/write up per interview, regrouped by geographical areas of intervention for the supporting functions at national and local level.
- c.** One profile per main buyer for the main global buyers in consumer countries.

On the basis of the information collected, the researcher(s) will be able to:

- Compare the information gathered from management, workers, and the researcher(s) and identify possible discrepancies, disagreements, divergence of perceptions, divergence between discourse and practices.
- Compare trends in OSH perception, practices and management between categories of actors as per the initial established categorization (see 3.2 list of key informants⁷²).
- Compare trends in OSH perception, practices, management, their root causes and what drives them between the different production stages in the value chain.

⁷² Typically, “categories” correspond first to production stages, then they can be type of ownership (local, FDI, etc.), size of the company (small, medium, large), type of market (high-end / low-end), certified or non-certified workplace (ISO, SA 8000, etc.) or product (Fairtrade, Organic, etc.), etc.

- Identify the perception, practice and mandate of the different supporting institutional functions for OSH and compare their reach at the different stages of production of the value chain.

Once those different trends are identified as well as institutions that are currently or could provide support on OSH at the different stages of production of the value chain, the analysis and report writing can begin.

PRACTICAL TOOL



STEP 3 - TEMPLATE NO. 5 - STEP 3 Analysis Report

4. Process for the analysis and reporting of the results

The objective of the analysis is to identify and explore:

- Who are the players of the supply chain and what are their respective levels of influence on OSH improvement in the chain?
- What is the significance of relations and inter-relations between these players?
- What are the main influences at play that impact OSH outcomes at each level of the chain?
- What are the OSH deficits or good practices in the chain, that is, who is vulnerable, how and why, and what are their linkages to the employment patterns created by the business model underlying it?

4.1 Sources

In order to respond to the above questions, it is suggested that sources be used to lay out, in a report, the drivers and constraints for OSH in the value chain, the vulnerability profiles and subsequent entry points to reduce said vulnerabilities leveraging the drivers and addressing the constraints for OSH improvement.

At this stage, all the information collected through Steps 1, 2 and 3 need to be gathered and synthesized.

- Primary desk review used for value chain selection (Step 1) and value chain mapping (Step 2);
- Notes and information collected through observations, interviews and focus groups (Step 3);
- Any additional desk review information as required (i.e. on specific hazards or legal gaps that would have emerged from the observations, interviews and focus groups for example).

On this last point, it will be important to be accurate in the recording of the hazards and be as specific as possible. In this endeavor, it is important to research the specifics of observed or reported hazards after the observations and interviews.

Possible sources for research on specific hazards, impact on health and control measures

- a. **Specific guidance by sector, topics or industry:** Various websites are available, amongst them:
 - HSE. *A-Z of guidance by industry* [Online] Available at: <http://www.hse.gov.uk/guidance/industries.htm> [Accessed 12 July 2018].
 - SafeWork Australia. *Safety by topics* [Online] Available at: <https://www.safeworkaustralia.gov.au/topic/all> [Accessed 12 July 2018].
 - SafeWork Australia. *Safety by industry and business* [Online] Available at: https://www.safeworkaustralia.gov.au/industry_business/all [Accessed 12 July 2018].
 - WHSCouncil. *Homepage*. [Online] Available at: <https://www.wshc.sg/> [Accessed 12 July 2018].
 - WorkSafe. *A - Z topics and industry* [Online] Available at: <https://worksafe.govt.nz/topic-and-industry/> [Accessed 12 July 2018].
- b. **Machines:** the model, type and existing controls that may already be documented and available. If not available, the information can usually be found on the website of the constructor.
- c. **Chemicals:** the corresponding chemical safety card. Consult the *International Chemical Safety Cards database*: www.ilo.org/icsc [Accessed 12 July 2018].
- d. **Specific occupations:** consult *the International Hazard Datasheets on Occupations*: http://www.ilo.org/safework/info/publications/WCMS_113135/lang--en/index.htm [Accessed 12 July 2018].
- e. **Environmental risk factors:** consult the available material from the World Health Organization: <http://www.who.int/phe/en/> as well as from the International Agency for Research on Cancer for environmental factors that can increase the risk of human cancer: <http://monographs.iarc.fr/> [Accessed 12 July 2018].

f. Ergonomic checkpoints:

Consult the *Ergonomic checkpoints: Practical and easy-to-implement solutions for improving safety, health and working conditions*. The manual presents realistic and flexible solutions to ergonomic problems applicable, across a whole range of workplace situations. Available at: http://www.ilo.org/safework/info/instr/WCMS_178593/lang--en/index.htm [Accessed 12 July 2018].

Consult the *Ergonomic checkpoints in agriculture: Practical and easy-to-implement solutions for improving safety, health and working conditions*. This manual presents practical solutions for improvements in agricultural work and rural life from an ergonomics point of view. Available at: http://www.ilo.org/safework/info/instr/WCMS_176923/lang--en/index.htm [Accessed 12 July 2018].

Consult the mobile apps. Available at: http://www.ilo.org/safework/info/publications/WCMS_438062/lang--en/index.htm [Accessed 12 July 2018].

g. Stress prevention at work: consult the *Stress prevention at work checkpoints*. This manual aims at reviewing workplace stress issues. Available at: http://www.ilo.org/safework/info/instr/WCMS_177108/lang--en/index.htm. [Accessed 12 July 2018].

4.2 Updated mapping

By the end of the field work undertaken in Step 3, it is necessary to go back to the mapping process and complete the map of the value chain and its institutional environment with information that may have been collected through Step 3, but was not previously available. For example, it is often the case for information about the price and cost structure, the total number of workers, or other data that was not necessarily possible to identify through desk review. The map should be presented at the beginning of the analysis report so as to contextualize the report and provide necessary background information on the product(s) and market of the value chain as well as the flow from production to final consumption.

4.3 Drivers and constraints for OSH

This section identifies the constraints and opportunities for change. It lays out how constraints and opportunities can improve the value chain competitiveness, how it may be inter-linked and how they relate to an improvement in OSH now and in the future. This section should make clear what the drivers and constraints are in the business model as well as in the regulatory environment and supporting functions for improving OSH at each stage of the value chain.

The assessment of drivers and constraints includes:

- Assessment of the impact on OSH of the rules governing the business model of the different categories of actors in the value chain and their interplay.
- Assessment of the legal framework and the public and private entities responsible for OSH prevention, protection, promotion and compensation, including the type of scheme and the overall enforcement system.
- Assessment of the other actors that may assume a supporting role affecting OSH awareness, practices and outcomes.

Examples of drivers and constraints for OSH identified in global value chains with this methodology are available in the following resource.

ILO. 2017. *Food and agriculture global value chains: Drivers and constraints for occupational safety and health improvement - Volume Two - Three case studies*. ILO: Geneva. Available at: http://www.ilo.org/safework/projects/WCMS_593288/lang--en/index.htm [Accessed 12 July 2018].

Useful resources on the level of quality and depth of the analysis of drivers and constraints within value chains (not specifically on OSH) are available below and should help with this analysis.

Chan, Man-Kwun. 2012. *Making Agricultural Value Chain Programmes Work for Workers: A Practical Guide for Development Donors and Practitioners*. WIEGO Technical Brief (Global Trade) No 4. Available at: http://wiego.org/sites/wiego.org/files/publications/files/Chan_WIEGO_TB4.pdf [Accessed 12 July 2018].

This guide, aimed at development donors and practitioners, seeks to improve the poverty, economic and gender impacts of agricultural value chain programmes by expanding the extent to which these address the needs and priorities of all types of workers, not just owner-managers. The guide provides arguments and evidence to show how addressing labour issues in global agricultural value chains will help achieve both value chain development/upgrading objectives and broader development goals. It also provides simple and practical guidelines on how to incorporate labour issues into value-chain analyses to ensure that value chain programmes implemented in the smallholder sector benefit all types of workers.

Hakemulder, R. and team. 2015. *Value Chain Development for Decent Work, How to Create Employment and Improve Working Conditions in Targeted Sectors*. Second Edition. ILO. Available at: http://www.ilo.org/empent/areas/value-chain-development-vcd/WCMS_434363/lang--en/index.htm [Accessed 12 July 2018]. [Accessed 12 July 2018].

Tools for sector selection and value chain analysis have been mainstreamed in this guide as a result of several years of learning from practical experiences in the field. An improved chapter on monitoring and results measurement, based on the DCED Standard, was also included to provide guidance on practical but rigorous methodologies for measuring the impact of projects on employment, combining both job quality and quantity.

UNIDO. 2009. *Agro-value Chain Analysis and Development: the UNIDO Approach*. Available at: https://www.unido.org/sites/default/files/2010-02/Agro_value_chain_analysis_and_development_0.pdf [Accessed 12 July 2018].

Policy-makers focus increasingly on the development of agro-industries with emphasis on promoting effective agro-value chains as a means of further expanding the leading role played by agriculture in economic growth and poverty reduction. Knowing which agri-food value chains to promote and selecting them is far from an easy task. This publication, and specifically Part II, section 2.1 provides an interesting background reading in selecting and prioritizing agri-food value chains to develop.



4.4 Vulnerability profiles

It is necessary to assess OSH practices and outcomes in context and further understand what drives them in order to tailor interventions that can effectively improve OSH. Identifying vulnerability profiles can support setting priority interventions and / or better tailoring interventions.

Vulnerability profiles are defined as the characteristics of specific groups of workers putting in relation exposure to occupational hazards and risks with factors that make workers more likely to be exposed to such hazards and risks and / or with low capacity to cope with the consequences of such exposure.

Depending on the size and complexity of the business or enterprise, vulnerability profiles can correspond to the level of:

- The enterprise, covering all activities or processes and all the workers.
- A specific section of the workplace, (e.g. a machine repair shop, covering a specific group or number of workers).
- A specific high-risk activity or process, e.g. problems with handling heavy loads, which may pose a danger to specific group, groups or numbers of workers.

The following dimensions should be explored in order to identify vulnerability profiles:

- **Risk exposure:** identifies occupational hazards by activity and provides an assessment of their severity and probability of occurrence.
- **Sensitivity:** identifies the specific characteristics of the employment situation of workers which are linked to their exposure to specific hazards and influence OSH outcomes. In particular, the following factors are identified and analyzed: access to a workplace OSH risk management system; access to and information on control measures; status in employment if it is linked to differential access to OSH prevention, protection and promotion services; company or holding status if it is linked to a differential access to compliance checks by relevant institutions (labour inspection, social security inspection, etc.).
- **Coping capacity:** identifies the strategies and resources that workers have at their disposal to cope with the consequences of exposure to occupational hazards. In particular, it is a matter of assessing access to care and compensation services in the event of an occupational injury or disease.

Vulnerability profiles are a holistic way of looking at both the occupational hazards and risks themselves, but also the people exposed to them and the underlying factors that influence them. In order to develop the vulnerability profiles, it is necessary to apprehend the linkages and causalities between the different dimensions mentioned in section 3.3.3 and that are structuring the interview and focus group guides, namely employment and working conditions, safety and health hazards and risks and their management (including information collected not only through interviews but also observation and desk review), inter-firm relationships, price and cost structure, and supporting regulatory environment and institutional supporting functions.

📌 **Example Box 11: Example of vulnerability profiles in the Madagascar lychee value chain.**

Profile of casual agricultural workers and small producers

Production process

As soon as the lychee plot has more than three to four trees, producers tend to rely on agricultural workers for collection. To the extent that producers are small (two to three lychee trees), the harvest is usually completed by family members, whether paid or unpaid, on the family farm.

Harvesting is typically organized as follows:

- Each lychee tree has three workers in charge of the harvest, usually a man who climbs into the tree and two women who sort and pack fruits in garaba. Garaba are large bamboo baskets in which freshly cut Ravenala leaves are placed to keep lychees fresh.
- A supervisor or collector is in charge of assigning the roles and organizing the transport of garaba to either a collection point or directly to the truck, if on site, in the case of large farms.
- Once a number of garaba are ready, they are transported to the collection or transport point. The producer or producer group then sells to the collector (not certified) or loads them into the carrier's truck and accompanies the fruit to the treatment or transformation station. In this case, this is the point when the certified collector is paid.

In general, to harvest lychee, almost no tools are used. The harvester climbs directly on the tree, which is often not maintained and therefore can be over 5 meters high, equipped with an empty garaba that he fills and sends down to the ground with a rope.

In the few existing plantations, men are assigned to the collection and women gather in a hangar for tailing and packing the fruit in crates. In plantations, tools are provided, such as ladders, and the trees are regularly pruned and therefore, shorter.

Exposure

The main occupational hazards identified at the harvest level include:

- Fall from heights: this risk is identified as the most serious, although its probability appears to be limited according to agricultural workers (no statistical data on accidents collected at the production phase). If a fall occurs, it can be very dangerous, as unmaintained trees are tall. Lychee is a brittle tree because of its Y-branching and when still young only a light person can climb without risk of breaking it. In this case, young workers are used.
- Fall and slips: linked to slippery and steep terrain (the lychee season is at the beginning of the rainy season).
- Biological hazards:
 - Insect bites, especially fly worms (with bee stings - Anthophilia - type Poliste wasps - and mosquitoes - Culicidae) are reported frequently.

- Physical hazards - sunlight and heat: Exposure to the sun is limited insofar as harvesting is done in the tree's shade. Most sun exposure takes place during the transportation of garaba to the collection point. Lychees are not harvested during the hottest season nor are lychees harvested in the rain because sulfur does not bind well to the wet fruit. However, temperatures remain high, as for any agricultural work in the region, it is important to ensure access to drinking water. Certified producers are among the few who do so.
- Ergonomic hazards – transport and handling of heavy loads: the garaba, when filled, weigh 20 to 30 kilograms and are carried on the back or shoulders, without tools to facilitate transport. The garaba have a bamboo structure that tends to hurt the wearer when it is filled and heavy. Small cuts are frequently reported.
- Psychosocial hazards: operators have reported that there are isolated cases of heart attack each year, in particular when a farmer or a collector arrives late and is refused delivery at the entrance of the treatment station. This risk is aggravated, as explained, by those with little, if any, access to health care services and who do not receive regular medical or preventive check-ups.

The exposure time for all of these hazards is obviously very limited insofar as the season is short, which also limits the possible consequences. This is particularly true in regard to chronic diseases related to workstation ergonomics. The table below summarizes the main hazards identified with the players. There is also a general hazard mentioned by farmers regarding the security of their belongings, especially when they receive cash payment for lychees sold.

Sensitivity

The sensitivity of casual agricultural workers and small producers to occupational risks is important. There are few control measures for the risks described above.

Measures to eliminate the risk of falls and loads imply modernization of production processes and using tools, which have not been possible to date. The lack of and irregularity of resources and limited knowledge at the producer level are key challenges to risk reduction. Although lychee revenues can represent 30 to 40 per cent of the producer's annual income, he or she does not have access to financial products to smooth out income over the year or financial education programmes allowing for investments. Producers' saving capacity is also limited. This stage of production only captures about 10 per cent of the market value of lychees in Europe, thus constraining investment in modernization at this level of the value chain.

Young people are at risk of falling as they are called upon to harvest in young trees. Even established lychee trees can break easily so only a light person can climb up into the young ones. Harvesting young trees requires the worker to climb directly into the tree, thereby significantly increasing the risk of falling. No tools or protective gear is used due to lack of knowledge, resources and suppliers, which also increases risk. These young people are used on the spot and are often unpaid family members. The Malagasy Labour Code does not yet address unpaid, family work.

Control measures are also virtually non-existent. Awareness on control methods as well as risk perception are limited. Workers and producers are able to identify the risks they face but living and working conditions in rural Madagascar are such that the need for, or the awareness of, the right to safe working conditions is not necessarily expressed. The absence of control measures increases the occurrence of risks, which for the most part would be relatively easy to eliminate or control.

The sensitivity to occupational risks is accentuated by the general health status of workers and producers. Access to health care and occupational health services in rural areas are limited in Madagascar. The fact that almost all workers at the production stage are both informal and temporary means they are ineligible for Madagascar's health and employment injury insurance schemes. These workers can use community health services, but those have limited human and financial resources that reduce both the geographical coverage and the overall quality of services.

Coping Capacity

It is particularly difficult for casual agricultural workers, and small producers and their families, to cope with the physical and financial consequences of a work-related accident or disease. Insofar as their jobs are informal, they do not benefit from social protection coverage. Their geographical and financial access to health services is limited, as is their access to extension services (good agricultural practices, basic hygiene, etc.).

In the event of an accident, access to care is extremely restricted. At the certified sites, an emergency kit is provided, but medical facilities are often far from the production sites (apart from the few peri-urban sites around Toamasina). Since agricultural workers and small producers do not have access to medical care and sickness insurance or employment injury insurance, they largely finance the costs incurred by any occupational accident, injury or disease.

Source: ILO, 2017.⁷³

73 ILO. 2017. *Food and agriculture global value chains: Drivers and constraints for occupational safety and health improvement - Volume Two - Three case studies*. ILO: Geneva. Available at: http://www.ilo.org/safework/projects/WCMS_593288/lang-en/index.htm [Accessed 12 July 2018].

4.5 Entry points for interventions

The objective is to use the analysis resulting from Steps 1 to 3 to co-construct tailored interventions with stakeholders in Step 4. In order to do so, it is useful that the first version of the analysis report serve as a background document for such discussions, and consequently that it contains possible entry points for interventions that would effectively improve OSH in the value chain.

➤ **Example Box 12: From drivers and constraints to entry points for intervention – example from the analysis of the palm oil value chain in Indonesia.**

Indirect and multi-layered drivers and constraints for OSH:

Chemical hazard exposure in palm oil plantations in Indonesia is gender-specific and rooted in sub-contracting practices. Because women are overly represented in those temporary jobs, they are more exposed to hazards that relate to temporary tasks (i.e. fertilizing, applying herbicides and pesticides) that are more easily outsourced. Because they are temporary and outsourced they i) do not benefit from the infrastructure and OSH management system of the main company, and ii) benefit from less legal protection and often are not affiliated to social security, reducing their access to health surveillance and compensation in case of injury or disease. Because they are temporary workers and outsourced (i.e. working for different plantations), it is more difficult for them to organize and they are seldom unionized, which also means they have less access to information on their rights to protection and have little channels to voice their needs in terms of safety and health which may be specific (i.e. when lactating or pregnant, in terms of childcare, working hours, etc.)

Entry points for intervention:

- Modify the labour code section on sub-contracting,
- Reinforce the capacity of the labour inspection to enforce this more restrictive legislation through strategic compliance planning,
- Work with private compliance initiatives to include provisions on sub-contracting in their referential,
- Promote unionization among female workers and workers' peer sensitization,
- Work with the occupational health division of the Ministry of Health to reinforce local health centres' capacity to identify pathologies related to chemical exposure,
- Work with the employers' organization of plantations on a charter of conduct ensuring that all workers present in the plantation get access to the companies' facilities (medical, sanitary, etc.) irrespective of their contractual status.

Source: ILO, 2017.⁷⁴

74 ILO. 2017. *Food and agriculture global value chains: Drivers and constraints for occupational safety and health improvement - Volume Two - Three case studies*. ILO: Geneva. Available at: http://www.ilo.org/safework/projects/WCMS_593288/lang--en/index.htm [Accessed 12 July 2018].

5. Tools and resources



5.1 Key concepts and definitions.

Find the following concepts in the user guide's index.

- Coping Capacity
- Exposure
- Focus Group Discussions
- Indicator
- Key Informants
- Key Informant Interviews
- Market system
- Regulation
- Sensitivity
- Supporting Functions
- Value chain

5.2 Toolbox



STEP 3 - ToR NO. 3 - ToR for the Field Research and Analysis



STEP 3 - RESEARCH TOOL NO. 3 - Research tools used in the Indonesian palm oil value chain

STEP 3 - RESEARCH TOOL NO. 4 - Research tools used in the Malagasy textile value chain



STEP 3 - TEMPLATE NO. 5 - Step 3 Analysis Report

STEP 3 - TEMPLATE NO. 6 - Letter of request to access companies

STEP 3 - TEMPLATE NO. 7 - Template of global buyer profile

STEP 3 - TEMPLATE NO. 8 - Template for recording Farm Interviews and Focus Groups

STEP 3 - TEMPLATE NO. 9 - Template for recording of observation in farms plantations

STEP 3 - TEMPLATE NO. 10 - Template for recording Interviews in management manufacturing

STEP 3 - TEMPLATE NO. 11 - Template for recording of observation in manufacturing

STEP 3 - TEMPLATE NO. 12 - Template for recording Interviews and Focus Group Discussions with workers in manufacture



STEP 3 - CASE STUDY NO. 4 - The roll-out of STEP 3 in the coffee value chain of Colombia

STEP 3 - TRAINING MATERIAL NO. 7 - Presentation of Step 3

STEP 3 - TRAINING MATERIAL NO. 8 - Analysis Exercise

STEP 3 - TRAINING MATERIAL NO. 9 - Observation exercise



5.3 Useful readings

ILO. 2014. *Global Manual for Wind: Work Improvement in Neighbourhood Development/ Practical approaches for improving safety, health and working conditions in agriculture*; International Labour Office. Geneva: ILO, 2014. Available at: http://www.ilo.org/wcms-sp5/groups/public/---ed_protect/---protrav/---safework/documents/instructionalmaterial/wcms_241020.pdf [Accessed 12 July 2018].

The Global Manual for WIND (Work Improvement in Neighbourhood Development) is designed to assist small-scale farmers and their families in improving safety and health at work and in their everyday life. The uniqueness of the WIND approach lies in facilitating voluntary improvements of working and living conditions, through the active participation of farmers, their families and community members. It also places focus on simple, practical solutions that can be achieved by using locally available, low-cost materials. The Manual consists of 33 checkpoints and includes many low-cost improvement examples with clear illustrations in important technical areas for farmers. These are: materials storage and handling, workstations and work tools, machine safety, work environment and control of hazardous agents, welfare facilities, work organization and community cooperation, and environmental protection.

ILO. 2017. *Global Manual for WISE – Work Improvements in Small Enterprises*, International Labour Office, Geneva, 2017. Available at: http://www.ilo.org/safework/info/instr/WCMS_621054/lang--en/index.htm [Accessed 12 July 2018].

The Global Manual for WISE is designed to assist employers and workers in small enterprises from the manufacturing sector in creating safe, healthy and productive workplaces.

ILO. 2009. *Guidelines on occupational safety and health management systems, ILO-OSH 2001*; Geneva, International Labour Office, 2009. Available at: http://www.ilo.org/safework/info/standards-and-instruments/WCMS_107727/lang--en/index.htm [Accessed 12 July 2018].

The ILO has designed these guidelines as a practical tool for assisting organizations and competent institutions as a means of achieving continual improvement in occupational safety and health (OSH) performance. The guidelines have been developed according to internationally agreed principles defined by the ILO's tripartite constituents. The practical recommendations of these guidelines are intended for use by all those who have responsibility for OSH management. This second edition includes new additions to the bibliography.

ILO. *International Chemical Safety Cards*. [Online] Available at: http://www.ilo.org/safework/info/publications/WCMS_113134/lang--en/index.htm [Accessed 12 July 2018].

The cards are data sheets intended to provide essential safety and health information on chemicals in a clear and concise way. The primary aim of the cards is to promote the safe use of chemicals in the workplace. The main target users are workers and those responsible for occupational safety and health. The International Civil Service Commission (ICSC) project is a common undertaking between the World Health Organization (WHO) and the ILO, with the cooperation of the European Commission.

ILO. *International Hazard Datasheets on Occupations (HDO)*. [Online] Available at: http://www.ilo.org/safework/info/publications/WCMS_113135/lang--en/index.htm [Accessed 12 July 2018].

The International Hazard Datasheets on Occupations is a multipurpose information resource containing information on the hazards, risks and notions of prevention related to a specific occupation. The datasheets are intended for those professionally concerned with health and safety at work.

ILO. 2013. *Training Package on Workplace Risk Assessment and Management for Small and Medium-Sized Enterprises*; International Labour Office. Geneva: ILO, 2013 Available at: http://www.ilo.org/wcmsp5/groups/public/---ed_protect/---protrav/---safework/documents/instructionalmaterial/wcms_215344.pdf [Accessed 12 July 2018].

The project promotes the improvement of occupational safety and health for all workers through the development of global products addressing the methodological and informational gaps in this field, and through the mobilization of national stakeholders towards the implementation of practical measures at national, local and enterprise levels. The outputs of the project include training materials, practical tools and policy guidance to reinforce national and local capacities in occupational safety and health, and to help constituents design and implement occupational safety and health policies and programmes.

Chan, Man-Kwun. 2012. *Making Agricultural Value Chain Programmes Work for Workers: A Practical Guide for Development Donors and Practitioners*. WIEGO Technical Brief (Global Trade) No 4. Available at: http://wiego.org/sites/wiego.org/files/publications/files/Chan_WIEGO_TB4.pdf [Accessed 12 July 2018].

This guide, aimed at development donors and practitioners, seeks to improve the poverty, economic and gender impacts of agricultural value chain programmes by expanding the extent to which these address the needs and priorities of all types of workers, not just owner-managers. The guide provides arguments and evidence to show how addressing labour issues in global agricultural value chains will help achieve both value chain development/upgrading objectives and broader development goals. It also provides simple and practical guidelines on how to incorporate labour issues into value-chain analyses to ensure that value chain programmes implemented in the smallholder sector benefit all types of workers.

FAO. *Semi-structured interviews in the context of rural community development*. [Online] Available at: <http://www.fao.org/docrep/x5307e/x5307e08.htm> [Accessed 12 July 2018].

Hakemulder, R. and team. 2015. *Value Chain Development for Decent Work, How to Create Employment and Improve Working Conditions in Targeted Sectors*. Second Edition. ILO. Available at: http://www.ilo.org/empent/areas/value-chain-development-vcd/WCMS_434363/lang--en/index.htm [Accessed 12 July 2018].

Tools for sector selection and value chain analysis have been mainstreamed in this guide as a result of several years of learning from practical experiences in the field. An improved chapter on monitoring and results measurement, based on the DCED Standard, was also included to provide guidance on practical but rigorous methodologies for measuring the impact of projects on employment, combining both job quality and quantity.

Health Knowledge. *Semi-structured, narrative, and in-depth interviewing focus groups, action research, participant observation in the context of public health*. [Online] Available at: <https://www.healthknowledge.org.uk/public-health-textbook/research-methods/1d-qualitative-methods/section2-theoretical-methodological-issues-research> [Accessed 12 July 2018].

HSE. *Example risk assessments*. [Online] Available at: <http://www.hse.gov.uk/risk/cases-studies/> [Accessed 12 July 2018]

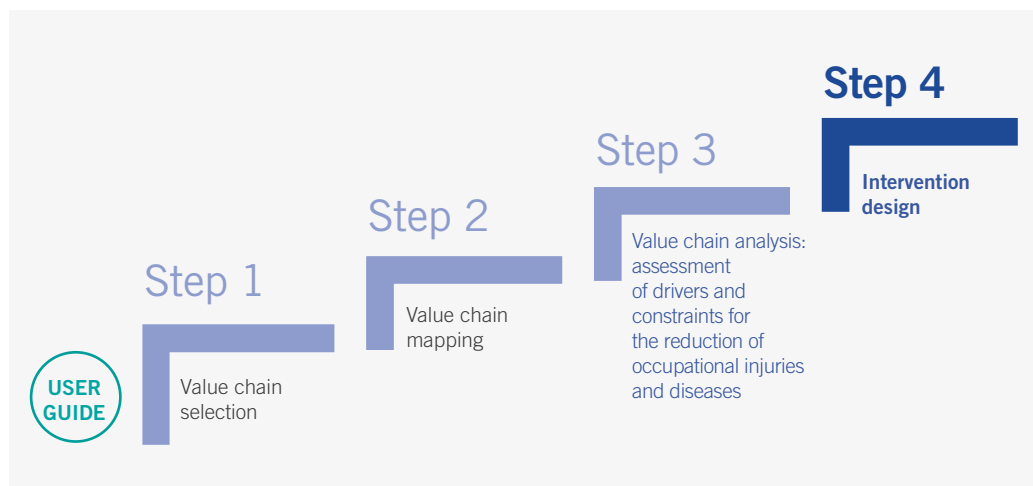
On this page you will find example risk assessments which show the kind of approach HSE expects a small business or workplace to take. The examples show how other small and medium-sized businesses have approached risk assessment.

Step 4

Intervention design

1. Situation and learning objectives

Figure 11. Intervention design



The design of interventions to improve OSH in the value chain will be the end result of the application of this methodology. All previous steps are crucial in building interventions that are efficient, tailored to the situation and sustainable. The interventions should:

- Enhance and exploit catalysts for OSH improvement;
- Be realistic in terms of stakeholders' engagement and resources necessary to implement the proposed interventions;
- Support good practice sharing, partnership and dissemination;
- Build a vision and implementation mechanisms for compliance in a strategic fashion.

By the end of this section, the user will be able to:

- a. Organize the time and resources necessary for this step;
- b. Gather information within organized templates;
- c. Propose the right mix of public and private interventions that supports OSH improvement, including:

- Obtain a concrete vision of the willingness of policy makers to address implementation gaps of existing laws, regulation and policies affecting OSH outcomes in a value chain;
 - Identify channels to support each different stages of the supply chain (business service providers, public services present on the ground, sectoral organizations, cooperatives, inputs providers, etc.);
 - Identify areas of improvement for which there are existing or potential incentives for change and areas for which an external or public intervention and funding are likely to be needed.
- d. Build commitment of key actors to implement the interventions identified;
- e. Produce a Factsheet on results to be disseminated.

2. Outputs and timeline

2.1 Outputs

By the end of this step, the following outputs should be achieved:

- a. Intervention models co-constructed with and endorsed by stakeholders;
- b. Framework for intervention;
- c. Communication tools to advocate for the developed intervention models.

The templates below for end products are provided and can be useful to adapt to your project and context.

PRACTICAL TOOL



- STEP 4 - TEMPLATE NO. 13** - Consultation Invitation Letter
 - STEP 4 - TEMPLATE NO. 14** - Conclusions of Consultations
 - STEP 4 - TEMPLATE NO. 15** - Project Factsheet
-

2.2 Timeline

This step should have a duration of **3-4 weeks** divided as follows:

- a. Preparation of the consultations with stakeholders.
- b. Consultations.
- c. Finalization of the intervention design.

As mentioned in the user guide, implementing the present methodology will require combining knowledge from different disciplines and is likely to require the involvement of different

persons with complementary backgrounds. At Step 4, the team should be the same that conducted Step 3 and the role of the project manager is key in positioning the role of his/her organization within the framework of all the possible interventions.

The terms of reference below can be adapted in order to define the activities and divide tasks among team members.

PRACTICAL TOOL



STEP 4 - ToR NO. 4 - ToR Stakeholder Consultations

3. Process for intervention design

This last step indicates how to perform an effective intervention design through the use of the information gathered in previous steps and formulate interventions to improve OSH in the GVC and beyond. On the basis of the previous steps, consultations with the stakeholders are organized to further build the interventions and secure their engagement and contributions.

The consultations need to be organized to build sustainable interventions. These intervention models are the set of interventions that can effectively improve OSH outcomes in the value chain. One single intervention is unlikely to have such an impact; hence intervention models likely combine a mix of policy and market interventions and may include interventions not necessarily labelled as OSH interventions in the traditional sense. This may result in non-traditional OSH interventions that have indirect effects on OSH or OSH interventions delivered through organizations which do not have OSH as their core mandate.

3.1 Background: the untapped potential of global value chains to contribute to OSH improvement

There is a need to establish innovative means to improve working conditions and OSH in supply chains that could also contribute to increased governance, in the sense of governing processes, on OSH in developing countries. Allowing national authorities and OSH structures and systems to benefit from synergies between their mandate and the work carried out by third parties in this field would improve compliance and strengthen national capacity to protect, in a sustainable way, the health and safety of workers both in value chains and at national level.

Gaining a better understanding of working conditions and OSH throughout the value chain, including both formal and informal suppliers, can be an entry point for the protection of the most vulnerable workers, and ultimately contribute to benefiting all workers in producing countries.

➤ Example Box 13: Four entry points identified to realize the untapped potential of GVCs.

Extract from the publication “Food and agriculture global value chains: Drivers and constraints for occupational safety and health improvement -Volume One - Perspectives from relevant research areas”.

- Institutional capacity building through engagement of support functions within GVCs in sourcing countries is a potential entry point. Indeed, as noted throughout the case studies, GVCs in food and agriculture, because of their specific requirements of end market, often have more resources, are at least partly integrated in the formal economy and have acknowledged links and structure between actors. For supporting functions within sourcing countries with limited institutional capacity, those characteristics may create an easier bridge to build capacity and replicate the good practices, developed in one supply chain, to other sectors and progressively, the entire economy.
- Knowledge sharing vertically within the supply chain towards the most vulnerable workers is also a point of entry. If, and when, needs have been identified, the actors of the chain downstream may be mobilized to tackle the issue. In this respect, downstream actors, often with established OSH management systems, trained professionals and monitoring systems would have the potential to support smaller actors who are further removed from the formal sector.
- Another point of entry is knowledge sharing horizontally at each step of the supply chain towards the most vulnerable workers. If and when needs have been identified at each stage of production, actors could share experiences on best OSH practices. As illustrated by the case studies, some actors, who for instance may have access to higher-value markets or may be part of an FDI ownership, have developed advanced systems to control risk factors and benefit from synergies between OSH and productivity at their stage of production. This wealth of knowledge and experience could be shared across the rest of the sector, including to actors who may not be included in a GVC and may cater only for the local market, so as to avoid the creation of two tier sectors.
- Knowledge sharing across different sourcing countries on prevention measures within supply chains of the same product. This last opportunity is of particular interest to OSH. Indeed, risk factors are highly contextual and dependent on work processes. Consequently, innovations on OSH developed for specific value chains in one sourcing country could potentially benefit others. In terms of possibilities to further leverage some market influence, global buyers may source from different countries a single product and may be willing to engage more easily on safer practices that would benefit their entire supply base.

Source: ILO, 2017.⁷⁵

75 ILO. 2017. *Food and agriculture global value chains: Drivers and constraints for occupational safety and health improvement -Volume One - Perspectives from relevant research areas*. Available at: http://www.ilo.org/safe-work/projects/WCMS_593280/lang--en/index.htm [Accessed 12 July 2018].

3.2 From entry points to intervention model: how to prioritize interventions?

3.2.1 Transforming entry points into interventions

Based on the information gathered through steps 1, 2 and 3 and more specifically on the basis of the entry points for OSH improvement identified in Step 3, interventions will be designed. To transform entry points into interventions, the researcher(s) and/or project implementer(s) will need to detail the foreseen intervention and prioritize possible interventions. This exercise will build a basis for stakeholder's consultation.

In doing so, specific attention must be paid to the following elements of the analysis:

- a. Interventions should guarantee that the vulnerability profiles steaming from the analysis are addressed. This should be a central criterion to prioritize interventions but also to ensure that they are tailored to the specific characteristics of their target group.
- b. If policy (law, policy, programmes) or implementation (enforcement and application of laws, policies, programmes and practices) gaps that impact OSH in the value chain (i.e. OSH law and regulations, social security legislation, sub-contracting legislation, labour code itself, etc.) were identified, the intervention model should include a response to those gaps.
- c. Interventions should mobilize the channels identified during the analysis that can effectively reach the target population, especially the identified vulnerability profiles. It should include organizations that are in a position to support interventions to improve OSH such as business service providers, public services present on the ground, sectoral organizations, cooperatives and inputs providers.
- d. Interventions should aim at tapping existing incentives for change within the value chain, facilitation for the creation of incentives or public support when it is likely to be needed.

Table 6. Priority setting matrix

| Value chain production stage | Expected impact on OSH | Possible interventions | Stakeholders involved | Priority |
|---|--|--------------------------------------|---|-------------|
| <i>Production stage and type of actor</i> | <i>Hazard or vulnerability pattern you want to address</i> | <i>What needs to be done and how</i> | <i>Who will implement the intervention?</i> | <i>Rank</i> |

Source: authors.

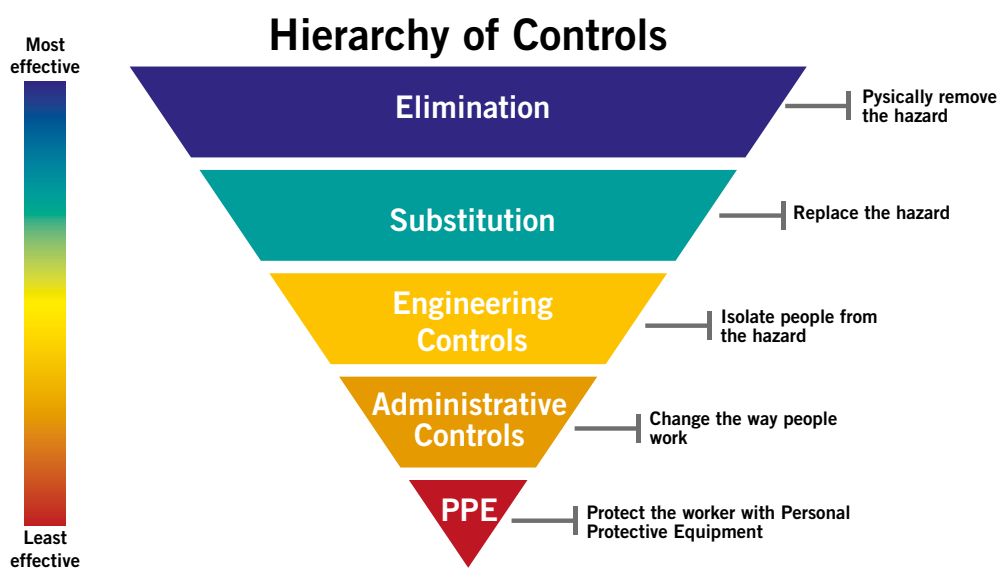
This priority setting matrix can help lay out, in detail, interventions for each identified entry point:

1. **In the first column:** identify the production stage of the value chain the intervention will aim to address.
2. **In the second column:** establish the expected impact. What are the hazards or vulnerability patterns you are trying to address? What do you believe the objective and impact of the intervention will be?
3. **In the third column:** list the possible interventions.
4. **In the fourth column:** list the stakeholders involved in the intervention.
5. **In the fifth column:** rank the priority of the intervention

3.2.2 How to prioritize the right mix of interventions?

Intervention models should be guided by the *Pyramid of control* approach and always prioritize the elimination of hazards and risks before envisaging risk reduction strategies (collective or individual).

Figure 12. Hierarchy of controls.



Source: NIOSH.

The pyramid of control is usually used during workplace risk assessments to prioritize controls at the workplace level. This approach can be adapted to another scale: the value chain, sector or industry level, in order to address systemic issues rather than only issues specific to a single workplace. The idea is to always try to prioritize interventions that will eliminate the occupational hazards and risks from concerned workplaces.

🔗 **Example Box 14: Example of types of interventions at systemic level.**

| | |
|--|--|
| Elimination of risk | <ul style="list-style-type: none"> ■ Functional and technical upgrading; ■ Elimination of hazardous chemicals / machines / processes; ■ Etc. |
| Reducing risks collectively | <ul style="list-style-type: none"> ■ Workplace improvement: specifications on risk levels (i.e. noise, dust, etc.), services to assess risks and availability of controls (for example noise enclosures or local exhaust ventilation). ■ Specifications on workplace physical set up (bathroom, clean water sources, chemical storage). ■ Collective triggers for accident and diseases: adjustment of requirements on working hours, shift, leave and break. ■ Effective access to social protection benefits during maternity and sickness. ■ Access to occupational health services (surveillance, detection, etc.). ■ Etc. |
| Reducing risks individually | <ul style="list-style-type: none"> ■ Training and information; ■ Position-specific visual information and rotations; ■ Personal Protective Equipment (PPE); ■ Vulnerability-specific requirements (pregnancy, disability, etc.). ■ Etc. |
| Protecting people against the consequences of risks | <ul style="list-style-type: none"> ■ Access to curative health services; ■ Access to rehabilitation services; ■ Compensation in case of temporary or permanent incapacity to work; ■ Compensation of the family in case of death due to an occupational accident or disease. ■ Etc. |

Source: authors.

On the basis of this priority-setting exercise, the researcher(s) and/or project implementer can tentatively rank the possible interventions listed in the matrix.

3.3 Stakeholder consultations

Once the possible interventions to address identified hazards and risks in the value chain are detailed and tentatively ranked by level of priority, consult stakeholders with the following objectives:

- Build a consensus on the findings of Steps 1, 2 and 3.
- Identify the willingness and capacities of key stakeholders to contribute to addressing identified hazards and risks in the value chain.
- Co-construct consensual interventions with the stakeholders during the consultation process.
- Foster commitment of stakeholder for the implementation of those interventions.

3.3.1 Who are the stakeholders?

The stakeholders are the ones identified in Steps 2 and 3. They necessarily include all of the participating actors to the field research conducted in Step 3. Stakeholders may be consulted either all together or separately by categories if the value chain is too long (with various geographical locations for instance) or the political sensitivities high. If so, it is suggested that stakeholders of the same type be consulted together as a group, which will allow both group consensus building and for the team collecting the information to get a sense of the relationships between stakeholders of the same type.

3.3.2 Structure of the consultations

The next step is to seek, organize and conduct consultations with the key stakeholders identified and involved during the research process.

The templates below can help you set up your consultations.

PRACTICAL TOOL



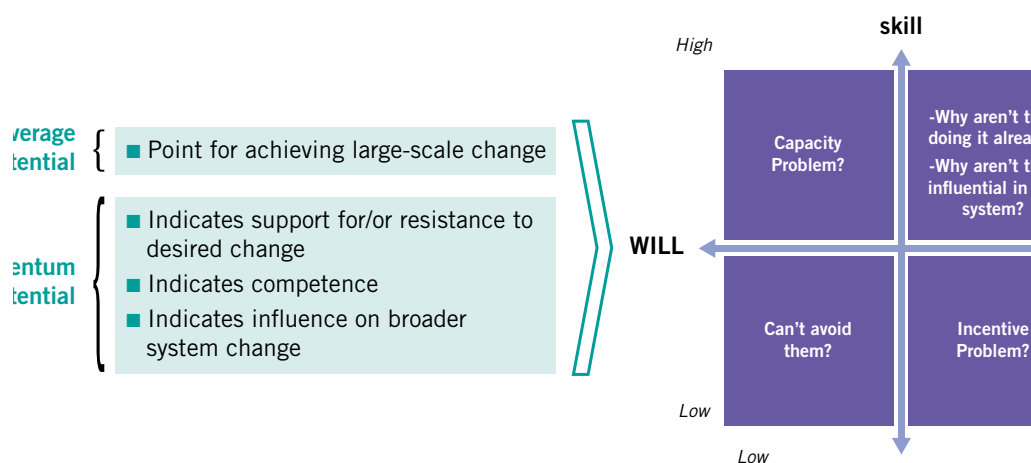
STEP 4 - TEMPLATE NO. 13 - Consultation Invitation Letter

STEP 4 - TEMPLATE NO. 14 - Conclusions of Consultations

The consultation workshop should be simply structured around those two objectives, presenting the results and leaving enough space for each stakeholder to provide feedback, input and suggestions. Various documents including examples of a consultation agenda, invitation letters, presentations and group exercises are available in the resource section to help organize effective consultations with the stakeholders.

Figure 13 illustrates the willingness and capability spectrum in which the researcher(s) will need to place each type of stakeholder. By the end of the consultation process, it should be clear to the researcher(s) where each stakeholder places themselves in the below spectrum.

Figure 13. Leverage and momentum potential for intervention



Source: authors.

Interventions for which key stakeholders are neither willing nor capable have no chance of success and sustainability. Make sure that the consultations are well documented by the team in order to extract the most relevant information and tailor the intervention models based on the consultations' results.

Table 7. Assessment of stakeholders

| Interventions | Stakeholder(s) | |
|-----------------------------------|-------------------|-------------------|
| | Will | Skill |
| <i>As per the priority matrix</i> | <i>High / Low</i> | <i>High / Low</i> |

Source: authors.

3.4 From interventions to logical framework for action

Once interventions are built and stakeholders buy-in is secured, the results of Steps 1 to 4 of this methodology can be easily adapted to a logical framework of a given project aiming at improving OSH in a global (or local) value chain. In order to go from the agreed interventions towards the logical framework of a given project, identify precisely what would be the specific role of your organization in the implementation or facilitation of the implementation of such interventions. In order to do so, the researcher(s) need to be fully aware of their own organization's strengths, approaches and added-value on OSH. In this respect, relevant material can be consulted here in regards to the ILO and those elements.



Below are some useful resources to consider when designing interventions.

ILO. *Decent Work Country Programmes*. [Online] Available at: <http://www.ilo.org/global/about-the-ilo/how-the-ilo-works/departments-and-offices/program/dwcp/lang--en/index.htm> [Accessed 12 July 2018].

Decent Work Country Programmes (DWCP) have been established as the main vehicle for delivery of ILO support to countries. DWCPs have two basic objectives. They promote decent work as a key component of national development strategies. At the same time, they organize ILO knowledge, instruments, advocacy and cooperation at the service of tripartite constituents in a results-based framework to advance the Decent Work Agenda within the fields of comparative advantage of the Organization. Tripartism and social dialogue are central to the planning and implementation of a coherent and integrated ILO programme of assistance to constituents in member States.

ILO. *Development Cooperation intervention models*. [Online] Available at: <https://www.ilo.org/intranet/english/bureau/pardev/tcguides/intervention.htm> [Accessed 12 July 2018].

ILO. *Flagship Programmes*. [Online] Available at: <http://www.ilo.org/global/about-the-ilo/how-the-ilo-works/flagships/lang--en/index.htm> [Accessed 12 July 2018].

The ILO's Flagship Programmes make the best use of resources and provide effective, efficient and sustainable services to member States. Firmly rooted in a rights-based approach and focused on advancing the Decent Work Agenda through the promotion of international labour standards, the ILO's Flagship Programmes have a greater impact through larger scale activities and build capacity more efficiently through economies of scale.

ILO. 2014. *Global Manual for Wind: Work Improvement in Neighbourhood Development/ Practical approaches for improving safety, health and working conditions in agriculture*; International Labour Office. Geneva: ILO, 2014. Available at: http://www.ilo.org/wcms-sp5/groups/public/---ed_protect/---protrav/---safework/documents/instructionalmaterial/wcms_241020.pdf [Accessed 12 July 2018].

The Global Manual for WIND (Work Improvement in Neighbourhood Development) is designed to assist small-scale farmers and their families in improving safety and health at work and in their everyday life. The uniqueness of the WIND approach lies in facilitating voluntary improvements of working and living conditions, through the active participation of farmers, their families and community members. It also places focus on simple, practical solutions that can be achieved by using locally available, low-cost materials. The Manual consists of 33 checkpoints and includes many low-cost improvement examples with clear illustrations in important technical areas for farmers. These are: materials storage and handling, workstations and work tools, machine safety, work environment and control of hazardous agents, welfare facilities, work organization and community cooperation, and environmental protection.

ILO. *LABADMIN/OSH Branch*. [Online] Available at: www.ilo.org/labadmin-osh [Accessed 12 July 2018]

ILO. *Labour Administration and Labour Inspection*. [Online] Available at: <http://www.ilo.org/labadmin/lang--en/index.htm> [Accessed 12 July 2018].

ILO's strategic compliance model provides labour inspectorates with a new methodology to achieve compliance outcomes in light of limited resources, mismatched powers and a need to shoulder greater responsibility for promoting compliance in the ever-evolving world of work.

ILO. *OSH Webpage*. [Online] Available at: <http://www.ilo.org/safework/lang--en/index.htm> [Accessed 12 July 2018].

ILO. *Programme and Budget*. [Online] Available at: <http://www.ilo.org/global/about-the-ilo/how-the-ilo-works/programme-and-budget/lang--en/index.htm> [Accessed 12 July 2018].

ILO. *System for Measurement and Improvement of Productivity*. [Online] Available at: <http://www.ilo.org/public//english/region/ampro/cinterfor/publ/simapro/pdf/system.pdf> [Accessed 12 July 2018].

The SYMAPRO is a permanent, holistic and inclusive learning system in organizations that is geared to achieving the organization's objectives as a whole, these objectives being agreed by all the people involved. The aim is to improve efficiency, quality and working conditions in the organization by involving operational personnel, middle management and senior management, and getting them all to make a commitment.

ILO. *The SCORE Programme* [Online] Available at: <http://www.ilo.org/empent/Projects/score/lang--en/index.htm> [Accessed 12 July 2018].

Sustaining Competitive and Responsible Enterprises (SCORE) is an ILO global programme that improves productivity and working conditions in small and medium enterprises (SME). The primary goal of the global programme is the effective implementation of SCORE Training - which combines practical classroom training with in-factory consulting.

ILO. *The Lab Project*. [Online] Available at: <https://www.ilo.org/empent/Projects/the-lab/lang--en/index.htm> [Accessed 12 July 2018]

Market systems development for decent work - 'the lab' - is a knowledge generation project aimed at measuring and maximizing the employment impact of market systems development interventions.

ILO. *Strategic Compliance Toolkit*. [Online] Available at: http://www.ilo.org/labadmin/info/WCMS_620987/lang--en/index.htm [Accessed 12 July 2018].

In December 2017, the LABADMIN/OSH conducted the Academy on Workplace Compliance through Labour Inspection, bringing together more than 100 representatives from 45 countries. Watch the below video to hear participants share how Strategic Compliance Planning can strengthen labour inspectorate operations.

An example of the mix of public and private interventions that arose from the intervention models developed for three value chains under the joint ILO-EU project on OSH in GVCs under the ILO OSH-GAP Flagship Programme is below.

📌 Example Box 15: Mix of interventions.

On the basis of the research conducted by the joint ILO-EU project on OSH in GVCs under the ILO OSH-GAP Flagship Programme, the following possible outputs and activities were proposed in order to support the achievement of the following outcome: safety and health outcomes are improved in the selected value chain.

National level

- Improvement of legal and policy frameworks

Activities: This could include legal gap analysis on relevant International Labour Standards (ILS), action plans, legal advisory services, capacity building of relevant constituents and support to social dialogue mechanisms.

- Strengthening enforcement mechanisms

Activities: This could include labour inspection assessments of OSH inspectorates and social security inspectorates as applicable and development of strategic compliance plans following the ILO methodology.

- Improving OSH Information Management Systems

Activities: This could include assessment of the manner in which Labour Inspectorates currently collect and analyse OSH data and specific activity to modernize the systems of data collection such as coordination between the different institutions that collect data, such as social security schemes and labour inspection for example.

- Improving access to preventive health services

Activities: This could include mapping of institutional capacities on occupational health services and preventive medicine in the selected GVCs and potential interventions to improve geographical and financial access as well as quality of such services as required.

- Improving coordination between prevention, protection and compensation mechanisms.

Activities: This could include developing tools to identify optimal financing strategies for prevention.

- Supporting compensation against workplace accidents

Activities: This could include support reform specific aspects of the social security system of the country/sector.

Industry level

- Direct interventions to support healthy at safe practices at the workplace

Activities: This could include: low cost physical improvements (infrastructure, equipment, workplace organization, etc.) with a special focus on gender-based risks and needs (especially related to risk exposure during maternity and breast feeding); responsible

procurement practices of lead firms and lower tier suppliers accompanied with transfers of expertise on OSH; integration of adapted OSH standards within private compliance initiatives and fora; collaborations with input providers (in particular of chemicals and equipment) towards safer input provision and use at company level.

■ Strengthening the capacity of constituents to improve OSH in targeted workplaces

Activities: This could include the establishment or strengthening of enterprise-based safety and health committees, the development and implementation of OSH awareness campaigns for employers and workers, the implementation of training activities for employers and workers (including in vocational training curricula) and the implementation of measures to improve OSH risk management.

■ Supporting better recording and notification of occupational injuries and illnesses

Activities: This could include direct advice to employers and workers' representatives in the selected sector on specific topics such as the simplification of compensation claim mechanisms.

Source: ILO, 2017.⁷⁶

3.4.1 Building a theory of change and a logical framework on the basis of the intervention model

The logical framework is a way of presenting the proposed interventions in a comprehensive and understandable form. The logical framework includes:

- a. A hierarchy of outcomes, outputs and activities;
- b. Progress indicators and the means of verification;
- c. Assumptions about the project context.

The logical framework sets out the project structure, indicators and assumptions in the form of a matrix, with the rows representing different levels of objectives. The results-based approach requires that objectives and indicators be expressed in the form of expected and achievable results, rather than as aspirations. The logical framework responds to a Theory of Change which should at this stage reflect the outcome, outputs, activities and their underlying assumptions that would have arisen from all the activities conducted between Steps 1 and 4.

- a. **The development objective** is the long-term change to which the project aims to contribute.
- b. **The immediate objective or outcome** is the specific change that the project is expected to bring about by the end of the project, in the quality and quantity of the services provided by the target group, and/or the way in which they are delivered by the direct recipients. The changes defined in the immediate objective are in the:
 - ▶ Target groups, such as capacities, quality of existing or new services, etc.

76 ILO. 2017. *Food and agriculture global value chains: Drivers and constraints for occupational safety and health improvement - Volume Two - Three case studies*. ILO: Geneva. Available at: http://www.ilo.org/safework/projects/WCMS_593288/lang--en/index.htm [Accessed 12 July 2018]

- ▶ Context in which the target groups operate, such as policy, legislation, information, etc.
- c. The outputs** are what the project directly produces, such as training, legislative proposals, policy documents, methodologies, information, awareness raising, intervention models, etc. An output is a product or service that the project delivers to a direct recipient in order to achieve the outcomes. They are the necessary and sufficient means to achieve the outcomes.
- d. The activities** are the necessary and sufficient actions to produce the outputs.

The logical framework⁷⁷ gives a summary of:

- ▶ Why a project is carried out (Immediate Objective/Outcome);
- ▶ What the project is expected to deliver (Outputs);
- ▶ How the project is going to produce its outputs/results (Activities);
- ▶ Which external factors are crucial for the success of the project (Assumptions);
- ▶ How we can measure success (Indicators);
- ▶ Where we will find the data required to assess the success (Means of Verification).

More resources on building a Theory of Change and a Logical Framework are available below.

ILO. *DC templates and how to guides*. [Online] Available at: <https://www.ilo.org/intranet/english/bureau/pardev/tcguides/templates.htm> [Accessed 12 July 2018].

ILO. *Tools and methods for project design and implementation planning*. [Online] Available at: https://www.ilo.org/intranet/english/bureau/pardev/tcguides/onestop/download/tools_methods.pdf [Accessed 12 July 2018].

77 ILO. *DC templates and how to guides* [Online] Available at: <https://www.ilo.org/intranet/english/bureau/pardev/tcguides/templates.htm> [Accessed 12 July 2018].
 ILO. *Tools and methods for project design and implementation planning*. [Online] Available at: https://www.ilo.org/intranet/english/bureau/pardev/tcguides/onestop/download/tools_methods.pdf [Accessed 12 July 2018].

3.5 Advocating for interventions

This part will provide methodology and necessary tools to advocate for the interventions to be implemented.

All interventions to address OSH concerns require meticulous planning and consultation in order to achieve the desired objectives. This implies identifying the relevant target authorities at the appropriate decision-making level to tackle priority issues; carefully choosing the most suitable people to engage in advocacy and coordinating interventions with other national and international actors to maximize impact with effective messages.

PRACTICAL TOOL



STEP 4 - TEMPLATE NO. 14 - Conclusions of Consultations

STEP 4 - TEMPLATE NO. 15 - Project Factsheet

4. Tools and resources



4.1 Key concepts and definitions

- Advocacy
- Logical framework
- Market system
- Pyramid of Controls
- Regulation
- Supporting Functions
- Value chain

4.2 Toolbox



STEP 4 - ToR NO. 4 - ToR Stakeholder Consultations



STEP 4 - TEMPLATE NO. 13 - Consultation Invitation Letter

STEP 4 - TEMPLATE NO. 14 - Conclusions of Consultations

STEP 4 - TEMPLATE NO. 15 - Project Factsheet



STEP 4 - CASE STUDY NO. 5 - The roll-out of STEP 4 in the coffee value chain of Colombia

STEP 4 - CASE STUDY NO. 6 - Examples from Colombia

STEP 4 - TRAINING MATERIAL NO. 10 - Presentation of STEP 4

4.3 Useful readings

ILO. 2012. *Decent work indicators, concepts and definitions: ILO manual*, International Labour Office, first edition, (Geneva). Available at: http://www.ilo.org/wcmsp5/groups/public/---dgreports/---integration/documents/publication/wcms_229374.pdf [Accessed 12 July 2018].

This second version presents several enhancements and additions to the previous version and we think that it will provide a useful tool for those interested in a complete analysis of the various dimensions of decent work at the country level, as well as those more focused on the data production. The Manual is based on statistical and legal international standards, adopted by the international statistical community, and promoted for the harmonization of regional and international data on employment and decent work. As the discussions and use of statistics on decent work evolve, the Manual will be further improved, taking on board feedback received and new standards adopted. In particular, we think it will be very valuable for the forthcoming discussions on the post-2015 development agenda.

ILO. 2011. *Gaps in Coverage and Barriers to Ratification and Implementation of International Labour Standards in Rural Areas*. Available at: http://www.ilo.org/global/standards/subjects-covered-by-international-labour-standards/specific-categories-of-workers/WCMS_152771/lang--en/index.htm [Accessed 12 July 2018].

While there is general agreement that international labour standards are essential to guiding national legislation and policy in addressing the labour protection gap for rural workers, the effective protection of these workers still suffers from significant gaps in coverage and barriers to ratification and implementation, as noted by the ILO supervisory bodies, notably the Committee of Experts on the Application of Conventions and Recommendations.





ILO. 2015. *Value Chain Development for Decent Work: How to create employment and improve working conditions in targeted sectors*. International Labour Office.- 2nd ed. - Geneva: ILO, 2015. Available at: http://www.ilo.org/empent/areas/value-chain-development-vcd/WCMS_434362/lang--en/index.htm [Accessed 12 July 2018].

The second edition of the Value Chain Development for Decent Work Guide has been re-inforced with an emphasis on moving from analysis to action and expanded guidance on design and implementation of value chain development interventions. New and improved tools for sector selection and value chain analysis have been mainstreamed in this guide as a result of several years of learning from practical experiences in the field. An improved chapter on monitoring and results measurement, based on the DCED Standard, was also included to provide guidance on practical but rigorous methodologies for measuring the impact of projects on employment, combining both job *quality* and *quantity*.

ITCILO. *eLearning Introduction to International Labour Standards*. [Online] Available at: <https://ecampus.itsilo.org/course/view.php?id=12&lang=en> [Accessed 12 July 2018]

This module aims to provide you with a basic understanding of International Labour Standards - what are they, what the reasons are for their development, what their characteristics are, what their relevance is, how are they used, how are they adopted, promoted and supervised, what the subjects they cover are, and what their content is. It has been developed in close collaboration with the relevant technical department/programme.

Annex A: Mapping of the tools and resources of the Starterkit

| | User Guide | Step 1 | Step 2 |
|---|--|--|--|
| ToRs  | N/A | STEP 1 - TOR NO. 1 - Terms of Reference for the Value Chain Selection | STEP 2 - TOR NO. 2 - Terms of Reference for the Value Chain Mapping |
| Research tools  | N/A | STEP 1 - RESEARCH TOOL NO. 1 - Sources for Value Chain Selection STEP 1 - RESEARCH TOOL NO. 2 - Scoring Sheet Value Chain Selection | N/A |
| Template products  | USER GUIDE - TEMPLATE NO. 1 - Workshop Timetable | STEP 1 - TEMPLATE NO. 2 - Supply Chain Selection Report STEP 1 - TEMPLATE NO. 3 - Project Factsheet | STEP 2 - TEMPLATE NO. 4 - Report for the Value Chain Mapping |
| Training material  | USER GUIDE - CASE STUDY NO. 1 - Complete Case Study - Colombia USER GUIDE - TRAINING MATERIAL NO. 1 - Complete Training Module USER GUIDE - TRAINING MATERIAL NO. 2 - Workshops and Training Sheet | STEP 1 - CASE STUDY NO. 2 - The roll-out of STEP ONE in the coffee value chain of Colombia STEP 1 - TRAINING MATERIAL NO. 3 - Selection Exercise STEP 1 - TRAINING MATERIAL NO. 4 - Presentation of Step 1 | STEP 2 - CASE STUDY NO. 3 - The roll-out of STEP 2 in the coffee value chain of Colombia STEP 2 - TRAINING MATERIAL NO. 5 - Value Chain Mapping Exercise STEP 2 - TRAINING MATERIAL NO. 6 - Presentation of Step 2 |

| Step 3 | Step 4 |
|---|---|
| EP 3 - TOR NO. 3 - ToR for the Field research and analysis | STEP 4 - TOR NO. 4 - ToR Stakeholder Consultations |
| <p>STEP 3 - Research tool NO. 3 - Research tools used in the Indonesian palm oil value chain</p> <p>STEP 3 - Research tool NO. 4 - Research tools used in the Malagasy textile value chain</p> | N/A |
| <p>STEP 3 - TEMPLATE NO. 5 - Step 3 Analysis Report</p> <p>STEP 3 - TEMPLATE NO. 6 - Letter of request to access companies</p> <p>STEP 3 - TEMPLATE NO. 7 - Template of global buyer profile</p> <p>STEP 3 - TEMPLATE NO. 8 - Template for recording farm interviews and focus group discussions</p> <p>STEP 3 - TEMPLATE NO. 9 - Template for recording observations in farms plantations</p> <p>STEP 3 - TEMPLATE NO. 10 - Template for recording Interviews in management manufacturing</p> <p>STEP 3 - TEMPLATE NO. 11 - Template for recording of observations in manufacturing</p> <p>STEP 3 - TEMPLATE NO. 12 - Template for recording Interviews and FGDs with workers in manufacture</p> | <p>STEP 4 - TEMPLATE NO. 13 - Consultation Invitation Letter</p> <p>STEP 4 - TEMPLATE NO. 14 - Conclusions of Consultations</p> <p>STEP 4 - TEMPLATE NO. 15 - Project Factsheet</p> |
| <p>TEP 3 - CASE STUDY NO. 4 - The roll-out of STEP 3 in the coffee value chain of Colombia</p> <p>STEP 3 - TRAINING MATERIAL NO. 7 - Presentation of Step 3</p> <p>STEP 3 - TRAINING MATERIAL NO. 8 - Analysis Exercise</p> <p>STEP 3 - TRAINING MATERIAL NO. 9 - Observation exercise</p> | <p>STEP 4 - CASE STUDY NO. 5 - The roll-out of STEP 4 in the coffee value chain of Colombia</p> <p>STEP 4 - TRAINING MATERIAL NO. 10 - Presentation of Step 4</p> |

Annex B: Relevant ILO Instruments

1. Core instruments on occupational safety and health

- [Occupational Safety and Health Convention, 1981 \(No. 155\)](#) - [ratifications] and its [Protocol of 2002](#) - [ratifications]

The convention provides for the adoption of a coherent national occupational safety and health policy, as well as action to be taken by governments and within enterprises to promote occupational safety and health and to improve working conditions. This policy shall be developed by taking into consideration national conditions and practice. The Protocol calls for the establishment and the periodic review of requirements and procedures for the recording and notification of occupational accidents and diseases, and for the publication of related annual statistics.

- [Occupational Health Services Convention, 1985 \(No. 161\)](#) - [ratifications]

This convention provides for the establishment of enterprise-level occupational health services which are entrusted with essentially preventive functions and which are responsible for advising the employer, the workers and their representatives in the enterprise on maintaining a safe and healthy working environment.

- [Promotional Framework for Occupational Safety and Health Convention, 2006 \(No. 187\)](#) - [ratifications]

This Convention aims at promoting a preventative safety and health culture and progressively achieving a safe and healthy working environment. It requires ratifying States to develop, in consultation with the most representative organizations of employers and workers, a national policy, national system, and national programme on occupational safety and health. The national policy shall be developed in accordance with the principles of Article 4 of the [Occupational Safety and Health Convention, 1981 \(No. 155\)](#) , and the national systems and programmes shall be developed taking into account the principles set out in relevant ILO instruments. A list of relevant instruments is contained in the Annex to the Promotional Framework for [Occupational Safety and Health Recommendation, 2006 \(No. 197\)](#). National systems shall provide the infrastructure for implementing national policy and programmes on occupational safety and health, such as laws and regulations, authorities or bodies, compliance mechanisms including systems of inspection, and arrangements at the level of the undertaking. National programmes shall include time-bound measures to promote occupational safety and health, enabling a measuring of progress.

2. Health and safety in particular branches of economic activity

- [Hygiene \(Commerce and Offices\) Convention, 1964 \(No. 120\)](#) - [ratifications]

This instrument has the objective of preserving the health and welfare of workers employed in trading establishments, and establishments, institutions and administrative services in which workers are mainly engaged in office work and other related services through elementary hygiene measures responding to the requirements of welfare at the workplace.

- Occupational Safety and Health (Dock Work) Convention, 1979 (No. 152) - [ratifications]

See under dockworkers.

- Safety and Health in Construction Convention, 1988 (No. 167) - [ratifications]

The convention provides for detailed technical preventive and protective measures having due regard for the specific requirements of this sector. These measures relate to safety of workplaces, machines and equipment used, work at heights and work executed in compressed air.

- Safety and Health in Mines Convention, 1995 (No. 176) - [ratifications]

This instrument regulates the various aspects of safety and health characteristic for work in mines, including inspection, special working devices, and special protective equipment of workers. It also prescribes requirements relating to mine rescue.

- Safety and Health in Agriculture Convention, 2001 (No. 184) - [ratifications]

The convention has the objective of preventing accidents and injury to health arising out of, linked with, or occurring in the course of agricultural and forestry work. To this end, the Convention includes measures relating to machinery safety and ergonomics, handling and transport of materials, sound management of chemicals, animal handling, protection against biological risks, and welfare and accommodation facilities.

3. Protection against specific hazards

- Radiation Protection Convention, 1960 (No. 115) - [ratifications]

The objective of the Convention is to set out basic requirements with a view to protect workers against the risks associated with exposure to ionizing radiations. Protective measures to be taken include the limitation of workers' exposure to ionizing radiations to the lowest practicable level following the technical knowledge available at the time, avoiding any unnecessary exposure, as well as the monitoring of the workplace and of the workers' health. The Convention further refers to requirements with regard to emergency situations that may arise.

- Occupational Cancer Convention, 1974 (No. 139) - [ratifications]

This instrument aims at the establishment of a mechanism for the creation of a policy to prevent the risks of occupational cancer caused by exposure, generally over a prolonged period, to chemical and physical agents of various types present in the workplace. For this purpose, states are obliged to determine periodically carcinogenic substances and agents to which occupational exposure shall be prohibited or regulated, to make every effort to replace these substances and agents by non- or less carcinogenic ones, to prescribe protective and supervisory measures as well as to prescribe the necessary medical examinations of workers exposed.

- Working Environment (Air Pollution, Noise and Vibration) Convention, 1977 (No. 148) - [ratifications]

The convention provides that, as far as possible, the working environment shall be kept free from any hazards due to air pollution, noise or vibration. To achieve this, technical measures shall be applied to enterprises or processes, and where this is not possible, supplementary measures regarding the organization of work shall be taken instead.

■ **Asbestos Convention, 1986 (No. 162) - [ratifications]**

Aims at preventing the harmful effects of exposure to asbestos on the health of workers by indicating reasonable and practicable methods and techniques of reducing occupational exposure to asbestos to a minimum. With a view to achieving this objective, the convention enumerates various detailed measures, which are based essentially on the prevention and control of health hazards due to occupational exposure to asbestos, and the protection of workers against these hazards.

■ **Chemicals Convention, 1990 (No. 170) - [ratifications]**

The Convention provides for the adoption and implementation of a coherent policy on safety in the use of chemicals at work, which includes the production, the handling, the storage, and the transport of chemicals as well as the disposal and treatment of waste chemicals, the release of chemicals resulting from work activities, and the maintenance, repair and cleaning of equipment and containers of chemicals. In addition, it allocates specific responsibilities to suppliers and exporting states.



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