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Improving Safety and Health in Micro-, Small and Medium-Sized Enterprises:

An overview of initiatives and delivery mechanisms

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Preface

Since the International Labour Organization (ILO) was first founded in 1919, one of its main objectives has been to promote a decent, safe and healthy working environment. Indeed, the Preamble of the ILO Constitution states that "the protection of the worker against sickness, disease and injury arising out of work" is one of its priority areas of action. This basic principle was reaffirmed in the Declaration of Philadelphia in 1944, which recognizes "the solemn obligation of the International Labour Organization to further among the nations of the world programmes which will achieve [...] adequate protection for the life and health of workers in all occupations." To this effect, over the past one hundred years, the ILO has adopted more than 40 international labour standards addressing directly or indirectly the protection of workers' safety and health.

Among the ILO standards that set the basic principles on occupational safety and health (OSH), the Promotional Framework for Occupational Safety and Health Convention, 2006 (No. 187) calls for the development of a national preventative safety and health culture, through the development and implementation of national policies, systems and programmes on OSH. It calls on member States to include in their OSH national system "(...) support mechanisms for a progressive improvement of occupational safety and health conditions in micro-enterprises, in small and medium-sized enterprises and in the informal economy". The Convention's accompanying Recommendation (No.197) further specifies that in promoting a national preventative safety and health culture, Members should seek "(...) to address the constraints of micro-enterprises and small and medium-sized enterprises and contractors in the implementation of occupational safety and health policies and regulations, in accordance with national law and practice".

In recent years, the ILO has recognized the important role that micro-, small and medium-sized enterprises (MSMEs) play in providing incomes and livelihoods for hundreds of millions of workers, who often operate in the informal economy. In this context it is important to mention the Transition from the Informal to the Formal Economy Recommendation, 2015 (No. 204), which requires Members to "take immediate measures to address the unsafe and unhealthy working conditions that often characterize work in the informal economy; and promote and extend occupational safety and health protection to employers and workers in the informal economy."

Modern and effective OSH frameworks should be established to ensure the prevention of occupational accidents and diseases, better working conditions, and productivity among MSMEs - in both the formal and informal economies. There is a need for a better understanding of the OSH situation in MSMEs, as well as an improved knowledge about mechanisms and initiatives for achieving safe and healthy workplaces. This report provides a review of a broad range of support mechanisms that national governments, the social partners and other actors have been developing in order to promote the adoption of safety and health measures in these enterprises.

It has been drafted in the framework of the ILO *Safety + Health for All* Flagship programme, and particularly within the three-year project "Upholding sustainable delivery mechanisms to promote OSH in small and medium-sized enterprises (SMEs)" funded by the Republic of Korea. The project takes stock of the various experiences from the ILO and other relevant initiatives aimed at improving OSH in SMEs, in order to further strengthen the effective implementation of these approaches. Its aim is to help ILO constituents promote sustainable and effective delivery of OSH in SMEs – and by extension MSMEs.

Joaquim Paulo Pintado Nunes
Chief

Labour Administration, Labour Inspection and
Occupational Safety and Health (LABADMIN/OSH) Branch
International Labour Organization

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The conceptualisation of the content and design, methodology and data collection tools were developed by Manal Azzi (LABADMIN/OSH branch) who coordinated the development of the report with Jeong Youn Kim (LABADMIN/OSH Branch).

The first draft of the report was prepared by Giuliana De Rosa (International Consultant). It benefited from the technical inputs of Bjarke Refslund (Sociology and Social Work, Aalborg University). Dafne Papandrea (International OSH Consultant) revised, updated and finalised the report.

The report was reviewed by ILO LABADMIN/OSH Branch whose inputs are reflected and highly appreciated. In particular, special thanks to Andrew Christian and Grace Halim who contributed to the improvement of the report, with their constructive technical insight.

Finally, it is important to acknowledge the technical specialists and researchers within and outside the ILO who provided valuable information and participated in the interviews that shaped the final output (a list of colleagues and researchers are found in Appendix III).

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Executive summary

Background

Micro-, small and medium-sized enterprises (MSMEs) constitute the vast majority of enterprises worldwide. They are generally characterized by their precarious nature and poor occupational safety and health (OSH) conditions, and often operate partially or wholly outside the formal sector. These socio-economic factors, combined with a low level of awareness of and compliance with OSH standards, leave the workers in these enterprises particularly exposed to risks to their safety and health. Most MSMEs have to contend constantly with a lack of resources, which makes it extremely difficult for them to improve working conditions.

Governments and social partners also face important challenges in delivering OSH services and ensuring compliance in MSMEs in an effective and sustainable way. This is particularly apparent in developing countries, notably because of their lack of resources, sufficient and trained labour inspectors, and a strategy for targeting and reaching out to a large proportion of these enterprises.

There is a wide range of factors influencing OSH in MSMEs that need to be taken into consideration when designing, implementing and evaluating various policies, strategies, programmes, initiatives and tools aimed at improving OSH performance in these enterprises.

Focus of the study and methodology

This report examines MSMEs and their specific characteristics that are likely to have an impact on OSH outcomes. Exploring a wide range of literature helped frame the context and the difficulties that MSMEs and governments face in their attempts to improve OSH.

The study identifies and analyses examples of support mechanisms and incentives that governments and other actors use in various contexts to enable outreach to MSMEs and promote safe and healthy working environments. These examples highlight successful approaches - but also reflect upon approaches that have not been sustainable. On the basis of more than 60 interviews with OSH specialists, the study describes a large number of ILO tools and programmes focused on increasing productivity in MSMEs, including those with the main objective of improving OSH.

This review sets out to identify the key lessons that may be drawn from the use of these mechanisms, with a view to better designing future strategies for improving OSH conditions in MSMEs. Indeed, this is the spirit of the whole exercise - learning from what others have been implementing and identifying which initiatives have succeeded. All this will help towards drafting a “How-to” guide for policy-makers to develop sustainable strategies in this field.

This research is complemented by five additional case studies conducted on OSH in MSMEs in Cameroon, Colombia, Indonesia, the Philippines and Tunisia, which identified the challenges and described the initiatives adopted at national, sectoral and local levels.

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Main findings

The report found that in order to ensure that MSMEs effectively implement OSH measures, the national supporting initiatives should be: low cost or preferably free of charge; easy to access; action-oriented; and tailored to the specific needs of these enterprises. Initiatives should also integrate OSH with other management goals or business processes.

In fact, the most successful initiatives met a number of the following criteria:

- they made use of intermediaries (both tripartite and private actors), as they have direct contact with the MSMEs, know the local context and may be interested in proposing solutions to enterprises that yield a positive societal impact as well as make good business sense;
- they obtained the full commitment of the government, social partners and project partners by investing in long-term strategies;
- they embedded support for OSH in MSMEs in an existing wider strategy or orchestrated programme of support for MSMEs' economic development, or at least they avoided isolated initiatives for the purpose of sustainability;
- they were able to rely upon good communications, enabling them to reach a high number of MSMEs, even in remote and rural areas;
- they insisted upon the link between safety and productivity to engage local actors and motivate MSME owners and managers to improve OSH conditions.

Sustainability is the greatest challenge to OSH programmes. Once the initial supporting initiatives have ended, they often struggle to survive. There is a need to ensure not only financial sustainability but also technical and institutional sustainability to enable MSMEs to maintain a high quality of OSH management. Building a network of experts and intermediaries on OSH that can sustain itself is key.

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Acronyms

ACT EMP	Bureau for Employers' Activities (ILO)
ARC	Approved Risk Consulting (Sigapore)
ARL	*Administradora de Riesgos Laborales* – Occupational Risk Administrators (Colombia)
BW	Better Work (ILO)
CSR	Corporate Social Responsibiity
CTSST	*Comissão Tripartite de Segurança e Saúde no Trabalho* – Tripartite Committee on Health and Safety at Work (Brazil)
DIR	Department of Industrial Relations (Australia)
DOLE	Department of Labour and Employment (the Philippines)
DSI	*Direction des systèmes d'information* – Directorate of Information Systems (France)
DW	Decent Work
DWCP	Decent Work Country Programme
EBMO	Employers' and Business Member Organizations
EESE	Enabling Environment for Sustainable Enterprises (ILO)
EOSH	Essentials of Occupational Safety and Health (ILO)
EU	European Union
EU-OSHA	European Agency for Safety and Health at Work
GDP	Gross Domestic Product
HR	Human Resources
HSE	Health and Safety Executive (UK)
IAS	*Instituto Argentino de Seguridad* – Argentinian Safety Institute (Argentina)
ILO	International Labour Organization
INAIL	*Instituto nazionale Assicurazione Infortuni sul Lavoro* - National Institute for Insurance against Accidents at Work (Italy)
ITC-ILO	International Training Center of the ILO
KOSHA	Korea Occupational Safety & Health Agency (Republic of Korea)
MCN	Migrant Clinicians Network (US)
MF4DW	Microfinance for Decent Work (ILO)
MFIs	Microfinance institutions
MI S	Management Information System (the Philippines)
MSMEs	Micro-, small and medium-sized enterprises
MVR	Motor vehicle repair
NGO	Non-Governmental Organization
NIOSH	National Institute for Occupational Safety and Health (US)
NSW	New South Wales, Australia
OECD	Organisation for Economic Co-operation and Development
OiRA	Online Interactive Risk Assessment (EU)

OSH	Occupational Safety and Health
OSH-MS	Occupational Safety and Health Management System
OSHA	Occupational Safety and Health Administration (US)
OSHC	Occupational Safety and Health Council (Hong Kong, China)
PAOT	Participatory Action-Oriented Training (ILO)
PATRIS	Participatory Action Training for Informal Sector Operators (ILO)
PLIs	Primary lending institutions (India)
POSITIVE	Participation-Oriented Safety Improvement by Trade Union Initiative (ILO)
PPE	Personal Protective Equipment
RMAA	Repair, Maintenance, Alteration and Addition (Hong Kong, China)
RSR	Regional safety representatives (Sweden)
SCORE	Sustaining Competitive and Responsible Enterprises (ILO)
SHAD	Safety and Health Awareness Days (UK)
SIMAPRO	System for the Integrated Management and Improvement of Productivity (ILO)
SINAN	*Sistema de Informação de Agravos de Notificação* – Information System for Notifiable Diseases (Brazil)
SIYB	Start and Improve Your Business (ILO)
SMEs	Small and medium-sized enterprises
SUS	*Sistema Único de Saúde* – Unified Health System (Brazil)
SWA	Safe Work Australia (Australia)
ToT	Training of Trainers
UK	United Kingdom
UMASH	Upper Midwest Agricultural Safety and Health Center (US)
UNDP	United Nations Development Programme
WARM	Work Adjustment for Recycling and Managing Waste (ILO)
WIND	Work Improvement in Neighbourhood Development (ILO)
WISCON	Work Improvement in Small Construction Sites (ILO)
WISE	Work Improvement in Small Enterprises (ILO)
WISH	Work Improvement for Safe Home (ILO)
WSHC	Work Safety and Health Council (Singapore)

Methodological note

The literature review builds on key insights and findings from studies on OSH in MSMEs, an assessment of related support programmes, and key informant interviews with ILO specialists. The aim is to illustrate and discuss the important dimensions that policy-makers need to take into consideration when designing efficient OSH programmes for MSMEs in varying national and sectoral settings.

The desk review of the literature on MSMEs, OSH and OSH delivery mechanisms was conducted by means of searches in peer-reviewed journals that address the relevant topics of OSH and MSMEs, and in academic databases. It also included lists of references obtained from articles, book chapters and reports. An important source was the findings of the three-year SESAME (safe, small and micro enterprises) project on safety and health in micro and small enterprises in the EU (EU-OSHA, 2018a).

Over 36 assessments of support initiatives delivered at the national level were conducted, and an in-depth analysis was undertaken of the main drivers for three national strategies: Australia, Japan and Singapore.[1] These constitute examples of national programmes, policies or delivery mechanisms that have helped MSMEs improve OSH performance. The initiatives were selected on the basis of insights from the literature review - as well as those derived from ILO experience. A number of criteria were taken into consideration, such as: the variety of mechanisms and types of incentives; availability of information; geographical diversity; different levels of economic development; and transferability to other sectors or countries. The selected examples reflected initiatives that had a clear impact - or no impact with regard to learning points.

A series of six case studies was conducted in Cameroon, China, Colombia, Indonesia, the Philippines and Tunisia. These studies set out to describe the national contexts, the impact of existing initiatives (both independent from and within ILO projects), and the challenges encountered during their implementation. Some of the initiatives described in the case studies are mentioned in this report as examples. Five of these case studies have been selected for publication under the title: *Safety and health in micro-, small and medium-sized enterprises: A collection of five case studies*.

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1 Full information on the 36 support initiatives and the three national strategies is provided in Appendix III.

This report further explores existing ILO initiatives relevant to OSH in MSMEs. More than 60 semi-structured interviews were conducted with ILO specialists from the field offices and at headquarters.[2] The following documents were also consulted: mission reports from ILO specialists, national OSH profiles, and – where available – evaluation reports of ILO development cooperation projects.

In addition, the information in the study was supplemented by the websites of national agencies and international organizations, reports of relevant initiatives from OSH institutes and public agencies, and other publicly available sources from around the world.

Although this report focuses on interventions and tools used to address the issues and needs of MSMEs, it does at times address a number of interventions or tools with a broader scope (including some focused on larger enterprises), whenever it is felt that they provide lessons that might be relevant to MSMEs.

2 The interviews with specialists and researchers took place between June and October 2018; these included face-to-face and telephone-based interviews.

VZF - Improving OSH in coffee supply chains © ILO

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Part 1

Setting the scope: Why is safety and health in MSMEs an issue of concern?

1.1 MSMEs: General considerations

1.1.1 Defining MSMEs

This report refers to all types of MSMEs, irrespective of whether they are formal or informal enterprises. The examples provided in this report and its Appendices reflect the national definitions; in some cases, reference is made to SMEs rather than MSMEs, in accordance with the national definition.[3] But on the whole, MSMEs (and by extension SMEs) are defined as independent economic entities.

In 2010, the World Bank published a census it had undertaken on the various official definitions of MSMEs, country by country. It took into account many factors, such as the business culture, the size of the country's population, local industry and the level of international economic integration (Kushnir et al., 2010).

The most common definitions of MSMEs are based on the number of employees, annual turnover or the value of the enterprise's assets. A commonly adopted definition is that used by the European Union (EU), which combines the number of employees with the company annual turnover or balance sheet (see table 1).

Table 1. EU definition of micro-, small and medium-sized enterprises (Recommendation 2003/361)

Enterprise category	Headcount: annual work unit (AWU)	Annual turnover (million EUR)	or Annual balance sheet total (million EUR)
Micro	<10	<2	<2
Small	<50	<10	<10
Medium-sized	<250	<50	<43

However, the lack of a single agreed definition makes comparing MSMEs across countries and regions complicated, especially in the light of the enormous differences between countries with varying levels of economic development (Gibson and van der Vaart, 2008).

3 In some countries there is no definition of microenterprises, but only of small and medium-sized enterprises. In such cases, microenterprises are recognized as small enterprises.

Table 2. Some examples of national definitions of MSMEs

	MICRO		SMALL		MEDIUM	
	No. of employees	**Annual turnover**	**No. of employees**	**Annual turnover**	**No. of employees**	**Annual turnover**
Australia (Australian Bureau of Statistics)	<5		6-20		21-200	
Canada (Innovation, Science and Economic Development Canada)	---		1-99		100-499	
Cameroon (Loi n° 2015/010 du 16 juillet 2015)	<5	< 15 mln CFA (<25,000 USD)	6-20	15 mln – 250 mln CFA (25,000 – 415,000 USD)	21-100	250 mln – 3,000 mln CFA (415,000- 4.98 mln USD)
China (National Bureau of Statistics)	Industry <20	<3 mln Yuan (423,500 USD)	20-300	3 mln – 20 mln Yuan (423,500 – 2,824,000 USD)	300-1,000	20 mln – 400 mln Yuan (2,824,000 – 56.5 mln USD)
				1 mln – 5 mln Yuan (141,200 - 706,000 USD)		5 mln – 200 mln Yuan (706,000-28.2 mln USD)
	Retail <10	<1 mln Yuan (141,000 USD)	10-50	5 mln -10 mln Yuan (706,000-1,412,000)	50-300	10 mln – 50 mln Yuan (1.4 mln - 7 mln USD)
	Property mgmt. <100	<5 mln Yuan (706,000 USD)	100-300		300-1,000	
Colombia (Ley 590 de 2000)	< 10	< 500 SMMLV* (134,000 USD)	11 – 50	501 – 5,000 SMMLV* (134,000 – 1.34 mln USD)	51 – 200	5,001 – 30,000 SMMLV* (1,34 mln – 8 mln USD)
Indonesia (Act No. 20 of 2008, and National Bureau of Statistics, 2017)	1-4	< 300 mln IDR (21,000 USD)	5-19	300 mln - 2,500 mln IDR (21,000-176,500 USD)	20-99	2,500 mln - 50,000 mln IDR (176,500-3.53 mln USD)
Malawi (Ministry of Industry, Trade and Private Sector Development)	1-4	<120,000 MWK (165 USD)	5-20	120,001-4 mln MWK (165-5,500 USD)	21-100	4 mln to 10 mln MWK (5,500-13,700 USD)

**Statutory monthly minimum living wage*

1.1.2 MSMEs: a heterogeneous group

Although MSMEs share many characteristics, their significant heterogeneity should also be considered, especially in the context of vast regional, sectoral and national differences. This heterogeneity applies also to OSH issues (Micheli and Cagno, 2010; Eakin and MacEachen, 1998).

Furthermore, there are differences with respect to the size of the enterprise, since there are significant variations between microenterprises (<10 employees) and medium-sized enterprises (with up to several hundred employees).

The specific characteristics of MSMEs need to be considered when designing interventions, which must acknowledge in particular the existing differences in management, resource capacity and social relations. For example, size matters when it comes to work organization, worker representation, business strategy, vulnerability in supply chains and various other dimensions. Consequently, exploring MSMEs as a single entity may prevent a sound analysis of drivers and barriers for OSH interventions (Micheli and Cagno, 2010).

Despite their individual structural differences, the EU-OSHA Safe, Small and Micro Enterprises (SESAME) project has recognized some general characteristics that are shared by most of these enterprises. As a result of these observations, four main typologies of micro and small enterprises have been suggested, based on (1) sector; (2) business practice; (3) enterprise size; and (4) national contexts (EU-OSHA, 2018b).

One important difference concerns managerial resources, as, in most cases, the owner-manager runs a microenterprise alone - and often also partakes in the company's actual production process. This might result in resources being redirected and not allocated to OSH management (EU-OSHA 2018b). As the company size increases, so do management functions, and operational and managerial functions start becoming two distinct entities alongside this growth. It goes without saying that this development is also contingent upon the sector and company structure, but many studies highlight that the emergence of a managerial level is often an indicator of a shift from a micro to a small enterprise. Table 3 proposes criteria that may distinguish micro-, small and medium-sized enterprises from each other.

Table 3. Differences between micro-, small and medium-sized enterprises: some synthesized findings

	MICRO	SMALL	MEDIUM
Typology of management	Owner-manager	Both owner-managers and professionals	Often professional management
Levels of management	One management level, owner often at work in the operation	Two management levels, owner does not work in the operation	Several full-time management levels
Economic vocation	Rarely growth- and profit-oriented	Sometimes growth- and profit-oriented	More strongly growth- and profit-oriented
Division of work	Very low division of work	Division of work between a few professions	Division of work between several professions and expert support functions
Level of formalization	Low formalization – nothing in writing	Some formalization – systematic bookkeeping	Formalization in terms of bookkeeping, contracts, certification

Source: Hasle, 2015

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Smaller enterprises are less formally organized when it comes to managerial issues such as human resource (HR) management (Cunningham and Rowley, 2010; Nguyen and Bryant, 2004; Storey et al., 2010), labour and employment relations (Edwards and Ram, 2006; Ram et al., 2001), daily work arrangements and OSH management (Baldock et al. 2006; Hasle and Limborg, 2006). The spatial proximity in smaller enterprises strongly affects social relations, since workers and owner-managers work closely together. Often the owner-manager takes part in the actual daily production process. This often results in both workers and owner-managers not feeling the need for formal requirements, since they assume issues can be resolved through their daily interactions. While this may be true in many respects, this also means that formal procedures and processes are largely absent in most MSMEs, in particular among smaller enterprises (EU-OSHA 2018b).

In a hallmark study, Vickers and colleagues (Vickers et al., 2005) developed a typology on how MSMEs react to OSH regulation. They came up with three broad categories: (1) avoiders; (2) reactors, with two subcategories of (a) minimalists and (b) positive responders; and (3) proactive learners. While this typology reflects the way in which enterprises deal with regulation, similar patterns have been found with respect to the MSMEs' general commitment to OSH, as reported in the SESAME project. This is important to bear in mind when designing interventions and programmes aimed at improving OSH conditions. For example, initiatives based on voluntary uptake such as internet-based checklists will find a home in MSMEs that follow a proactive approach to OSH, while the larger group of MSMEs that fall in the reactive category will not be affected (EU-OSHA, 2018b).

1.1.3 MSMEs in the global economy

MSMEs play a pivotal role in the local and global economy in terms of economic activity and employment. They constitute the majority of businesses worldwide and account for a large share of the employment creation in both developing and developed countries (Ayyagari et al., 2003; Beck et al., 2005).

Although the share of employment varies considerably between countries, MSMEs employ more people than large enterprises in both developing and emerging countries; they also account for an important share in developed countries (Croucher et al., 2013). In recent years the share of formal MSMEs in total employment has grown globally from 31.2 per cent in 2003 to 34.8 per cent in 2016, with percentages for developing countries consistently higher (around 50 per cent) than for developed countries (ILO, 2018b).

It is difficult to compare and calculate the exact figures for MSMEs in the global economy because data collection is not standardized across countries, and definitions vary. However, regional studies confirm the important role of these enterprises for the economy as a whole.

According to a 2010 World Bank group study presenting data from 132 countries, there were 125 million formal MSMEs, including 89 million in developing markets (Kushnir et al., 2010).

In OECD countries, MSMEs account for between 70-95 per cent of all enterprises (OECD, 2000; 2014). These countries have recovered from the 2008 crisis in terms of employment rates and, in most of them, MSMEs - both recent and older - have been the main drivers of growth and innovation. However, significant differences remain in terms of productivity (especially in manufacturing), employment growth and participation in international trade, as compared to larger firms (OECD, 2017).

In the European Union, 99.8 per cent of enterprises in the non-financial business sector in 2016 consisted of MSMEs, accounting for 66.8 per cent of total employment and for 57.9 per cent of total value added generated by the sector (EU, 2015). MSMEs are often portrayed as the “backbone of the EU economy” (EU-OSHA, 2018a).

In Asia, MSMEs are major contributors to economic development and their numbers are growing. In India, statistics indicate that MSMEs contribute to over 28 per cent of GDP, and account for about 45 per cent of manufacturing output and 40 per cent of the country’s total exports (Government of India, 2018). In Indonesia, MSMEs represent 99.99 per cent of the total number of enterprises, absorb approximately 97 per cent of the total workforce, and contribute to 60 per cent of the country’s GDP (Bank of Indonesia, 2017).

MSMEs particularly constitute a larger share of the informal economy in low-income countries, making a significant contribution to employment generation (ILO, 2015b). According to ILO estimates, as many as 90 per cent of SMEs (10 to 250 employees) are informal (ILO, 2015a). In some developing countries, informal MSMEs by far outnumber formal enterprises of the same size. India, one of the few countries with reliable data on informal enterprises, reported 17 unregistered MSMEs for every registered MSME in 2007 (Kushnir et al., 2010). In Myanmar, where the great majority of workplaces are microenterprises, it is estimated that three-quarters of all persons in employment work in the informal sector (ILO, 2019b). In Cameroon, the labour market as a whole is dominated by the informal sector, which absorbed over 90 per cent of the active population in 2010.

1.2 Safety and health in MSMEs: a global challenge

1.2.1 The status of OSH in MSMEs

Despite their crucial role for economic growth, MSMEs often face considerable challenges to provide decent work. Employment in these enterprises is more often than not characterized by poor and unsafe working conditions, and low-quality and low-skilled jobs. Moreover, the harsh competition between an increasing number of MSMEs integrated into global supply chains and the dire economic effects of the financial crisis have put additional pressure on investments in OSH.

Even if there is no single reliable source of information on the proportion of occupational accidents in MSMEs, a number of empirical studies show that MSMEs are more prone to higher occupational injury and fatality rates (Sinclair and Cunningham, 2014; Mendeloff et al., 2006). Occupational hazards in micro and small enterprises are much higher compared to those in large firms, as demonstrated by studies stressing the presence of a significant "size effect" – meaning that there is a higher incidence in small establishments than in larger ones (EU-OSHA, 2016a).

Figures from Europe indicate that the fatal accident rate in MSMEs is nearly double that of larger companies (EU-OSHA, 2005) – and it might be assumed, as we do not have adequate comparable data, that this number is even higher in developing countries. The magnitude of the problem is illustrated by the fact that around 2.78 million workers die annually from occupational accidents and diseases, and 374 million workers are affected by non-fatal occupational accidents each year, meaning that over one million workers are injured at work every day (Hämäläinen et al. 2017).

MSMEs are particularly present in certain sectors such as agriculture, construction, wholesale, hospitality, cleaning and accommodation. Certain OSH issues are more prominent in some sectors than in others, with for example the risk of falls being higher in construction and repetitive work exposure being more common in cleaning and food processing. These sectors, along with wholesale, are those most affected by undeclared work in Europe (Eurostat, 2016), and there are strong reasons to believe that the same pattern also applies in developing countries.

As regards psychosocial health, recent data suggest that exposure to psychosocial risks in MSMEs may be on a par with those in large enterprises; indeed, MSMEs are generally characterized by a combination of a relatively high level of passive jobs with low autonomy, repetitive tasks, high pressure and little support (EU-OSHA, 2016a).

Evidence from the literature suggests that the working environment in smaller enterprises is on average less safe than that in larger enterprises (Hasle and Limborg, 2006; Sørensen et al., 2007). By way of example, a study surveying safety, hygiene and environmental practices in small manufacturing enterprises in West Africa suggested that poor OSH performance was widespread, with only 6.6 per cent of surveyed enterprises classified as having "good performance" in terms of OSH management systems (OSH-MS) (Meite, Baeyens and Dewil, 2009). In the EU context, preventative OSH measures tend to be far less evident in MSMEs than in larger workplaces, owing for example to the lower frequency of regular workplace risk assessments and related documentation, fewer routine analyses, and lower provision of training (EU-OSHA, 2016b).

When turning to MSMEs outside the formal economy, strong evidence suggests that the nature of work in these informal enterprises is likely to present a much higher risk for adverse health outcomes than in their formal counterparts (Lund and Naidoo, 2016). The higher incidence of OSH risks in the informal economy may be attributed to the fact that enterprises are unregulated and unregistered – and are therefore not subject to any statutory regulations protecting workers in terms of working conditions, wages and OSH. In addition, informal economies, particularly in the

developing world, lack social security coverage - and are characterized by low levels of skills, organization and productivity, as well as low or irregular incomes (Benach et al., 2007).

Recent case studies in developing countries show that a large proportion of informal workers are engaged in particularly hazardous sectors, such as waste recycling, agriculture and small-scale mining in East Africa. These problems are compounded by the absence of social protection and the monitoring of working conditions (Basu et al., 2016).

Workers in the informal sector are not as likely to be organized and tend to be less educated and informed about their work, thus increasing their vulnerability to occupational hazards and risks. Particularly vulnerable groups, such as women, children and the elderly, are disproportionately employed in informal activities (Iunes, n.d.). The informal economy, including small enterprises at its margins, also attracts the majority of vulnerable workers at risk of exploitation (Lamm, 2014). These include migrant workers who face specific risks linked to cultural and language issues and access to social protection, as well as barriers to health care (Quinlan et al., 2001; Moyce and Schenker, 2018).

1.2.2 Why is OSH management absent or weak in MSMEs?

MSMEs are often not addressed in national policies and strategies

There is a strong tendency for national policies and policy research on OSH and the work environment to focus mainly on larger enterprises, leaving out the large group of MSMEs. Reasons for this include the heterogeneous nature of MSMEs, their geographical dispersion, lack of cohesive representation and relatively short life spans – all of which makes them difficult to target and consequently regulate (Legg et al., 2014).

It is generally acknowledged that small businesses are hard to reach in terms of OSH regulations, policies, inspections, and interventions (Eakin et al., 2010).

Comprehensive OSH data focused on MSMEs, including those operating in the informal economy, are not available

In many countries, there is still a lack of reliable information and data on the annual deaths and injuries of workers, due to under-reporting – especially among MSMEs (Kurppa 2015; European Commission, 2014a). Even when statistics on occupational accidents and diseases are available, the data provided are often not disaggregated by size of enterprise.

Furthermore, public statistics usually do not cover the informal economy, in which the majority of MSMEs operate.

In many countries, OSH standards are not adapted to MSMEs

As MSMEs are considered drivers for economic growth and job creation, increasing attention is being paid to the potential administrative "burden" that various regulations, including OSH, place on them. While removing these might improve short-term competitiveness (although the evidence for this is not conclusive, see Doern, 2009; Carter et al., 2009; EU-OSHA, 2018a; Kitching, 2006, 2016), this push for "smarter" or "more-with-less" regulation, including a reduction in labour inspectorates, might have an adverse impact on the OSH of workers in MSMEs.

Government institutions often lack adequate resources for ensuring OSH compliance in MSMEs

The labour administration is often understaffed and lacks the necessary equipment, skills and training to monitor and enforce OSH compliance (EU, 2015). Developing countries have more limited state capacity (Croucher et al., 2013), and bureaucrats may also be more vulnerable to corruption, especially in the context of MSMEs (Painter-Morland and Spence, 2014).

Labour inspectorates are typically weak in enforcing OSH legislation in smaller businesses

Research and empirical evidence show that labour inspectors visit MSMEs less often than larger enterprises – and this is the main obstacle that governments face in enforcing OSH legislation in smaller businesses (EU-OSHA, 2017a).

A country may recognize its special needs in terms of OSH requirements and adopt legislation; however, it is the way in which it is enforced that is critical for ensuring compliance by small businesses. Governments find it difficult to guarantee regular labour inspections in MSMEs, and in some cases the chances of their receiving an inspection are virtually non-existent - in particular in developing countries where the labour inspectorates are often newer and still under development (Croucher et al., 2013).

Evidence from a study on nine EU countries found the labour inspectorates' capacity to reach out to MSMEs to be limited by a restricted budget, combined with the high cost of covering a large number of firms. It also revealed that some sectors, such as construction, were prioritized over others. These factors all contributed to the weak enforcement of regulation in MSMEs (EU-OSHA, 2017a).

MSMEs tend to be resource-constrained and focus on short-term issues

MSMEs suffer from a general and "multifaceted" lack of resources (Nichols, 1997), and have fewer financial, human and managerial resources than larger enterprises (Cassell et al., 2002; EU-OSHA, 2016a; Thong, 2001; Walters 2001). Consequently, MSMEs are less willing to devote time and resources to such issues in the first place (Zhou et al., 2015). MSMEs tend to focus on short-term management challenges and often on their mere survival (again, more so for the smallest of enterprises), giving little if any attention to long-term and complex management topics such as OSH (EU-OSHA, 2018b).

A shortage of skilled labour and qualified staff, which is a typical feature of MSMEs in developing countries, also has negative consequences for OSH improvements at the workplace (Dainty et al. 2004; Mitullah and Wachira, 2003). A number of smaller businesses, which do not have the internal capacity to cope with all the requirements for OSH management, may also find it difficult to recruit the qualified external advisors – resulting in a less safe work environment (Cotton et al., 2005).

A survey conducted among SMEs (and by extension MSMEs) in Australia revealed that the most significant barrier to controls of hazardous chemicals was the cost of implementing them; this was followed by factors relating to the lack of practical advice on the controls and their technical complexity, the difficulty of understanding and applying regulations, and a lack of information on the hazards of substances (Pratt et al., 2006). Most of these shortcomings may be attributed to the lower managerial resources in MSMEs, which, combined with a lack of OSH awareness (discussed below), puts severe constraints on OSH management in these enterprises.

In most MSMEs there is a low level of awareness and knowledge about OSH

MSMEs may not be familiar with regulations and consider them as barriers because of the specialized language in which they are drafted (Hasle and Limborg, 2006), or because they are not tailored to the needs of smaller businesses (Walls and Dryson, 2002).

A recent study conducted in Brazil found that the internal stakeholders (owners and managers) and external stakeholders (auditors and consultants) in MSMEs perceived that the main barriers to improving OSH management included inadequate OSH behaviour and prioritization of production over safety, reflecting ineffective information and the management's low awareness of OSH (Garnica and Barriga, 2018).

MSMEs tend to have an informal management structure

Legg et al. (2014) report that factors leading to weaker OSH performance in MSMEs (compared to larger businesses) include: their "informal management structures, unstructured approaches to OSH management, little or no internal health and safety expertise, or access to external sources of assistance", all of which relate directly to the lack of managerial resources in MSMEs. Management structures tend to become more formal and aligned as the company size increases (Ram et al. 2001; Mallett and Wapshott, 2014).

These informal management structures, combined with the spatial and social proximity of workers, makes implementing formal and systematic OSH systems and routines more challenging (EU-OSHA, 2014; 2018a, b). The informal setting may also make it difficult to distinguish who is responsible for handling OSH (Bradshaw et al., 2001; MacEachen et al. 2010); it may even lead to a situation in which workers are held responsible for their own well-being (Cassell et al. 2002) – in violation of the principles in the ILO Occupational Safety and Health Convention, 1981 (No. 155).

The informal management structure also implies that organizational and work cultures strongly reflect the personalities of the owner-managers. If an owner-manager or the management does not support changes and improvements in OSH, it can be very difficult to achieve substantial changes - and even more difficult to change the safety culture at company level (EU-OSHA, 2018b).

Most of MSMEs lack systematic OSH management

In MSMEs, the owner-manager often has to cope with all managerial issues – ranging from the securing of contracts, bookkeeping, and administrative tasks to OSH management. There is a risk in this case that OSH becomes one of the least important managerial issues, which is left to the workers themselves or to *ad hoc* daily management. While this does not *per se* equate directly with bad and unsafe safety and health practices, there are strong indications that the lack of systematic OSH management is one main reason why smaller enterprises have poorer OSH performance than larger enterprises (EU-OSHA, 2018a).

A finding from the SESAME project was that very few MSMEs had any formal risk assessment measures in place (EU-OSHA 2018b).

Global supply chains may negatively impact OSH conditions in supplier MSMEs

Supply chains are often associated with cost pressures resulting from the buying power of retailers and purchasers, which put a "downward pressure" on working conditions and OSH in suppliers (Anner et al., 2013; Gereffi et al. 2005), many of which are MSMEs.

Little reliable information is available beyond a general understanding of the second, third and lower levels of global supply chains, where further contracting and sub-contracting arrangements become more intricate and a lack of resources is likely to result in poorer OSH conditions. With global pressures on suppliers to reduce costs, many suppliers found themselves squeezed between retailers and intermediaries that take advantage of intense competition to make profits, thus forcing an even further reduction in labour costs, with a clear impact on the quality of working conditions (ILO, 2005b). Identifying key players, dynamics and power imbalances that influence OSH arrangement and outcomes at lower levels is a major challenge to providing solutions and translating measures into operational policies and behaviours (ILO, 2017a).

Although there might be various possibilities for MSMEs to benefit from active participation in global supply chains, the opposite is often the case (OECD, 2008). Their lack of managerial resources - combined with their economic vulnerability and lack of ability to identify and utilize their position - means that they often end up at the lower end of the supply chains. This results in an intensification of pressure on work, and often leads to even worse OSH outcomes.

While increasing attention is being paid to OSH in global supply chains, especially following the Rana Plaza accident in Bangladesh (Anner et al., 2013), it can be very difficult to manage in these contexts (Nadvi and Raj-Reichert, 2015); indeed, the contractual complexity arising from supply chains can complicate OSH management (MacEachen et al., 2010). The enforcement of existing regulation in developing countries is often weak, as is the governance of supply chains – if it exists (James et al. 2015; Walters et al. 2016); and private regulation generally requires a surveillance element for it to be successfully implemented (Locke et al., 2013).

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Part 2

Mechanisms for improving OSH in MSMEs

2.1 Strengthening the regulatory framework

The right to safe and healthy working environments is recognized as a human right in international law.[1] The regulatory framework must therefore protect all workers and cover all OSH risks to which workers may be exposed, irrespective of the type of job they do, or the sector or size of the enterprise in which they work.

OSH laws and regulations should address the following issues:

- safety and health conditions that must exist in workplace facilities and services;
- the physical, chemical and biological work environment;
- the selection, installation and maintenance of work equipment;
- working procedures, especially those for performing potentially hazardous operations;
- the psychosocial and ergonomic risks.

An effective way of addressing these issues is to adopt a single, basic set of regulatory standards at high level, which can serve as a framework for the remaining regulations - detailing employers' general obligations and workers' rights and obligations. A clear and comprehensive legal OSH framework is of primary importance for MSMEs, especially as small enterprises are often "reactive" to legislative and regulatory compliance (Vickers, 2003). Regulatory requirements cannot only provide OSH benchmarks for owner-managers but also for other actors, such as employers' associations and unions (EU-OSHA, 2017a).

2.1.1 Tailoring OSH regulations and simplifying bureaucracy for MSMEs

One way of strengthening the effectiveness of regulation – and this is not limited to the area of OSH – is by simplifying legislation where appropriate (EU, 2015). This would acknowledge the fact that MSMEs may struggle to comply with many pieces of legislation for which they possess neither the legal expertise nor the managerial structure.

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1 International Covenant on Economic, Social and Cultural Rights, Article 7(b).

France

▶ Box 1. Simplification of the OSH regulations for MSMEs in France

In France, the National Workplace Health Plan (*Plan Santé au Travail - PST*) 2016-2020 seeks to simplify OSH norms for MSMEs in order to facilitate enterprises' understanding of their duties and, consequently, to help them improve their performance. The current plan builds on previous strategies, which led to the establishment of tripartite regional committees in charge of providing national authorities with information about OSH (PST1 2005-2009). An analysis of past strategy plans highlighted the fact that a lack of risk management skills in small businesses resulted in many MSMEs being forced to rely on external consultants to produce the necessary documentation. This contributed to the perception of OSH as a regulatory administrative burden. The current PST therefore sets out to undertake a comprehensive revision of the body of rules, with a view to simplifying standards and enhancing OSH compliance of MSMEs. It was also concluded, from analysing previous strategies, that it was important to set evaluation indicators and activity monitoring tools, which would make up for the lack of an *ex post* external evaluation mechanism for the previous strategies. To face these challenges, a digital labour code (*code de travail numérique*) was launched to enable users, employees and employers autonomously to access simplified and electronic responses to legal questions applicable to their situation. The implementation of the project was carried out within the social ministries of the Directorate of Information Systems (DSI) and expert external partners, keeping the need of users at the heart of the process. Deliverables are currently being tested.
(For more information see Example 1 in Appendix I)

Colombia

▶ Box 2. Adaptation of OSH requirements to MSMEs in Colombia

Since mid-2018, the Colombian Association of Micro, Small and Medium Enterprises (ACOPI) has been working with the Ministry of Labour on the simplification of Resolution 1111 of 2017 on OSH minimum standards in enterprises.
As a result, Regulation 312 was issued in February 2019 allowing for a modification of minimum standard requirements, to be "adapted and harmonized to suit each type of enterprise or entity, in keeping with the number of workers, economic activity, risk category, and type of work or trades being executed".
(For more information see *Safety and health in micro-, small and medium-sized enterprises: A collection of five case studies,* The Case of Colombia)

Recognizing the importance and particular needs of MSMEs, Australia has put in place a whole national strategy that includes a number of strategic activities to support improvement in the capability of small businesses to successfully manage OSH risks. The *Australian Work Health and Safety Strategy 2012-2022 (see Strategy 1 in Appendix II)* has informed, directly or indirectly, the development of programmes and strategies for the various Australian jurisdictions (SWA, 2017). Among them, the *Work Health Safety and Workers' Compensation Small Business Strategy 2017-2019* of New South Wales (NSW) was designed to provide a framework for small businesses to meet their OSH obligations, including initiatives to strengthen the regulatory framework. The Small Business Incentive Package, described in box 3, is also a good example of simplification of bureaucracy with positive results for both the government administration and the enterprises.

Australia

▶ Box 3. Reducing bureaucratic procedures: the *Small Employer Incentive Package* in NSW, Australia

Among the initiatives developed within the NSW Small Business Strategy, the *Small Employer Incentives Package* (2013) provided financial incentives for improved OSH and injured worker return, greater premium certainty, and reduced bureaucratic processes. It applied automatically to all registered small businesses, which allowed for maximizing the coverage of the intervention – reaching out to 260,000 employers. Certainty in the procedures through simpler and easier-to-understand premiums halved administration costs and paperwork for both the employer and the administration. Such an incentive and regulation scheme, however, presuppose that the majority or the totality of enterprises are registered, thus cutting out the informal enterprises. As much as this intervention may encourage employers to become a registered company, especially as it simplifies procedures, the transferability of such a scheme does not seem to be as suitable for national contexts characterized by a high rate of informality in MSMEs.
(For more information see Strategy 1 in Appendix II)

2.1.2 Spin-offs from other types of regulation

While formal OSH legislation and regulatory regimes are a requirement, there may also be important positive spin-offs from other legislation such as, for instance, environmental and food safety legislation.

For example, a study of chemical risk management among apple growers in New Zealand (EU-OSHA, 2016a) offers an example of applied good practice. Managers adopted routines for the safe use of pesticides as part of an environmental programme. They learned how to work safely and follow required routines - without having a detailed knowledge of either the risks inherent in the chemicals they were using or the relevant legislation.

Another example is the REACH regulation (Registration, Evaluation, Authorisation and Restriction of Chemicals). This is a mandatory regulation in the European Union, which has had positive results since its adoption in 2006. Recent evidence, however, points to the problems that MSMEs face in complying with the regulation, as they apparently struggle with administration procedures and the high costs involved in registering the substances they use. Consequently, MSMEs tend to rely on their upstream suppliers to apply for the necessary authorizations, and are covered by them (European Commission, 2017).

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2.2 Ensuring enforcement and compliance

2.2.1 Labour Inspection

According to the Labour Inspection Convention, 1947 (No. 81), the functions of the labour inspection system should:

- secure enforcement of the legal provisions relating to conditions of work and the protection of workers while engaged in their work, such as provisions relating to hours, wages, safety, health and welfare, the employment of children and young persons, and other related matters, insofar as such provisions are enforceable by labour inspectors;
- supply technical information and advice to employers and workers concerning the most effective means of complying with the legal provisions;
- bring to the notice of the competent authority defects or abuses not specifically covered by existing legal provisions.

Striking a balance between these three functions is also underlined in the SESAME project, which concludes that comprehensive and enduring inspections (or at least the probability of being inspected) are vital for safeguarding OSH and the work environment in MSMEs. This had previously been pointed out by Vickers et al. (2003), who recommended a "balance between regulatory enforcement, including more punitive measures, and other forms of intervention, including the greater involvement of business intermediaries".

Labour inspectors face the challenge of promoting OSH and ensuring compliance in workplaces that are difficult to reach, such as MSMEs, the informal economy and agriculture. The problem of limited resources available to inspectorates is chronic in both developed and developing countries. As underlined during interviews conducted with ILO field specialists, the lack of inspectors and poor resources allocated to inspectorates makes ensuring compliance too often an impossible objective, especially in the context of small, micro and informal firms in developing countries.

Estonia, Denmark

Box 4. Plans for inspectors to offer advice to small enterprises in Estonia and Denmark

In Denmark, specially targeted inspection methods were developed for microenterprises with fewer than five employees. These methods were based on dialogue and included advice on OSH, contrary to the traditional method in Denmark. This function has been combined with a plan to increase the rate of inspections for each microenterprise, which also represents a novelty in the methodology.
Similarly, the labour inspectorate in Estonia has been equipped since 2016 with a call centre, as well as a number of consultants offering visits in response to invitations from the employer or initiated by OSH inspectors. Both the telephone service and consultants offer advice free of charge - primarily to micro and small enterprises - which have reportedly had a positive impact on the firms visited.
(For more information see Example 2 in Appendix I)

As part of the national labour law compliance system in the Philippines, the Labour Inspection Management Information System (LI MIS) web and mobile application for labour inspectors was launched in February 2018. It is designed to facilitate more accurate data analysis and, in the process, to ensure accountability, transparency and more effective case management (ILO, 2018a).

Brazil offers an example of a strategy that may – if further implemented - be feasible and thus recommended for countries with a large number of informal workers who fall outside occupational health statistics (Alfers et al., 2016).

Brazil

▶ Box 5. The Brazilian *Information System for Notifiable Diseases*

The Unified Health System (SUS) in Brazil, the body in charge of providing universal health care for all citizens, has developed the compulsory Information System for Notifiable Diseases (*Sistema de Informação de Agravos de Notificação,* SINAN), which gathers medical records of occupational accidents and diseases. This system, although in need of further development to become fully operational (achieving the provision of universal health care in Brazil's public sector), represents a step forward towards the collection and analysis of more accurate data on occupational health, including informal workers - who are normally excluded from the official data pool (data from the social system). The SINAN gathers data regardless of the social insurance coverage or workers' eligibility for compensation benefits, thus appearing to be a wide source of information.
(For more information see Example 3 in Appendix I)

2.2.2 Non-OSH regulatory agencies

Recent research from EU countries has pointed to the potential positive impact of non-OSH regulatory agencies such as fire safety and food safety inspections, chemical and machinery inspections, and environmental inspections. While these inspections address topics other than OSH, they may have a positive impact on overall safety and health and minimize the risk of injury, as a result of the improved handling of chemicals and machinery or more orderly production procedures. Training institutions may also contribute towards improving OSH (as suppliers of training services, tools, etc.), but they need to have the necessary competence (EU-OSHA, 2017a).

Furthermore, suppliers may provide solutions and inputs that can help improve OSH while also increasing productivity, so there is synergy between the basic function of intermediaries and the potential OSH benefits.

2.2.3 Promoting compliance

Given the limited resources (human and financial) of the labour inspection services, countries have adopted complementary strategies to motivate enterprises to enforce national legislation and promote OSH and fundamental rights.

Philippines

▶ Box 6. New *Labour Law Compliance System* in the Philippines

In the Philippines, thanks to the technical assistance of the ILO, the Department of Labor and Employment (DOLE) has changed the national enforcement system from a purely regulatory approach to one that combines regulatory and compliance-enabling approaches. The new *Labour Law Compliance System* (2016) in the Philippines promotes a culture of compliance on general labour and OSH standards among enterprises, through the participation of both workers and employers in the joint assessments and implementation of corrective action plans.
Among other initiatives, the capacity building of both employers and workers and their associations is provided with a needs-based approach and free technical assistance on productivity or compliance with OSH. Since the adoption of the law, several workshops have been conducted among the various stakeholders and social partners, including 281 core labour inspectors, conciliators and mediators, as well as national and regional labour arbiters involved in labour inspections and handling of cases of labour-only contracting.
(For more information see Example 4 in Appendix I)

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2.3 Active participation of the social partners

The tripartite approach promoted by the ILO guarantees the involvement of governments and workers' and employers' organizations at all levels – including sectoral and local - in the formulation of national OSH policy, strategy and programmes.

At national level, many countries have set up an OSH national tripartite advisory body (usually named council or committee), which articulates the government's, workers' and employers' participation in national OSH governance; it frequently also ensures the coordination of the different public authorities involved in this area. The roles and functions of the OSH national tripartite bodies vary from country to country, ranging from a consultative role in the activities and projects of the main institutions to a decision-making role in the definition of national policies and priorities and in drafting laws and regulations, with responsibilities for strategy development and implementation.

Brazil

Box 7. The Brazilian *Tripartite Committee on Health and Safety at Work*

In the context of emerging countries, the Tripartite Committee on Health and Safety at Work (CTSST) of Brazil is a sound example of social dialogue. Set up in 2008, the CTSST developed a National OSH programme in 2012, including in its objectives a coordinated action with entities representing micro- and small sized enterprises as part of its strategy. Despite gaining momentum in recent years, when parallel discussions also took place between the Brazilian Service for Micro and Small Enterprises (SEBRAE) and the specialized government agency Fundacentro to promote a national OSH policy targeting MSMES, specific policy measures have not yet been reported. However, it has good potential for setting up an OSH policy focusing on MSMEs.
(For more information see Example 5 in Appendix I)

Tunisia

Box 8. The agreement with the social partners for an OSH prevention strategy in Tunisia

A good example of social dialogue is represented by Tunisia, where the government and social partners signed a Social Contract in 2013, constituting the legal framework for any future work on OSH. A partnership with the EU to support a national plan led to the development of a new approach fostering collaboration and social dialogue at national and company levels. The creation of a national strategy on the prevention of occupational risks in the construction sector (which is characterized by a high number of MSMEs) brought together all relevant stakeholders, especially the social partners, to develop a multifaceted OSH prevention strategy.
(For more information see Example 6 in Appendix I)

In some countries Tripartite OSH Bodies also operate at regional or sectoral levels.

Social dialogue is recognized as a prerequisite for successful OSH action, in particular at the enterprise level (EU, 2015). As stated in ILO Convention No. 155, "co-operation between management and workers and/or their representatives within the undertaking shall be an essential element of organisational and other measures..." in pursuance of OSH arrangements.

Sweden

▶ Box 9. The *Regional Safety Representatives* system in Sweden

In Sweden the Regional Safety Representatives (RSR) system has been in place for over 40 years. These representatives are OSH personnel trained by trade unions that support workers and employers in micro- and small sized enterprises without a safety committee - but where at least one employee is a member of a trade union. Their mission is to engage the owner-manager in a dialogue on work hazards, engage employees in OSH, and report OSH situations to the trade union. Addressing many different types of OSH questions and situations, they are seen as "distributors of news and knowledge, kick-starters, mediators, mentors, advisers and consultants" (Wiklund, 2011), and owner-managers generally consider their action positive. Thanks to their catalytic action, they can initiate a constructive dialogue to help implement OSH management and prevent conflicts with workers.
(For more information see Example 7 in Appendix I)

Evidence shows the impact of social dialogue in improving working conditions, contributing to company performance and job satisfaction, which is especially needed in MSMEs - where hazardous work is more likely to take place and where typically fewer resources are available. A study specifically focusing on the use of social dialogue in European policies targeting micro- and small sized enterprises that include OSH at company level, illustrates that social dialogue overall plays an important role in implementing OSH standards in this category of enterprise. The study cites examples of Italy and Norway, where the social partners have increased the scope of territorial-level OSH workers' representatives without placing a further administrative burden on firms (Eurofound, 2014).

The active involvement of workers can increase the social obligations and ownership inherent in their participation in - and initiation of - OSH changes in MSMEs; at the same time, it can also increase their autonomy, something that may potentially reduce any negative effects of the psychosocial work environment changes (Knudsen et al., 2011). There are examples where worker participation is vital; for instance, they should be involved in discussions on the rebuilding of workshops and the redesigning of work organization, so that they may engage and identify with the changes (Kvorning et al., 2015).

Research conducted by the former ILO Management and Corporate Citizenship Programme looked at the impact of labour-management cooperation on productivity in MSMEs and found that social cooperation could contribute to increasing productivity and competitiveness in these enterprises, especially in developing countries. The conclusions of the study reflected the importance of effective communication between employers (management) and the workers or their representatives. The consent of the workforce remains fundamental to ensuring the effective mobilization behind a change process (see also ILO, 2007); the limited capacity of MSME owner-managers, as opposed to any unwillingness on their part, is the major reason for the low levels of cooperation. Strengthening the capacity of both workers and owner-managers is therefore key to increasing cooperation, encouraging partnership and respecting the right of workers to organize.

In Thailand specific OSH compliance standards for micro and small enterprises have been developed. The mandatory provision of a trained safety officer for all establishments regardless of their size has had positive results (see example below). Supporting specifically this category of enterprise helped address the issue of compliance loopholes that allow enterprises to avoid responsibility for non-compliance and overlook workers who do not fall within legally prescribed categories. This intervention also constitutes a good example of including workers in the process of OSH improvement, which is vital for ensuring participation at all levels and keeping the workforce abreast of safety matters.

Thailand

▶ Box 10. The *Safety Officers* system in Thailand

As required by the Ministerial Regulation on the prescription of standards for the administration and management of occupational safety, health and the environment (2006), an OSH practitioner (called "Safety Officer") must be appointed at the workplace to perform duties on OSH and the environment. Both representatives of workers and managers may be appointed and receive basic OSH training, so they can act as specialists on the matter within the workplace. The level of technical skills required from the officer varies, depending on the size of the enterprise. In the case of MSMEs, the duties include conducting risk assessment and indicating prevention measures to the employer, suggesting safe behaviour to employees, investigating the causes of accidents and diseases - and proposing solutions. Thanks to a good dissemination campaign, and through the use of ILO WISE training methodology, as of 2015 the total number of safety officers of all levels was 743,956, of which 14,509 were advanced technical-level safety officers (specifically for SMEs). Since 2006, the system has been consolidated and considered as the foundation of voluntary workplace-level OSH activities.
(For more information see Example 8 in Appendix I)

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2.4 The role of OSH networks and intermediaries

2.4.1 OSH networks and peer guidance

OSH network services and peer guidance have been found to be an effective means of sharing good practices through learning and promoting an exchange of existing OSH information.

It is well documented in the literature that owner-managers in MSMEs are particularly interested in advice and guidance from colleagues and peers, who face the same challenges and can provide concrete and feasible solutions (Morgaine et al., 2006; Kines et al., 2013; EU-OSHA, 2017a, 2018a).

Peer advice could be formalized in local, sub-national or regional networks among MSMEs, as well as at sectoral level. Networks usually include the sharing of good practice, information, training and education, and research and advisory services (Lehtinen, 2018).

Some of the local initiatives may be organized either in response to a centralized OSH policy or government direction, or independently from the government – in which case they are not always supported by adequate funding from the public administration.

They are also tailored to the needs of the local area. For instance, they might focus on a specific high-risk industry sector where a large amount of accidents have occurred. Acknowledging the importance of local initiatives for organizing OSH and bringing improvements to the workplace represents a step forward towards the scaling-up of such good practices – and adapting them to specific contexts.

Indonesia

Box 11. The MSME Forums in Indonesia

MSME Forums are MSME-owner associations, established at district level and founded by the regional office of the Ministry of Cooperatives and SMEs. They constitute the coordinating body between the government and the MSME community.
These Forums offer training and assistance to MSME owners, with no subscription fee, and provide an opportunity for them to exchange information and learn from their peers.
Although they are mainly focused on business development, this type of support to MSMEs, which is low cost (no fees for participating members) and simple in nature, could potentially be a channel for providing training and advice on OSH matters.

The EU-OSHA SESAME study on safety and health in “micro and small enterprises” in the EU reached the conclusion that the dissemination of best practice among peers, for instance in peer networks, could help these enterprises find and implement effective OSH solutions (EU-OSHA, 2018a).

Germany

▶ Box 12. The German Initiative for a New Quality of Work (INQA)

This Initiative was jointly established in 2002 by the German Federal Ministry for Labour and Social Affairs, the federal states, the social partners and other economic and social institutions. Since then, various networks, with national and federal scope, have drawn upon the INQA initiative, targeting small construction enterprises and including partners from the social partners, professional associations, service providers, consumer protection associations, ministries and other relevant institutions. The networks act in coordination to provide practical support for the implementation of occupational safety and health management (OSH-MS); promote enterprises that implement good practices; and provide tools for these enterprises to help them in risk assessment. One of the most effective tools has been the "Good building business check" (*Gutes Bauen Unternehmenscheck*), a ready-to-apply instrument for self-assessment, organizational development and resource management. This example shows how stakeholders can work together effectively to establish a solid network structure that allows OSH experts and facilitators to continuously develop and improve instruments for the needs of small enterprises. Comparable network approaches have been initiated for other sectors, e.g. the health care sector. The transferability of this approach to other countries requires coordination efforts between a number of stakeholders and good communication channels to ensure the partnership's durability.
(For more information see Example 9 in Appendix I)

Some programmes focus on mentoring and coaching as part of developing a safety culture and encouraging exchanges between peers. Singapore provides an example of peer enterprises functioning as intermediaries. The bizSAFE certification scheme (see Strategy 3 in Appendix II) allows peers to provide OSH guidance. The aim of the bizSAFE programme is to create a national OSH community involving enterprises, service providers and other actors. Mentors, in particular, are enterprises that that have demonstrated excellent OSH performance and leadership, and they help to guide bizSAFE enterprises as they progress in the programme by sharing their best practices and systems with others. The principle of this type of incentive is that participation creates awareness, and that mutual exchange of information enhances it.

Australia

▶ Box 13. The mentoring programme in NSW, Australia

In New South Wales (NSW), the mentoring programme falls under the State strategy for small businesses, along with financial incentives, the simplification of procedures and provision of information. The programme pairs small businesses with safety experts from other enterprises, who take on an intermediary role and are willing to share freely their knowledge and best practices on OSH. In this way, both mentors and mentees are encouraged to improve their communication and business skills, thus improving the reputation of their enterprises. The safety expert enters into a commitment with an MSME (MSMEs are considered to be up to 20 employees), and its length varies from three to six months. Together, the expert and the MSME develop an action plan for OSH solutions for the mentees' business. MSMEs participating in the mentoring programme are eligible to apply for financial assistance to implement OSH improvements; therefore, their participation is linked to advanced benefits and privileges.
Since the establishment of the programme, mentors have devoted their time free of charge to over 300 small enterprises, and the participants have shown their appreciation for the scheme.
(For more information see Strategy 1 in Appendix II)

2.4.2 OSH intermediaries and consultation services

The literature has pointed to the strong potential for reaching out and improving OSH in MSMEs via various actors playing the role of "intermediaries" (Cunningham and Sinclair, 2015; Haslam et al., 1998; Hasle and Refslund, 2018; Walters, 2001; EU-OSHA, 2017a, 2018a). The intermediaries can, for instance, provide information on OSH regulation, tools and initiatives, as well as tangible advice to the MSMEs - and they can further convey general knowledge from the authorities and other OSH actors. A broad range of intermediaries has been suggested over the years, drawing on practical experience; these include tripartite actors such as OHS inspectors acting as advisors (James et al., 2004); representatives of workers' organizations (Okun et al., 2017); employers' organizations and business associations (Cunningham and Sinclair, 2015); OHS advisors (Lamm, 1997); accountants (Hasle et al., 2010); consultants (Cagno et al., 2016); and agricultural advisors (Olsen and Hasle, 2015).

United States

▶ Box 14. The appointment of *Compliance Assistance Specialists* in the Occupational Safety and Health Administration (OSHA)

Action to promote compliance and effective OSH management to target enterprises has been implemented in the United States, where OSHA's "Compliance Assistance Specialists" (CAS) and other field staff provide outreach to small employers and workers around the country. In 2017 OSHA's CAS and other field staff conducted more than 5,200 outreach activities reaching more than three million people in 2017. In addition, small businesses in the US are protected against retaliation from OSHA personnel conducting compliance or enforcement activities.
(For more information see Example 10 in Appendix I)

Consultancy services, either implemented at the governmental level - through consultants from labour inspectorates or OSH services - or independent firms, were found to be successful in delivering support to MSMEs because of their tailored offers of services, in particular on-site assistance and follow-up. In the case of labour inspectors, possible scepticism from owner-managers could be overcome by emphasizing the distinction between their role as advisers and that of inspection.

Knowing that many MSMEs face resource constraints, advisory services should be provided free of charge or at an affordable cost.

Australia

▶ Box 15. Provision of consultants within the Australian Work Health and Safety Strategy

The Australian Work Health and Safety Strategy 2012-2022 provides a framework for a broad range of national and state activities seeking to improve the OSH conditions of workers and to better prevent and manage workplace risks. OSH in small businesses is acknowledged as a key national policy area, and several states and territories have followed by facilitating the provision of OSH services through specialized consultants, such as the Northern Territory, Queensland and Victoria. New South Wales and Tasmania OSH authorities have also activated dedicated hotlines for free advice to MSMEs over the phone. These calls may be followed up by enrolment in consulting programmes providing free face-to-face advice and connecting larger business mentors with small business mentees. During the presentation of the programme, it is made clear that, since they are not inspectors, such advisers have no powers under OSH legislation. These initiatives have received positive feedback from the enterprises benefiting from them.
(For more information see Strategy 1 in Appendix II)

United States

▶ Box 16. The OSHA's On-site Consultation Program in the United States

OSHA's On-site Consultation Program for assisting small businesses offers another valid example of the provision of confidential services. Within the initiative, advice for compliance with OSHA standards is provided to help MSMEs establish and improve OSH-MS. MSMEs are actively encouraged to apply - and the programme is voluntary and free of charge. Within the OSHA "Non-retaliation policy", applicants are ensured that requests for technical information and visits will not trigger an inspection by OSHA, as services are separate from enforcement and do not result in penalties or citations. The name of the owner, name of the firm and any information provided about the workplace, plus any unsafe or unhealthy working conditions that the consultant uncovers, will not be reported routinely to the OSHA inspection staff. The only obligation is to correct serious OSH hazards - a commitment which the enterprise is expected to make prior to the actual visit and to carry out in a timely manner. Such initiatives can be of interest as employers of small enterprises may feel encouraged to request information from the competent authority without fearing that an inspection - and therefore sanctions - might ensue from their request. Participation is free of charge for the enterprises and voluntary. This example is of further interest because of the communications strategy, which is conducted in both English and Spanish, so as to reach out to linguistic minorities that make up an important share of MSMEs in the US. Furthermore, enterprises applying may also be eligible for an achievement status that recognizes the participant as a model of worksite safety and health through participation in the Safety and Health Achievement Recognition Program (SHARP). As of 2016, consultants in the On-site Consultation Program had conducted over 29,000 visits per year to small business worksites, covering over 1.5 million workers across the nation.
(For more information see Example 11 in Appendix I)

Singapore

▶ Box 17. The *bizSAFE* and *startSAFE* consultation services for MSMEs in Singapore

In recent years Singapore has undertaken a major reform of its OSH system in order to improve OSH. Under the national strategy the bizSAFE programme is a certification scheme put in place to step up the implementation of risk management and OSH-MS in MSMEs. One of the programme's main features is the provision of OSH services through consultants. The Work Safety and Health Council (WSHC) has, since its inception in 2007, nurtured a pool of 18,000 accredited OSH trained consultants to deliver the workshops and risk assessment training that enterprises need to obtain their certification. A number of private consultancy enterprises also help enterprises to obtain the bizSAFE. For example, consultants can provide guidance to the enterprises before they undergo an Audit on risk management (level 3), or help implement OSH-MS (Five Star). Recognizing that MSMEs may lack capabilities or resources to implement adequate risk management, the Risk Management Assistance Fund (RMAF) was set up in 2006, which was then integrated into the bizSAFE strategy to help SMEs defray the cost of engaging an Approved Risk Consultant (ARC) to build in-house capabilities. To date, no proper impact assessment has been undertaken to establish a relationship between the certification and the possible decrease in accidents. However, a survey conducted by the owners of enterprises and the procurement agencies found that this process was beneficial.
The StartSAFE programme complements the national initiative by reaching out to very small enterprises of 10-15 employees that fall outside the range of bizSAFE. These enterprises are reached through previous accident reports. Enterprises receive two visits from safety consultants: the first is free of charge and the second is optional, and up to 90 per cent of the cost is funded by the WSHC. During the first visit, the consultant conducts a safety inspection and provides the employer and workers with basic OSH induction and advice on how to address identified issues. Small enterprises are therefore encouraged to participate - partly because of the pressure of complying with regulations, and partly because they are offered a large discount allowing them to align with level 2 bizSAFE certified enterprises, thus increasing their competitiveness.
(For more information see Strategy 3 in Appendix II)

2.5 Building capacity and raising awareness

2.5.1 Education and training on OSH

ILO Convention No. 155 requires member States to adopt measures to promote the inclusion of OSH education at all levels of education and training. Integrating OSH into general and vocational education is a highly effective way of increasing knowledge and skills among workers and employers, and building general awareness about the subject.

Following the provisions of Convention No. 155, many countries include obligations for employers to provide workers and their representatives with appropriate training on OSH in their legislation; the Future of Work Global Commission (ILO, 2019a) also called for the formal recognition of a universal entitlement to lifelong learning and the establishment of an effective lifelong learning system.

A study on the effectiveness of mandatory training among 300 harvesting workers employed in a forestry company in South Africa observed that by linking this training to adequate knowledge and proper practices and attitudes to OSH, there was a reduction in accidents (Nkomo et al., 2018). However, mandatory participation in OSH training typically requires a minimum number of employees. The smallest enterprises, where the need tends to be most urgent, are therefore often exempted from national mandatory OSH training (EU-OSHA, 2017a). Studies analysing evidence from the workplace reveal that MSMEs consider relevant OSH training an important safety issue, and highlight the long-term benefits that enterprises register in terms of psychological elements (employee motivation), behavioural elements (willingness to engage in safety activities) and situational elements (changes in the work environment) (Clarke and Flitcroft, 2013). Conversely, a lack of or poor training is an obstacle to improving OSH (Champoux and Brun, 2003; Ma and Yuan, 2009).

The success of a training course is contingent upon a number of factors, including the general support provided - such as the follow-up action. Availability is a key issue because the outreach of training programmes depends greatly upon the service's accessibility to users. This is particularly relevant for MSMEs operating in rural areas and in the informal sector, where there is little or no OSH training in the educational system, and where many workers and employers have had a low educational background - and a high proportion of the workforce may be low-skilled or untrained.

Additional key barriers to the accessibility to training are the actual cost of the training and the time needed to attend it. MSMEs (in particular micro and small) are typically characterized by financial resource constraints and work overload (EU-OSHA, 2017a, 2017b). Being embedded in the company's processes and procedures, as well as consistency with business objectives and overall strategy, are important elements for ensuring that the training is well received and most effective (Clarke and Flitcroft, 2013).

Learning methodologies should be adapted to the MSMEs' audience

In order to be effective, the training, in particular at the workplace, should: provide a balance between theory and practice; adopt participatory learning methods; use a language easily understood by the target audience; provide examples drawn from similar companies (in terms of size and sector); be carried out at times that are easily accessible; and benefit from the presence of experienced workers as mentors.

When workers and employers jointly address common problems and issues at enterprise level, this adds further value to the OSH training programmes (Kines et al., 2013; Knudsen et al., 2011).

In 1995, the Department of Industrial Relations of Australia (DIR, 1995) presented a series of case studies conducted in the sectors of metals and mining, services and food, as well as in the automotive and manufacturing industries. They stressed the extent to which leadership commitment to workplace change and the implementation of best practice as part of the strategic vision are crucial to the success of the organization in the long term. The major findings of the case studies referred to the advantage of a flexible approach to project management and the involvement of employees based on open communication, in contrast to a rigid management structure with little communication. They also revealed that cooperation between managers, unions and workers was key, demonstrating that workers can be involved directly or indirectly *via their collective organizations and representatives (ibid.).*

While formal organization and routines are found to be the most efficient way of improving OSH, an informal or indirect involvement with smaller enterprises may also be encouraged (Pinder et al. 2016). A study on small construction industries in Ghana showed that the age of MSMEs was positively associated with the adoption of safety and health measures. Older firms were likely to draw upon experience gained over the years to implement safety and health inductions and orientations on site (Kheni, Dainty and Gibb, 2008). These examples show that the active participation of workers is beneficial, as they are enabled to employ good practices and find solutions based on their experience.

Training must use the most suitable means and methods to reach its target population; if the training addresses people with a low level of education or with little familiarity with the national language (such as migrant workers), it is necessary to avoid too much written material and use more visual elements, such as pictograms (EU-OSHA, 2018b) and visual aids.

Examples of this approach may be found in the many adaptations of the ILO's participatory action-oriented training (PAOT) tools, which feature clear images adapted to the sector and geographical context, reducing the wording (see Part 3.1 for more information about PAOT tools and programmes). Furthermore, the participatory approach of these tools, which relies on the practical nature of measures undertaken by local people, has proven particularly useful for motivating employers to take action and improve working conditions in the informal economy and MSMEs. They also contribute towards implementing legal requirements in a progressive manner, promoting active participation by employers and workers in decision-making and realizing the workers' rights to enjoy a safe and healthy workplace (Khai et al., 2011).

An example of the good use of visual supports may be found in forestry, a sector in which, despite the enormous technical improvements and overall increased awareness of the importance of safety and health, accident rates are still at unacceptably high levels (Kastenholz et al., 2016). In Sweden, as part of the non-profit organization initiative "Prevent",[2] training materials have been developed, using only images, for helping workers to adopt correct behaviour when performing their work. These materials in the form of pictograms are easy to understand - even by migrants with little knowledge of the local language and no previous training on OSH measures and equipment (see Example 12 in Appendix I).

2 The "Prevent" non-profit organization acts on behalf of Sweden´s labour market principals: The Confederation of Swedish Enterprise (*Svenskt Näringsliv);* the Swedish Trade Union Confederation (*Landsorganisationen*, LO); and the Federation of Salaried Employees in Industry and Services (*Privattjänstemannakartellen*, PTK).

▶ *Training should be tailored to sectoral and local situations*

Training activities need to be adapted to take into account the sector-specific risks, work organization and other factors, such as the social context.

Estonia and Romania

▶ Box 18. OSH training schemes financed by the European Social Fund

Several examples of OSH training with a focus on MSMEs were supported by the European Social Fund and discussed in the EU-OSHA SESAME project.
In Estonia, a comprehensive OSH training scheme, providing 120 hours' training, was designed taking into account the different languages spoken by workers in the country. It was initiated in order to mitigate the low levels of OSH knowledge generally found in MSMEs. In order to increase OSH knowledge, a training scheme for safety managers from MSMEs was set up - and the Estonian Labour Inspectorate carried out the actual training. In order to cover the many Russian-speaking workers in Estonian MSMEs, the course was also offered in the Russian language; furthermore, the training was provided in rural areas, in addition to the larger Estonian cities. Participation was free of charge. The programme was widely seen as successful; according to the labour inspectorate, the training programme affected roughly 30 per cent of the total workforce in Estonia directly or indirectly. It also provided the opportunity for exchanging experiences with other safety managers from MSMEs.
Another ESF-funded programme took place in Romania. It provided OSH training for workers and managers in cleaning and construction to enable them to manage OSH in their company and disseminate their newly acquired knowledge in this area to their co-workers. Although the programme was not designed specifically for MSMEs, it targeted two sectors - cleaning and construction, with a high concentration of MSMEs.
(For more information see Examples 13 and 14 in Appendix I)

Marcel Crozet © ILO

United States

▶ Box 19. OSH training programme for immigrant dairy workers in the United States

In the US, the programme *Seguridad en las Lecherias* (Dairy Safety) was a five-year OSH pilot intervention developed by the Migrant Clinicians Network (MCN) and the National Farm Medicine Center, with support from the National Institute for OSH (NIOSH)-funded Upper Midwest Agricultural Safety and Health Center (UMASH). NIOSH funded the project and the studies relative to its impact. The objective was to offer a culturally appropriate popular education model to bridge the gap in OSH among immigrant Hispanic dairy workers in the State. The intervention consisted in training "safety promotors", who are resource people within the local area with relevant OSH knowledge in addition to practical experience from the dairy sector. The NFMC and the farmer mutually agreed upon these promoters, and upon completion of their training they were enabled to train fellow workers, help identify hazards, and enforce health and safety messages. This programme proved to be successful, as in December 2015 about 850 workers from 68 farms had been trained for a total of over 3,450 hours. Preliminary results indicated a high rate of acceptance of the promotors by their fellow workers, as well as an increase in knowledge of risks associated with dairy production and the handling of cattle - as well as workers' rights (Liebman et al., 2014).
The success of the programme is due to several factors. Preliminary research was conducted to understand the perspectives and needs of dairy workers and producers in Wisconsin, including appropriate popular education approaches. Training activities were designed to be engaging, suitable for workers with limited formal education and low literacy levels, and easy to replicate. Because of their knowledge of both English and Spanish, safety promotors served also as linguistic and cultural mediators, thus earning further respect from co-workers. The programme was conducted in partnership with various stakeholders (e.g., the Professional Dairy Producers of Wisconsin and the Mexican Consulate of St. Paul) who have extensive knowledge of and experience with Hispanic immigrants, many of whom are dairy workers. As a result, workers in the dairy industry benefited from learning from peers, with an approach that valued cultural differences, promoted popular education, and was specifically tailored to workers in that sector.
(For more information see Example 15 in Appendix I)

Australia

▶ Box 20. *Mates in Construction* programme in Australia

As part of a charity established in 2008, the programme *Mates in Construction* works across states in Australia (NSW, Queensland, Western Australia and Southern Australia). It was launched to reduce the high level of suicides among Australian construction workers.
The programme benefits from being integrated into state strategies, as in the case of Queensland, where a budget has been allocated within the national strategy on priority disorders with a particular focus on smaller businesses. The Mates programme combines training and support for businesses, as one without the other is insufficient. The training activities are used as a tool to raise awareness on suicide and its contributory risk factors. The support is then provided through clear pathways for assistance, case management processes and on-site visits. The initiative runs in partnership with tier 1 and tier 3 enterprises and trusts to expand services towards achieving its objective.
Altogether, the programme has so far reached out to over 140.000 people through training, and 7.200 cases have been managed through the programme. A qualitative impact assessment on the effectiveness of the programme showed positive results among the course participants, such as raising awareness of the magnitude of risks, removing the stigma of psychological problems and improving confidence in participants. Positive effects included bonding and the reciprocal provision of help.
(For more information see Strategy 1 in Appendix II)

Results from a recent pilot training among traders in the informal economy in South Africa suggested a need for closer collaboration between OSH professionals at multiple levels, taking into account the importance of the context outside the formal workplace environment and the engagement of local politics when planning an intervention. As was pointed out by the trainees: "it is very difficult to give real consideration to the health and safety of your own individual work habits, when the environment in which you are situated is so unconducive to health and safety" (Alfers et al., 2016).

A number of innovative initiatives, which bring OSH support and training directly to MSMEs with a mobile vehicle, have proved easy and effective for diffusing OSH training, in particular in rural areas where access to training can be very difficult. The cost can be kept relatively low, for example by optimizing the car journey and organizing periodic follow-up visits. The examples below also highlight use of similar approaches in Myanmar and Pakistan.

Pakistan

▶ Box 21. Mobile Safety Coaches in Pakistan

Since it was first introduced in 1998, the Pakistan mobile training unit has travelled on an equipped van to the industrial units, including the far-flung areas of the Punjab province. The unit provides a mobile and onsite training and testing facility on OSH; it has conducted 435 one-day workshops and trained over 9,000 workers, supervisors and managers across the country.
(For more information see Example 16 in Appendix I)

Mobile units for OSH training and information are also used in industrialized countries; in the Danish construction sector a bus promoting OSH (BAMBUS) was found to be very efficient, particularly in relation to MSMEs (see Example 17 in Appendix I).

2.5.2. Risk assessment and OSH management

A variety of tools have been produced by international, national, local, sectoral, private and public actors to help MSMEs in improving OSH, assessing risks and implementing control measures at the workplace.

Studies and case studies underline that, in order to be successful, tools should be tailored, action-oriented, timely and low-cost. They should also integrate OSH with other management goals (EU-OSHA, 2017a, 2017b; EU, 2015). The owner-managers in MSMEs particularly value tools that provide clear and easily applicable solutions. They also prefer tools that are coupled with face-to-face support and advice on how to use them (EU-OSHA, 2017a, 2018a), in an integrated approach.

The ILO and other organizations use checklists and guidelines that provide owners-managers and workers with practical ideas and low-cost solutions for implementation at the workplace (Thurman, Louzine and Kogi, 1988).[3] Various intermediaries, who are in contact with MSMEs, can further promote these tools, thereby ensuring a multiplier effect.

E-based tools – such as social networks, games, quizzes and mobile applications – are also an effective means of information generation and awareness raising on OSH; in Latvia (EU, 2015), these e-tools

3 ILO developed a number of Participatory Action Oriented Tools (PAOT) for the implementation of simple and low-cost solutions in MSMEs to improve OSH. These tools are described in Table 6.

have been used to reach out to employees and young people as part of their training and education programmes. Examples from reviews of good practice show that e-tools can be easily adapted to the context, thus increasing the transferability of results (EU-OSHA 2017b).

The ILO has developed a series of Checkpoints mobile apps, designed for anyone interested in workplace stress prevention and ergonomics in agriculture – from national authorities to company managers, trade unions, HR personnel and OSH practitioners. These apps consist of interactive checklists and include best practice recommendations for taking action; they also provide advice on ways to implement effective improvements in various work environments.

Japan

▶ Box 22. The Japan Industrial Safety and Health Association (JISHA) programme

The Japan Industrial Safety and Health Association (JISHA) programme (2006) provided assistance and practical support tools to MSMEs through collaboration with the local offices of the Ministry of Labour across the country. In addition to consultation services such as gap analysis, it supplied funds necessary for group activities, OSH education and assessment of the working environment in enterprises with less than 50 employees (Tampopo (Dandelion) Project).
A survey among participating MSMEs showed that they were mainly motivated to enrol to increase their visibility among larger contracting enterprises by keeping good records of OSH performance. A second reason, in contrast with the first, was to be independent of the OSH system or guidance from their mother enterprises, and to develop their own OSH systems. Not surprisingly, another key reason was to ensure compliance with the law. Because the system was also connected with forms of commendation and the certification of good safe enterprises, it also acted as an incentive for exporting MSMEs to showcase their efforts to improve OSH among the international enterprises buying their products.
(For more information see Strategy 2 in Appendix II)

European Union

▶ Box 23. The EU-OSHA Online interactive Risk Assessment (OiRA) tool

The Online interactive Risk Assessment (OiRA) is a web platform developed and maintained by the EU-OSHA to assist MSMEs in conducting a risk assessment, thereby helping them become safer and consequently more competitive by cutting costs arising from accidents and diseases at the workplace. It consists of an online tool "back end" (generator of tools), which is provided free of charge to national OSH authorities and other sectoral partners so they might develop a customized platform, as well as online sectoral tools accessible to MSMEs in different sectors – designed to help them carry out their risk assessments directly, ranging from the identification and evaluation of risks, to decision-making on preventative action, monitoring and reporting. The online platform currently hosts around 150 OiRA tools in various European languages developed by 18 countries, including at EU level. The programme is funded by the Member States and aims to ensure that the dissemination of information on OSH is made easy and free for end-users and is continuously updated, so as to guide and help MSMEs in various areas - from identifying hazards to making and following action plans. The tool also represents a good example of an initiative developed at regional level, thus creating a larger community of regional and national-level authorities (ministries, labour inspectorates, OSH institutes, etc.), as well as the social partners who promote collaborative work by an interactive exchange of knowledge and good practices for guiding MSMEs towards a risk assessment process. All this consolidates existing relationships within the community and creates new ones.
(For more information see Example 18 in Appendix II)

2.5.3 Awareness-raising

Information, communication and awareness raising can be major drivers of OSH improvements (Lehtinen, 2006). To this end, an appropriate dissemination strategy is needed to reach out to MSMEs and ensure that enterprises are involved and aware of the information available.

For example, the dissemination of information via the internet cannot be seen as the sole strategy for raising awareness among MSMEs, in particular since the majority of these enterprises are interdependent and do not seek information on their own. Evidence from behavioural research also shows that merely providing information about risks – and not giving precise information on how to control them – often results in a passive attitude and even in a denial that they exist (Hasle 2012, cited by EU-OSHA, 2016a). Working on awareness and attitudes in a purely theoretical manner might also be problematic, as illustrated by the experience of the "FarmSafe Awareness workshop" in New Zealand (Morgaine et al. 2006, and Olsen and Hasle, 2015), which was a purely classroom-based programme; there were no practical exercises and some participants were left struggling as to how to implement new safety practices.

Most MSMEs favour information delivered via personal contact, for example face-to-face contact at the workplace, preferably directly in relation to the specific OSH issues faced by the MSMEs. It is also useful if the consultancy provides the tools necessary to implement the changes needed. However, direct communication, while fruitful, is resource-demanding (EU-OSHA, 2017a).

According to Pratt (2006), the MSMEs in the chemical industry in Australia considered that the provision of information - in particular the Safety Data Sheets (SDS), containing information from suppliers of chemical products and from professional associations – was the major enabler in implementing controls. Information from regulators and their inspectorate was also considered enabling. However, MSMEs attributed less importance to general OSH awareness programmes as motivators of control actions, preferring more targeted programmes on specific substances or risks. The limitations of this approach were seen as the relatively small number of industry sectors targeted and the penetration of the campaigns to smaller enterprises. This same survey also identified the inappropriateness of information received by the suppliers as a barrier to implementing control, because this information was too generic, impractical and unusable in the specific context. MSMEs considered that additional advice was required from external sources, such as OSH consultants, to determine the specifics of the workplace - but smaller firms were unlikely to employ consultants for this purpose, thus resulting in cases of non-compliance (ibid).

It is also vital to raise awareness between the enterprise and the responsible control authority or suppliers. The latter could, in fact, be a major vehicle for spreading OSH measures, practices and policies in small enterprises. A cross-sectional study in Lebanon (Azzi, 2009) gave a detailed picture of communication mismanagement, drawing upon the findings of in-depth interviews with employers of MSMEs in the largest industrial sectors in Lebanon (minerals, metals, chemical products, paper and food processing). The study found that the provisions of relevant ILO OSH Conventions and National OSH decrees did not reach the enterprises - which should ideally, be the main beneficiaries of the legislation. For the most part, they were unaware of any national OSH decree. Neither the government nor its inspection authority had promoted it. It was therefore either inaccessible to employers or generally discarded because its relevance was not understood.

Even though potentially effective tools are in place, they are of little use if the MSMEs themselves are not informed of their existence or application. Communication strategies should take into account both the formal and informal sources and channels of communications that MSMEs use to share information among peers and within organizations, including verbal face-to-face communications and online forums (IOSH. 2016).

The two radio programmes described in box 24 proved to be highly sustainable. They soon became very popular and were replicated by other radio stations throughout the countries involved - and some became profitable. In fact, the listeners themselves determined the programmes' content,

and stations paid attention to them because reaching a wide audience was vital for attracting paying sponsors. The fact that others replicated the initiatives shows the transferability potential for such types of intervention - taking advantage of recently liberalized airways in a number of African countries, in support of economic and democratic development, and creating systemic change by linking marginalized business owners with the mainstream economy and with emerging democratic processes across Africa.

Uganda

▶ Box 24. Nekolera Gyange radio programme in Uganda

Communications and outreach strategies need to be carefully designed when launching a new tool or policy. Choosing the appropriate communication channel is crucial, as demonstrated by the launch of radio programmes in the early 2000s in Uganda and other African countries dedicated to micro, small and informal enterprises within the ILO Small Enterprise Media in Africa (SEMA) Project. The project formed a partnership with some of the major business radio networks in these countries, with the objective of enhancing information provision, communication and representation for MSMEs in Africa.
The Nekolera Gyange radio programme regularly addresses issues such as workplace safety and working conditions. The radio broadcasts have been a great success, running weekly in major national radios and reaching out to over 90,000 listeners. Business owners interviewed for the programme evaluation reported benefits to their business. The project also demonstrated the importance of the small business sector to commercial advertisers and policy-makers, and helped small enterprises participate for the first time in a constructive political process. The success was also due to a good impact assessment and the solid delivery mechanisms chosen.
(For more information see Example 19 in Appendix I)

Argentina

▶ Box 25. Radio IAS in Argentina

A private initiative similar to other radio programmes (see previous box) is an online radio introduced by the Argentinian Safety Institute (IAS), a civil society organization active in promoting OSH culture and knowledge in Argentina. The radio broadcasts combine useful information on risk prevention, advice, recommendations, reports, notes of interest and technical content with the latest information and entertainment.
(For more information see Example 20 in Appendix I)

New technologies can further bolster the small firms' capability to raise awareness and promote a culture of prevention through risk and hazard assessment, and to establish good practices. For example, public websites and apps specifically devoted to promoting OSH in MSMEs may enhance access to tools, legislation, advisory services, guidance and other information. Initiatives that are part of broader campaigns making good use of the media can succeed in changing general public attitudes, in particular towards health issues (Wakefield et al., 2010). They can also stimulate the interest of people who might be resilient to traditional ways and means of spreading the message on OSH training, and address portions of the population with lower levels of literacy (Tabassum et al., 2018).

United Kingdom

▶ Box 26. Promotional materials and online guides of the Health and Safety Executive (HSE)

In line with its 2015-2020 strategy, the HSE has been emphasizing the promotion of knowledge development on SMEs – and by extension MSMEs. This has included prioritizing a review of the effectiveness of communications with these enterprises, and using the research produced to inform future action for promoting risk management. In line with these priorities, the HSE has developed a range of tools and guidance to help MSMEs better understand the issue of health and safety. These include classical go-to guides to conduct risk assessment, the provision of basic information, and simple tools and templates offering advice that helps MSMEs understand what to do and what not to do in order to avoid unnecessary paperwork and effort.
(For more information see Example 21 in Appendix I)

Another innovative way of raising awareness is the use of mini videos (e.g., the "Worksmart" video series), which feature stories about accidents, near misses and risks to health and safety in the workplace. Highlighting the human impact of workplace injury in this context can be an effective driver of change. Evidence from the literature has shown the limitations of a narrow cost-benefit approach, and the need for interventions that are sensitive to MSMEs' characteristics and constraints. It has also been observed that highlighting the "human impact" of workplace injury and ill-health might be an effective way of raising OSH awareness (Croucher et al., 2013). An example of this approach is the Safety and Health Awareness Days (SHAD), organized by the HSE, which are half-day events and include practical demonstrations run by a variety of organizations. They cover the everyday hazards faced by the sector being addressed, ranging from agriculture to motor vehicle repair (MVR) shops – and they are aimed at micro enterprises.

United States

▶ Box 27. The Science Blog of the National Institute for Occupational Safety and Health (NIOSH)

In the US, the National Institute for Occupational Safety and Health (NIOSH) has developed communication tools dedicated to small businesses, such as the *Science Blog*. The blog provides an opportunity for stakeholders to exchange ideas on various workplace safety and health topics with leading researchers from the Institute, while engaging in robust scientific discussion with the goal of protecting workers. Since its launch in 2007, the blog has produced hundreds of articles: topics vary greatly and focus on different health outcomes, prevention and other issues (such as gender and specific OSH government policies). Contents are explained in a "friendly" way and articles always contain links for further information. The blog also offers the possibility of commenting and posing questions to the experts; it improves interaction between users as well as between the users and the NIOSH.
(For more information see Example 22 in Appendix I)

South Africa

▶ Box 28. Safe Build Forum in South Africa

Safe Build Forum is an online platform that has been operating in South Africa since 2009. The platform offers comprehensive information, discussion platforms and knowledge exchange with safety and health experts in the construction sector. The forum is divided into various sections and subsections. The objective is to provide practical and easily understandable information that can be applied to specific sectors or occupations by workers or employers with no or little OSH expertise. The success of this platform has led to a permanent demand for answers to strategic questions, e.g., regarding the requirements of OSH professionals conducting labour inspections, as well as requests for information from non-OSH specialists such as employers and workers. These changes may have resulted in reduced formalized specialization and a more widespread general knowledge on OSH matters; be that as it may, there has been a decrease in the need for small enterprises to seek costly certified expertise on OSH in South Africa.
(For more information see Example 23 in Appendix I)

2.6 Incentive-based mechanisms

2.6.1 Economic incentives

Economic incentives are often regarded as a promising policy tool for the promotion of OSH, especially for MSMEs with limited financial resources and capacity for investments in this area. These incentives may be provided for upgrading or purchasing equipment related to OSH performance. This is for example the case with the Italian OSH Insurance Programme run by INAIL (the Italian workers' compensation authority); it helps MSMEs upgrade their equipment, which may otherwise have been very difficult for them to do (see Example 24 in Appendix I). The fact that the programme is sponsored *via* the enterprises' own insurance contributions ensures its long-term financial sustainability (EU-OSHA, 2017b).

Although the uptake of economic incentive programmes can be easily quantified in terms of the funds distributed under the programme, the long-term sustainability of the interventions is much more uncertain. In the case of some initiatives at least, the long-term effect can be questioned - and the same may be said of the owner-managers' motivation for applying for funds (Kvorning et al., 2015). As some examples from European countries suggest (see Examples 24 and 25 in Appendix I), economic incentives could be made financially sustainable by using a proportion of, insurance fees for OSH improvements and investments in the contributing enterprises (EU-OSHA, 2017a). This may be a long-term economically sustainable solution, since it redirects funds to OSH improvements, which also potentially increases attention to OSH issues (Cagno et al., 2016).

The funding can also be earmarked for changes in the workplace, such as the Danish prevention package for various micro industries. These packages combine substantial economic support for actual changes - such as the re-design of work processes - with provision of information and guidance (EU-OSHA, 2017b). Other economic incentives may be used to provide financial support from the government for purchasing materials or equipment, focusing on some specific sectors (see boxes 9 – 33).

India

Box 29. The Indian Credit Linked Capital Subsidy (CLSS) scheme for technology upgrading

Since 2000, subsidies for technological upgrading have been granted to the garment sector under the CLSS. Their aim is to upgrade equipment by providing 15 per cent upfront capital subsidy to MSMEs in subsectors (including small traditional cloth industry units). This mechanism is demand-driven, and primarily targets women entrepreneurs. The upgrade consists of improvements in the technology used, the quality of the product and the work environment. For example, it may include the installation of improved packaging techniques, anti-pollution measures, energy conservation machinery, in-house testing and on-line quality control. The programme benefits from collaboration with 12 banks (primary lending institutions, PLI) accredited to the government authority. The PLI applies to the fund subsidy on behalf of the MSMEs, which receive funds for upgrading technology in the form of a loan. The PLI is refunded by the government authority, which acts through a nodal agency (public bank).
Since its inception in 2000, the Scheme has disbursed subsidies to over 50,000 MSMEs in 51 sub-sectors/products. As the scheme has progressed, the list of products/sub-sectors has expanded by inducting new technologies/products/sub-sectors. So far, the number of subsidies released has increased 220 per cent since the start of the programme, and the subsidy ceiling has increased from 12 to 15 per cent.
The Ministry of Micro, Small and Medium Enterprises conducts the public outreach by means of printed and electronic media, including social media. All attached and subordinate offices under the Ministry also engage in publicity through circulating news and events.
(For more information see Example 26 in Appendix I)

China

▶ 30 The sponsorship scheme for MSMEs in Hong Kong, China

The Occupational Safety and Health Council (OSHC) in Hong Kong, China, has launched several OSH-funded schemes for MSMEs, providing them with economic incentives to purchase equipment or conduct risk assessment.
Under the sponsorship scheme (in operation since 2013), the sectors concerned are construction, renovation and maintenance, electrical and mechanical trades, real estate maintenance management, and the servicing and repair of motor vehicles and motorcycles.
The scheme is unique because it aims to directly provide specific equipment and devices to reduce the common OSH hazards identified by the OSHC in previous accident cases. No information relating to the results of this scheme was available. However, it is of interest that the OSHC identifies common and significant risks in selected industries so as to provide rapid equipment support to concerned enterprises.
Enterprises can obtain these incentives by filling in a form that is available online. This is an easy method that encourages MSMEs to implement OSH enhancement programmes, sponsored by the government as a means of raising their productivity and competitiveness.
(For more information see Example 27 in Appendix I)

Tunisia

▶ 31 Microcredit for microenterprises in Tunisia

In 2009 the Ministry of Labour opened a specific line of microcredit under which small enterprises could receive up to 50 per cent of their investment in protection devices, training and risk prevention measures. Under this fund, each enterprise could receive about US$ 1,800 for improvements. However, the dissemination of information was inadequate, which resulted in a missed opportunity not only for the enterprises that did not benefit from funding for investment, but also for the government which did not succeed in its objective of improving working conditions in MSMEs.
This unsuccessful example highlights the importance of a good communication and roll-out strategy when planning economic incentives.
(For more information see Example 28 (in Appendix I)

Australia

▶ 32 The *Small Business Rebate Program* in NSW, Australia

A simple but effective type of incentive is a rebate programme included in the NSW strategy in Australia; it consists of encouraging small businesses to buy and install eligible safety items to address a safety problem in their workplace by having access to a S$ 500 rebate. To apply for this, the business owner has to attend an eligible SafeWork NSW safety workshop, webinar, programme or event, or have an advisory visit from a SafeWork NSW safety officer. All services and events are free of charge, and the only commitment the enterprise has is to attend the induction. The initiative has registered an increase in customer uptake since the digitalization of the procedure, which will be complemented by a progress tracker – allowing easy transferability across any rebate initiative.
(For more information see Strategy 1 in Appendix II)

Australia

▶ **33 The *Small Employer Incentives Package* in NSW, Australia**

The NSW Small Business Strategy includes initiatives for strengthening regulation and providing information, mentoring programmes and financial incentives. Among them, the Small Employer Incentives Package (2013) provided financial incentives for improved OSH and injured worker return to work outcomes, greater premium certainty and reduced bureaucratic processes. The package applied automatically to all registered small businesses, which allowed for maximizing the coverage of the intervention that reached out to 260,000 employers. These incentives resulted in increased OSH improvements for enterprises, leading to a reduction in workplace injuries. Furthermore, certainty in the procedures through simpler and easier-to-understand premiums halved administration costs and paperwork for both the employer and the administration. The success of the reform also led to an extension of incentives for employers of medium-sized and large enterprises, as announced by the NSW government. Such an incentive and regulation scheme, however, presupposes the registration of the majority or totality of enterprises, thus cutting out the informal enterprises. As much as this intervention may encourage employers to become a registered company, especially as it simplifies procedures, the transferability of such a scheme does not seem to be as suitable for national contexts characterized by a high rate of informality in MSMEs.
(For more information see Strategy 1 in Appendix II)

2.6.2 Microfinance and OSH

In many emerging markets, microfinance institutions (MFIs) have significant outreach, providing financial services to thousands, if not millions, of small and micro-sized enterprises. Since their primary relationship with these enterprises often involves a loan, they may be able to use that leverage to improve conditions in the business.

From 2008 to 2012, the ILO developed an important initiative with 16 microfinance institutions within the programme Microfinance for Decent Work. It tested a range of approaches to foster social impact through the delivery of innovative financial and non-financial services. The most significant problems identified in these enterprises included child labour; inadequate OSH measures; lack of formalization, job creation and productive employment; weak risk management and over-indebtedness; and poor women's empowerment.

The programme worked with two institutions specifically on enhancing working conditions. BASIX (India) and Tamweelcom (Jordan) focused on their clients' work environment. The fundamental assumption was that, through OSH training, clients would enhance their productivity and business performance. Consequently, the staff training of trainers (ToT) on better productivity and increased workplace safety was implemented. The ToT activities were based on ILO WIND methodology in India (locally branded as SWASTH) and on the ILO training tool Other-WISE in Jordan,[4] along with a sensitization campaign on OSH and loan officers ToT on OSH and productivity. The training of loan officers to serve as intermediaries was an innovation for both enterprises and themselves. Positive results were registered in the following areas: the beneficiaries' awareness of working conditions; an increase in business performance: a reduction in injuries; a cut in working time; and an increase in the monthly net income. The programme clearly demonstrated the importance of improved occupational safety and health conditions (ILO, 2015f).

These initial positive impacts seemed to translate into enhanced business performance, although the long-term effect remains in question. The studies of the impact showed that all innovations had effects on the target outcomes, but not all with the same intensity and not always in the intended

4 For a description of ILO WIND and Other-WISE see Table 3.

direction. In addition, some improvements were not fully implemented because of their high cost.. Results show that clients who followed the OSH training had a much better repayment performance, thus representing important commercial benefits from the microfinance Initiative efforts to enhance their social impact.

2.6.3 Insurance-based bonuses

A reduction in insurance fees can be a powerful means of motivating MSMEs to improve their OSH conditions (see box 34). Enterprises are keen to make investments to obtain long-lasting discounts, and may be attracted by improving OSH to receive a direct reward. More evidence from European and Australian insurance schemes linking OSH with insurance show that enterprises investing in improvements receive insurance benefits, whereas poor OSH action can mean higher premiums for a company, with negative consequences especially for smaller firms with limited resources (EU-OSHA, 2009, 2017a; SWA, 2014). Some national insurance bodies carry out extensive support activities including financial and training support for OSH interventions especially favouring MSMEs (as in Italy, see Examples 24 and 29 in Appendix I), and supervisory and preventative consultation services for implementing OSH-MS (as in Germany, see Example 30 in Appendix I).

Colombia

▶ Box 34. The Microseguros programme in Colombia

In 1994, the Colombian Ministry of Labour established a social security system based on the private insurance of both employers and workers. All enterprises and workers must be insured through their affiliation to one of the Occupational Risk Administrators (ARL). A considerable proportion of the population benefits from microcredit in Colombia (between 10 and 12.5 per cent), although a recent report found that about 72 per cent of microenterprises are still not covered by mandatory insurance. The major barriers are self-exclusion, insufficient income, and lack of financial awareness. To support microenterprises, especially in the informal economy, the government activated a special programme, "Microseguros", which offers protection in the event of disability or death from any cause. Although this scheme is not aimed at occupational risks specifically, it offers a possible way of extending coverage of these risks to an informal population that is self-employed and does not fall under the ordinary social protection system. This programme, run by private credit enterprises that developed their microcredit schemes aligned with the governmental provisions and act as intermediaries, covered more than 60,000 micro businesses in 2017.
(For more information see Example 31 in Appendix I)

Republic of Korea

▶ Box 35. Insurance premium discount for preventative OSH action in Republic of Korea

In the Republic of Korea, workers' compensation insurance is a state-run social security programme. *Ad hoc* measures have been adopted to target small enterprises with fewer than 50 employees, including an insurance premium discount for preventative OSH activities. The premium discount applies to enterprises wishing to conduct risk assessment, as well as enterprises that engage in OSH management planning. The Korean agency for OSH (KOSHA) provides free consultation and training services at the request of the enterprise; in 2018, the government planned to train at least 30,000 employers in micro- and small-sized enterprises. This scheme combines the provision of free consultation to the application of a discount, which may be attractive for small enterprises lacking the technical resources to develop a management system.
(For more information see Example 32 in Appendix I)

2.6.4 Including social clauses on OSH in public procurement tenders

One way the national authorities might improve OSH in MSMEs is by including social clauses on OSH in public procurement tenders. Despite the fact that MSMEs may be restricted in bidding for these tenders, the main subcontractors will still be in this category of enterprise. By setting standards in the actual project and transferring these across the wider sector, there is the potential to improve OSH practices. In this way, the public authorities take on a more active role in managing and orchestrating OSH. A prominent example of this is the construction of the Olympic Park and facilities in London in the United Kingdom (see Example 33 in Appendix I); from an OSH perspective it turned out to be a success, with an enduring legacy on the construction industry in the local area (EU-OSHA, 2017a).

In Singapore, the certification scheme upon completion of the five-step programme "bizSafe" is particularly encouraged, since a bizSAFE Level-3 certificate is the minimum level required for any contract and tender with bizSAFE partners (main construction firms, government sectors, etc.). Enterprises are therefore motivated to pursue the certification up to at least the third level so they may participate in tenders and increase their competitiveness, thereby gaining recognition by bizSafe partners and industry (see box 36).

2.6.5 Rewards and recognition

Rewards and recognition may help improve overall OSH awareness in MSMEs and in the sectors where they are concentrated. A framework for recognition predominantly targeting MSMEs is attractive as it ensures that their efforts and improvements in OSH are not overshadowed by bigger and better-resourced enterprises.

Singapore

▶ Box 36. The bizSAFE certification scheme in Singapore

Within the overall Singapore national OSH strategy, bizSAFE is a complex OSH scheme that combines public recognition with capacity building within the enterprise. It consists of a five-step programme aimed at small enterprises, typically with less than 50 employees, in mostly high-risk sectors such as construction, the marine industries (including ship repair and shipbuilding), and the metal, oil and gas, and chemicals industries. The scheme is orchestrated in such a way that it requires progressive engagement of the enterprise at all levels, from top management to the workers. A milestone marks the achievement of each step in the programme. The possibility of branding a company with the bizSAFE logo means that the government officially recognizes it, which improves its image.

Enterprises also have the incentive to participate in the scheme because a number of larger enterprises (partners) require bizSAFE certification for their subcontractors.

Commitment is further ensured by a control mechanism. After completing the third and fifth steps, enterprises undergo audits to assess the implemented risk management and OSH-MS, respectively. During the audit, an assessment is made of the managers' and workers' knowledge regarding the OSH system and their awareness of OSH operations at the workplace. These audits further increase the seriousness of the effort at the workplace level to prevent accidents.

The bizSAFE programme has grown since its launch in 2007, guiding enterprises with otherwise little knowledge on OSH towards implementing comprehensive OSH-MS.

(For more information see Strategy 3 in Appendix II)

Indonesia

▶ Box 37. The Indonesian certification scheme for OSH-MS in MSMEs

In Indonesia, there is a certification scheme pertaining to the application of OSH-MS, which is similar to bizSafe. The law states that every industry, either large or with a high risk of occupational accidents (which includes many MSMEs), has to apply a management system at the workplace. In 2014 the Ministry of Manpower instituted a mechanism of certification of enterprises which attend a training course and pass an examination on the application of OSH-MS.
Enterprises that succeed the test are given a Certificate of Appreciation signed by the Minister of Manpower, acknowledging their implementation of OSH-MS and level of success in auditing.
However, this reward mechanism is not supported by a comprehensive strategy that engages enterprises at all levels similar to bizSAFE, which presumably limits the effectiveness of the incentive. There is no information on the outreach of the certification programme to smaller high-risk industries.
(For more information see Example 34 in Appendix I)

China

▶ Box 38. The OSH Enhancement Scheme for MSMEs in Hong Kong, China

As a sector-based initiative, the Hong Kong SME Sponsorship Scheme (2013) has launched the OSH Star Enterprise – RMAA (Repair, Maintenance, Alteration and Addition) Safety Accreditation Scheme for MSMEs in the construction sector. Like its Singaporean counterpart, participating contractors receive free safety training and subsidies to buy safety equipment or devices that meet safety standards, and a free safety audit assessed by the Council. To be appointed as an "OSH Star Enterprise", the MSME must preferably have implemented effective OSH-MS and have passed a stringent safety audit conducted by the OSH council. This mechanism not only helps reduce the risk of accidents, but also encourages more RMAA organizations to implement an efficient OSH-MS to enhance the industry's safety performance, thereby creating a win-win situation for enterprises, service users of these organizations, and workers.
(For more information see Example 35 in Appendix I)

National awards are often awarded in public ceremonies, which provide governments with the opportunity to promote a safety culture by publicly recognizing good examples. Such initiatives coincide in some cases with a national OSH week, as in Jordan when the Safety Council grants national OSH awards of excellence, or with a national OSH month – which is organized in Indonesia and Australia in February and October, respectively. In addition, in many countries the celebration of the ILO World Day for Safety and Health at Work on 28 April constitutes the central event of the year for raising OSH awareness.

Singapore and Hong Kong (China)

▶ Box 39. Competitions for promoting OSH in MSMEs

In some countries, small enterprises that have participated in a programme sponsored by the national OSH authority are eligible for receiving awards.
For example, in Singapore, MSMEs are particularly encouraged to take part in competitions organized by the Ministry of Manpower (MOM) within the strategy promoting benefits and recognizing best practices. The bizSAFE programme gives out awards that recognize participating enterprises as "Champions" for their commitment to make their workplace safer and healthier at the annual bizSafe Convention. In 2017, the Convention – which has increased in popularity – brought 800 participants together and assigned 23 awards.
In Hong Kong, China, the SME Safety Design Competition is an initiative targeting young talents in secondary and tertiary school. Organized every year, the competition draws on young creative talents to promote safety culture and disseminate OSH messages among young people. In 2016 the winner of the secondary student group designed an "Automatic Water Absorber", helping cleaners to reduce muscle strain when floor mopping.
(For more information see Example 36 in Appendix I and Strategy 3 in Appendix II)

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2.7 Ensuring sustainability

Many interventions fall short because they only lead to short-term behavioural changes, which are not sustained once the interventions are withdrawn (Kvorning et al., 2015). An ILO literature review on programmes and studies related to promoting working and employment conditions for workers in MSMEs and in the informal economy (Rinehart, 2004) highlighted that many interventions failed to address long-term financial, technical and institutional sustainability.

The EU-OSHA's SESAME project formulated design recommendations for micro and small enterprises in Europe that are synthesized in table 4. In short, in order to achieve long-term sustainability, the support initiatives need to be practically oriented, integrated into other management tasks, low-cost and focused on problem-solving (EU-OSHA, 2018a).

Table 4. Design recommendations for micro and small enterprises taken from the SESAME project

Features	Design recommendations
Limited management resources	Strongly restricted use of the owner-manager's time
Identity as an entrepreneur	Application of methods which do not include direct or indirect criticism of the owner-manager
Low growth ambitions	Return on investment in working environment improvements is not necessarily the best selling point. Direct cost has to be minimized.
Personalized external contacts	Support provided through trusted personal contacts
Informal work organization	Limited inclusion of written procedures and policies in support programmes and utilization of quick decision making
Social obligations	Utilization of personal dialogue and concern for each other
A peripheral issue	Integration of the working environment into other management goals and limited time consumption
Underestimation of risk and overestimation of knowledge	Point of departure in already accepted risks and transfer of knowledge through trusted partners
Ad hoc and retrospective approach	New more systematic practices built on the existing approaches with limited formalization ambitions

Source: Hasle et al., 2015

According to Fixsen et al. (2005), three successive aspects constitute important factors for successful interventions: programme considerations, change process and improvement of the work environment (see also Legg et al., 2010; Hasle et al., 2012a). The three factors are summarized in table 5.

Table 5. Important factors for successful OSH interventions

Programme	→ Change process	→ Improvement of the work environment
▶ The **content** of the intervention has to be adapted to the needs and conditions of the target group.	▶ Motivation and **drivers** should motivate or push enterprises to implement the change that is the focus of the intervention.	▶ Upon usage of the provided support from the intervention, the target group has to be able to decide what to do and how to do it, and to **implement change**.
▶ The **design** of the intervention and the support offered has to be adapted to the conditions in the target group and to the context.	▶ **Organization** of the intervention is important, including the decision of who needs to be involved.	
▶ A **dissemination** strategy should effectively reach the target group.		

Source: Fixsen et al., 2005

Many countries recognize the important contribution that MSMEs make to the national economy. Consequently, they are developing services and programmes to support these enterprises to enable them, inter alia, to increase their productivity, access credits and enter into the global market. Integrating OSH components into these initiatives would be a sustainable way of providing valuable information on the subject, but also of driving behavioural change towards the integration of sound OSH management into business management as a whole.

OSH services could also be framed as part of broader initiatives and services for MSMEs. In the Philippines, a number of pilot initiatives focused on providing OSH services as embedded services within a buying or selling transaction (where the costs of the service provision formed part of the overall cost calculation of the transaction).

Some examples of sustainable practices may be found in programmes that are built into the global supply chain, where large enterprises provide support and services for their small supplier enterprises. Box 40. gives an example of this.

Colombia

▶ Box 40. The Colombian Uniform Register for the Evaluation of the Occupational Safety, Health and Environment Management System for Contracting Entities (RUC®)

This system was created in Colombia in 1998 as an initiative of the oil (hydrocarbon) industry; in 2006 it was adopted by contracting enterprises in other sectors.
RUC® is implemented by means of a system for the evaluation and follow-up of risk management and the compliance of legal and other OSH requirements. It also includes the monitoring of suppliers and subcontractors. It is based on a tripartite approach, involving the contracting party, its contractors and the Colombian Safety Council (Consejo Colombiano de Seguridad, CCS) – the technical body operating the system.
The CCS has an information system available to contractors through which they are given the tools they need, as well as assistance in setting up their management systems. The guidance they receive not only tells them what to comply with, but also the manner in which to do so. The contractors are also provided with software containing all the relevant legislation, and information on the elements with which they must comply.[5]
Each contractor receives a report containing the enterprise's compliance profile and its evolution, which allows the contractor or a third party interested in its performance to observe its evolution and take decisions regarding development plans. The profile forms the basis of improvement plans, which include any training-related project - the latter depending upon the improvement opportunities identified.
Some 6,200 contracting enterprises, MSMEs for the most part, have participated in the RUC®. There has been a high degree of rotation, as many of them remain only for the duration of their contracts with large companies.
The sustainability of the system is contingent upon convincing contractors of the need to improve and maintain a sound occupational safety and health performance in their value chain.
(For more information see *Safety and health in micro-, small and medium-sized enterprises: A collection of five case studies,* The Case of Colombia)

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5 RUC® documents can be accessed at www.ccs.org.co, under Soluciones/RUC®.

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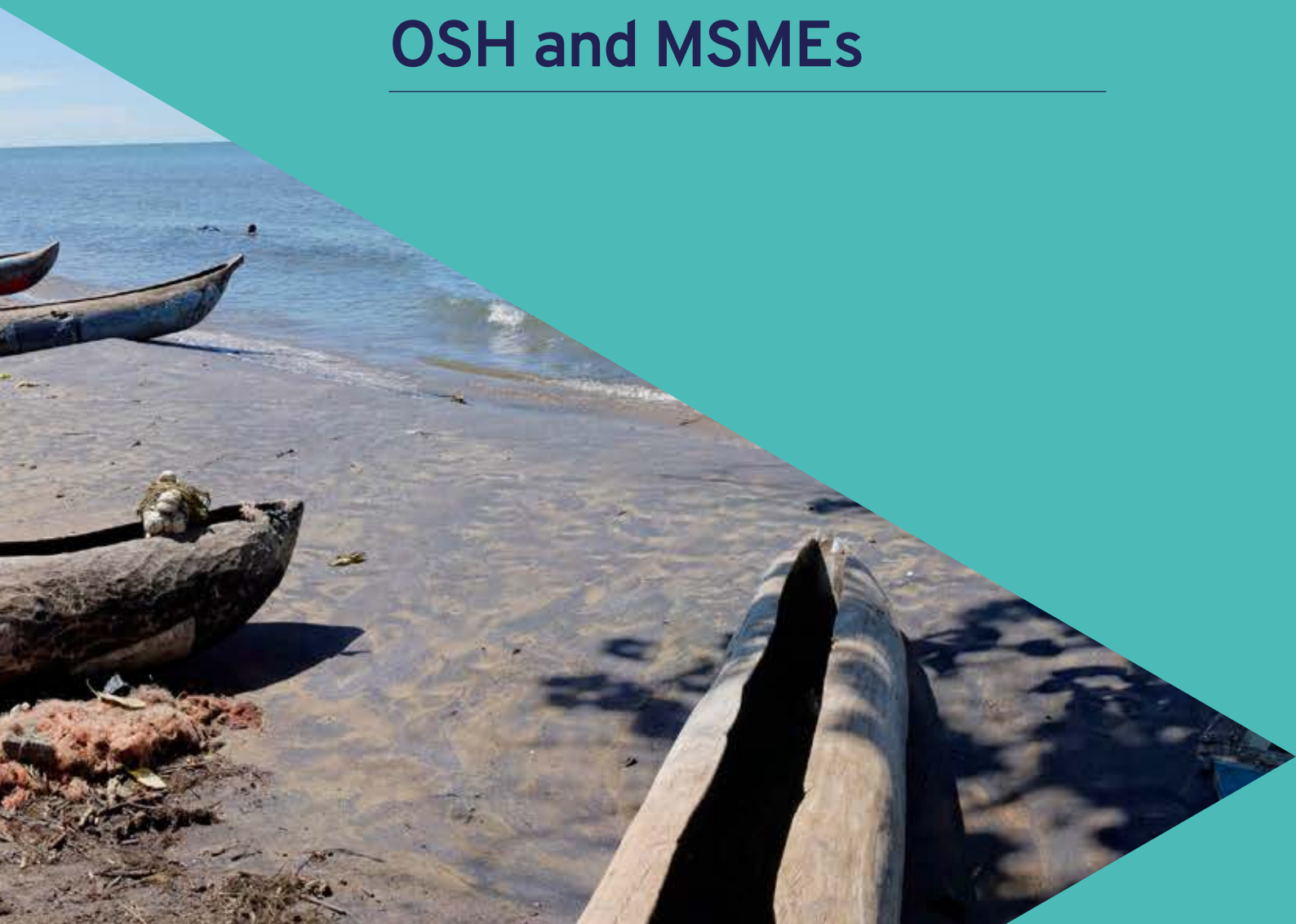
Part 3

Moving forward with ILO programmes on OSH and MSMEs



3.1 Institutionalizing existing ILO training programmes focused on OSH and MSMEs

Over the past 30 years, the ILO has developed a number of training programmes aimed at improving OSH and working conditions in MSMEs, including in the informal economy.

It has observed that several factors contribute to the success of these programmes in a given country, such as: the mobilization of appropriate resources and coordination with other international and national programmes; committed and consistent cooperation with the social partners; and active support and facilitation by the trainers and partner organization.

Sustainability remains the major challenge for many programmes. Few projects have succeeded in having a lasting impact after the intervention ends. National partners rarely continue to build on the work once funding has ended, despite data and case studies showing the programme's short-term positive impacts.

Plans and strategies for ensuring continuity (and outreach) should be discussed and developed at the programme's initial conception and design stage. They must be built on the commitment (financial and other) of governments, the social partners and other participating organizations to integrate training tools into their practices, policies and structures over the long term, and to incorporate a plan for capacitating these partners and constituents.

The ILO has noted that the following actions increase the chance of sustainability: (i) the strengthening of institutional systems through concerted attention over time, using a range of expertise to support data and knowledge initiatives, legal and regulatory systems, policy and management capacities, and the training of trainers; (ii) pilot projects embedded in government priorities or systems; (iii) technical assistance to support a wide variety of policies and regulations; (iv) the take-up of ILO-designed knowledge products into national systems; (v) government ownership reflected through in-kind and some (still limited) financial allocations, continuation with national surveys, and the use of the Decent Work Country Programme (DWCP) for government planning; and (vi) DWCP ownership through the tripartite bodies' full engagement with its annual planning, review and improvement.[6]

OSH participatory action-oriented training (PAOT)

MSMEs need practical and easy-to-apply methods in order to identify their own problems and take the necessary steps to make improvements. The ILO recognized that local wisdom in the local community is a precious resource as it encourages the development of new ideas and solutions to OSH concerns (Khai et al., 2011).

Following this principle, the ILO has developed a series of training programmes using a participatory action-oriented training (PAOT) approach, in which entrepreneurs, managers and workers – including farmers – are empowered and supported to improve OSH, working conditions and productivity. Specific methodologies still in use were originally developed in the 1980s to disseminate good practices and solutions for helping overcome the constraints typically experienced by small enterprises and in informal contexts - such as a low budget, limited managerial capacity and limited logistic means (Kogi et al., 1988).

6 *The independent evaluation of the ILO's Decent Work Country Programme strategies and actions in the Mekong subregion, 2012-2017* is an example of this. See: http://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_583706.pdf

PAOT methodology is based on the following six principles:

1. Build on local practice;
2. Use learning-by-doing;
3. Encourage exchange of experience;
4. Link working conditions with other management goals;
5. Focus on achievements;
6. Promote workers' involvement.

To measure results, improvements are generally recorded through "before-and-after" photographs, which are also used as examples in future training - thus encouraging learning from peers who have already benefited from PAOT.

An example in a number of Asian countries demonstrated that learning from peers' efforts and achievements and building on local networks represented a major asset in the successful implementation of OSH improvements. These factors also brought about a mindset change in small-scale industries and the informal economy (Kawakami, 2016).

Table 6 synthetizes the PAOT training method and illustrates its worldwide application.

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Table 6. Description of the various ILO PAOT tools and their application

PAOT tools	Creation date	Description	Examples of application
Work Improvements in Small Enterprises programme (WISE and WISE+)	1988	WISE and WISE+ address OSH and wider working conditions issues, alongside productivity in small, micro and informal enterprises. It addresses the issues of materials storage and handling, workstations and work tools, machine safety, work environment, the control of hazardous agents and welfare facilities. A WISE implementation guide, a global manual for WISE and a series of training presentations have also been developed to facilitate the organization of training activities using this methodology.	Over 20 countries in Asia and the Pacific, Latin America and Africa.
Work Improvement in Neighbourhood Development (WIND)	1992	WIND is designed to assist small-scale farmers and their families in improving safety and health at work and in their everyday life. The Global Manual for WIND contains an action checklist for agriculture and checkpoints on 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. The uniqueness of the WIND approach lies in the active participation of farmers, their families and community members. The three-step delivery mechanism of WIND consists in training delivered to different targets: 1. trainer candidates, producing WIND trainers 2. volunteer farmers and other local people by WIND trainers, producing farmer trainers 3. neighbourhood farmers by trained farmer trainers, producing WIND participants	Viet Nam, Thailand, Philippines, Sri Lanka, Indonesia, Myanmar, Kyrgyzstan, and more countries in Africa and Latin America.
Participation-Oriented Safety Improvement by Trade Union Initiative (POSITIVE)	1995	POSITIVE is a joint initiative sponsored by the Japan International Labour Foundation (JILAF) and the Institute for Science of Labour (ISL) of Japan. It is designed specifically with the aim of supporting self-help initiatives of workers and trade unions in improving OSH in developing countries. POSITIVE checklists cover six technical areas: materials handling, workstation changes, machine safety, physical environment, welfare facilities, and environmental protection.	Several Asian countries: Bangladesh, China, Mongolia, Pakistan, the Philippines, Thailand and Viet Nam
Participatory Action Training for Informal Sector Operators (PATRIS)	2002	The PATRIS training method encourages owners and operators in the informal sector to make concrete improvements at the shop-floor level. The manual includes useful and practical ideas on key topics such as dust exposure, chemicals' use, fire prevention, working postures, working premises, first aid, etc. The training also advises the establishment of OSH Committees to promote mutually supportive improvements, and the use of feed-back on hazards for preventative purposes in the form of a record-keeping system.	Pilot in United Republic of Tanzania and Nigeria

Work Improvement at Small Construction Sites (WISCON)	2003	WISCON provides a systematic approach to the simultaneous improvements of working conditions and productivity in small construction sites. The tool addresses specific risks inherent in these sites and includes a chapter on "work at heights" - in addition to the WISE technical areas.	Thailand, Cambodia, Lao PDR, Mongolia, Viet Nam
Work Improvement for Safe Home (WISH)	2006	The WISH training manual simplifies the technical content of the WISE programme to enable its immediate application for home-based workers who manufacture goods at their residences.	Cambodia, Mongolia, Thailand, Viet Nam
Work Adjustment for Recycling and Managing Waste (WARM)	2009	The WARM project supports improvements in OSH for waste collectors and waste management systems, in particular in seven Pacific Islands countries. It is based on a training manual with a checklist exercise and six technical sessions: (1) community cooperation for safe waste handling; (2) safety of waste collection, transport and discharge; (3) work environment, welfare facilities and work organization; (4) workstation design and control of physical agents; (5) working conditions in an open air environment, welfare facilities and health promotion: and (6) implementation of improvements. The manual and a specific extension on workers engaged in the sorting and recycling of municipal waste (WARM2) were developed under the project for the Promotion of Regional Initiative on Solid Waste Management in Pacific Island Countries ("J-PRISM"), within a Japan International Cooperation Agency (JICA)-ILO agreement.	Fiji, Nauru, Papua New Guinea, Samoa, Solomon Islands, Vanuatu and Sri Lanka
Work Improvement in Health Services (HealthWISE)	2010	HealthWISE is a joint ILO/WHO practical, participatory quality improvement tool for health facilities and health services. The package (Action Manual and a Trainers' Guide) is organized in eight topics addressing OSH, human resources management and environmental health issues, and focuses on the three main risk factors for health workers: biological hazards, ergonomics and violence.	Pilot in United Rep. of Tanzania, application in Kenya, China
Other-WISE Action Modules	2013	Other-WISE Action Modules extend the reach of WISE to address issues and suggest solutions that are more adapted to micro enterprises in developing economies. The programme and training materials have been developed and piloted within the Action Research Microfinance for Decent Work (MF4DW). To address the resource and time constraints of most micro entrepreneurs, the adaptation of WISE methodology includes one-on-one sessions focusing on specific modules according to the participants' needs.	Tunisia, Jordan
Further WISE adaptations in other sectors	2013	Adaptations from WISE materials were developed for small-scale quarrying (WIQ in Viet Nam) and for artisanal mining (WISEMA)	Viet Nam

The implementation of PAOT is not a stand-alone action. Training activities are often delivered as part of larger technical cooperation projects - mostly in partnerships with governments and/or social partners; they directly benefit trainers, employers, industry associations and government institutions that undergo a ToT, followed by on-site practice at the workplace. Beneficiaries are then, in principle, able to provide training to managers and workers in MSMEs.

The aims of PAOT training are threefold:

1. raise awareness among partner institutions of OSH issues in small-scale and informal workplaces, and of existing simple and low-cost solutions;
2. mobilize government OSH infrastructures for wider coverage by incorporating *ad hoc* training into national OSH policies and programmes;
3. create a network of trainers recognized by key stakeholders and the local partners to provide support services to enterprises.

Philippines

▶ Box 41. The Kapatiran WISE-Training and Advisory Visit Programme in the Philippines

In 1994, the United Nations Development Programme (UNDP) and the ILO, in collaboration with the Department of Labor and Employment (DOLE), first implemented the Wise programme in the Philippines. To continue and sustain this programme, DOLE launched in 2007 the Kapatiran WISE-Training and Advisory Visit" (Kapatiran WISE-TAV), in which leading or large enterprises helped MSMEs (especially their subcontractors and/or service providers) to comply with labour and OSH standards, using the WISE methodology.
The Kapatiran Programme aimed at promoting OSH improvements in MSMEs through the support of large enterprises, by:

- channelling corporate social responsibility (CSR) resources to assist their subcontractors and/or service providers in meeting their general labour and OSH needs;
- capacitating their subcontractors and/or service providers to improve their working conditions and subsequently achieve higher productivity;
- enabling their service providers to comply with labour and OSH legislation.

From four large companies and 59 MSMEs in 2010, the number increased to 59 large firms and 601 small brother companies in 2011. In 2012 the number of participating companies increased to 80 large firms and 840 MSMEs, with a total of 209,243 workers covered.

Maxime Fossat © ILO

Thailand

▶ Box 42. Adoption of WISE in training activities for safety officers in Thailand

In Thailand the workplace safety officer system includes training for workers and managers who are appointed as OSH officers within the enterprise. Registered OSH training institutions are in charge of this training, which is based on a curriculum approved by the Department of Labour Protection and Welfare.
The ILO WISE training methodology was incorporated into the safety officer training as part of a 30-hour module on ergonomics and work improvement. As a result of this, by the end of 2015 a total of 86 OSH training institutions had been registered throughout the country and 743,956 safety officers had been trained, of which 14,509 were technical-level and advanced technical-level safety officers (for SMEs specifically).
The key driver for adopting this system was the influence of customers and buyers, who urged SMEs – and by extension MSMEs - to improve their performance in terms of OSH, since they were part of international supply chains and had a high level of exports, as cited from a research paper (Kongtip et al. 2008): "It is clear that the SMEs in this study had better health and safety management than expected, probably because their products were in the group of the twenty-four highest exporting (by value) commodities of Thailand or they were compelled to by customers".
(For more information see Example 8 in Appendix I)

A key to the success of PAOT methodology is that tools are constantly adapted to the context; further adaptations and translations are encouraged to make the training tools correspond to the characteristics of the different recipients. Training sessions are interactive and introduce tools and techniques to owners and managers, such as the action checklist and a set of good examples.

Tunisia

▶ Box 43. Example of adaptation of PAOT tool in Tunisia

The ILO has implemented the Other-WISE Action Modules in Tunisia by translating them into Arabic and adapting them in formats for the various target groups. For example, the guide *Chater and Chatra* targets young workers and introduces the Other-WISE modules in a fun and friendly way.

The participatory approach used in these training programmes creates a good environment, in which workers, employers and trainees may address problems and propose solutions on the spot. It also fosters a high level of attention during the training - thereby triggering a more accurate and critical observation of the workplace. Throughout the years, this methodology has proven itself and contributed to the good reputation of the PAOT training system.

However, training programmes based on PAOT methodologies are resource-intensive. It is therefore important to ensure that their use, including the initiation stage and continued support, are efficient and effective, both from a technical and budgetary standpoint. Success stories - in terms of continued use beyond the project life and therefore enhanced impact - are the result of this training being incorporated into a national or sector-specific action programme. Sustainability in fact is challenged by the limited scope of cost recovery: although they are low-cost training activities, attempts to sustain the programme by collecting fees for training have proved challenging in a number of countries. Working to embed the tools into governments' programmes, building networks of experts, and involving many actors including civil society and the private sector (on the model of other ILO programmes), therefore appear crucial for strengthening the capacity of key stakeholders and local partners and for providing sustained support to the enterprise after the ILO support ends.

SOLVE: Integrating health promotion into workplace policies

The SOLVE training package is implemented through a ToT format to build up the capacities of institutions, organizations and enterprises in the design of workplace health promotion, thereby enabling them to take immediate action to reduce or eliminate emerging psychosocial risks at the workplace. The programme is conceived with a participatory approach and offers an integrated response addressing the following areas and their interactions:

- psychosocial health (stress, psychological and physical violence, economic stress);
- potential addictions and their effects on the workplace (tobacco consumption and exposure to second-hand smoke, alcohol and drug consumption); and
- lifestyle habits (adequate nutrition, exercise or physical activity, healthy sleep, prevention of HIV and AIDS).

The SOLVE continuous improvement cycle approach provides for self-sustainability as enterprises are encouraged to apply measures that can be continued easily and cost-effectively.

Through the close involvement of national governments and employers' and workers' organizations, SOLVE provides an important stimulus for action at workplace and national levels. The social dialogue approach promoted through the SOLVE programme is a valuable means of developing close and mutually beneficial partnerships, which can be useful in many other areas of working life (Forastieri, 2014).

SOLVE represents a good example of institutional and technical sustainability. It has worked to build the capacities of professionals and managers from various backgrounds and organizations, such as directors and officers of institutions and government departments responsible for OSH and health promotion; managers and staff from enterprises or organizations supporting enterprises; private consultancy firms delivering OSH services; and university researchers. Thanks to the programme's ToT format, SOLVE has created a network of 300+ trainers recognized by key stakeholders and local partners to provide support services to enterprises and to offer policy guidance to governments. The positive outcome in terms of outreach and network building shows that the programme is seen as a valuable instrument of social and economic development, stimulated by continuous support from the institutions. In addition, the SOLVE continuous improvement cycle approach provides for self-sustainability as enterprises are encouraged to apply measures that can be continued easily and cost-effectively.

In conclusion, SOLVE acknowledges that the prevention of occupational accidents and diseases, the promotion of a healthy working life and the building of a preventative culture are a shared responsibility of governments, employers and workers, health professionals and society as a whole. For this reason it promotes, through its delivery, the enhancement of social dialogue, and it involves the society in its various components. Use of the SOLVE programme is therefore an effective means of promoting a safe and supportive working environment and is key to creating a better and healthier workplace, based on the people that work in it and on its organizational culture.

The Essentials of Occupational Safety and Health (EOSH)

The Bureau for Employers' Activities (ACT/EMP) of the International Training Centre of the ILO (ITC-ILO) has developed a modular training package entitled Essentials of Occupational Safety and Health (EOSH), with the aim of helping employers' organizations set up and deliver top-quality training services on OSH to their members. EOSH takes note of the main PAOT features, such as a participative approach, emphasis on local community, and development of adapted materials.

In order to support Employers' and Business Member Organizations (EBMO) in setting up new training services on OSH using the EOSH package, the ITC-ILO Programme for Employers' Activities offers a complete step-by-step training and advisory service, including:

- participation of future local trainers in a blended course: 50 hours at distance and a four-day Train-the-Trainers Activity to become acquainted with EOSH methodology;
- support in the elaboration of the business plan for EOSH delivery;
- assistance in the marketing efforts of the first editions of the course;
- access to a community of practices to learn what other EBMOs are doing to organize courses, market and run them.

Once enabled to provide these services - ranging from information and consultancy to pre-auditing and training - employers' organizations help enterprises optimize regulatory compliance and improve their safety performance, thus contributing to the sustainability and growth of their businesses.

The EOSH training mainly targets medium-size enterprises and a specific segment: supervisors or line managers. The methodology is highly participative. EOSH has been adopted and is currently used by more than 25 employers' organizations around the world.

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3.2 Broader ILO programmes to improve productivity in MSMEs: calling for a strong OSH component

The ILO has a long history of major interventions that have contributed to win-win scenarios, in which enterprises maximize performance and job creation and, at the same time, adopt responsible workplace practices that benefit their workforce and society at large.

In this context, the ILO has come up with some well-tested training programmes on business development for MSMEs and initiatives on access to finance. – all of which **have encouraged enterprises to implement management tools for applying decent work practices in the workplace and promoting productivity. In some cases, specific OSH components have been included in the programmes, in recognition of the link between healthier and safer workplaces and increased productivity.**

SCORE - Sustaining Competitive and Responsible Enterprises

The SCORE programme started in 2009 and has been implemented in ten countries in various sectors. It capacitates industry associations and public and private training providers to organize SCORE training activities among SMEs (50 to 250 employees) – which also include a large number of microenterprises.

The programme has been rolled-out in three phases: Phase I (2009-14) covered the initial steps of the programme and was characterized by key partnerships with national public institutions; Phase II (2014-17) concluded with a significant increase in terms of buy-in from private partners and a higher cost recovery; Phase III (2017-20) is expected to further increase sustainability and outreach.

Indonesia

Box 44. Implementation of SCORE in Indonesia

In 2010 the ILO Country Office for Indonesia (CO-Jakarta) started implementing the SCORE Project, in collaboration with the Ministry of Manpower (MoM).
As part of Phase I, MoM included SCORE training in the Basic Productivity Training curriculum in 2013 - and in 2015, it allocated part of its budget to deliver this training in ten provinces.
In Phase II, other ministries (e.g. the Ministry of Cooperatives and SMEs (MoC&SMEs) and the Ministry of Labour, MoL)), agencies and enterprises started being involved. As financial issues became the main challenge for sustaining the SCORE programme in Indonesia, private training agencies were invited to participate.
By the end of 2018 it was claimed that more than 261 enterprises and 2,000 managers and workers had been trained. However, many MSME owners considered that the fees for attending SCORE training were too high, and a number of enterprises did not participate. Increased collaboration is needed to find more sponsors for delivering the training.
In order to monitor and evaluate the success of SCORE in Indonesia, MoM and the ILO initiated an award system (*Paramakarya*), which consists of a productivity and quality annual award delivered to MSMEs.

SCORE training combines classroom training and on-site enterprise consulting, consisting of a half-day baseline assessment; a two-day classroom workshop; and three follow-up consultation visits following the workshop to assist in the implementation of action plans. The training is delivered through a decentralized ToT model, with licensed Expert Trainers who certify local industry experts and partner institutions to deliver modules.

The five-module training package is designed to help SMEs improve workplace cooperation, management and productivity for business success. Module 1 (introductory on working conditions) and specifically Module 5 address OSH improvements.

To record and assess the results, 13 key performance indicators have been set for the overall SCORE programme. Increased visibility of the impact motivates the participating SMEs to embark upon further SCORE training modules and courses. In Module 5 (OSH), the set-up of OSH committees and OSH policy at the workplace, as well as a reduction in workers' complaints, accidents, and absenteeism, have been used to show progress.[7]

Over the years the SCORE programme has strengthened its reputation and increased the buy-in of institutions by combining the following key factors:

- Strategic partnerships entered into with well-established public or private training service providers (e.g., national agencies, training institutions, industry associations).
- The training's flexibility: after completing the compulsory Module 1 on Workplace Cooperation, SMEs are free to choose other modules based on their relevance and operational needs.
- The focus on SMEs, which represent the majority of enterprises in the target countries.

From 2010 to 2017 a total of 607 trainers were trained in the SCORE methodology, 181 of whom became certified trainers. Forty-eight institutions from the public and private sectors became implementation partners of SCORE. A total of 1,400 SMEs participated in SCORE training (around 300,000 workers) - and 82 per cent of these training events were organized independently by trainers, with limited involvement from the ILO. Nonetheless, these figures are still not significant considering the millions of existing MSMEs in the countries concerned. The issue of how to reach out to a significantly larger proportion of enterprises remains a challenge.[8] It is therefore important to create a demand and ensure visibility for this type of training so as to contribute to the programme's overall sustainability.

To help facilitate the outreach to a larger number of SMEs and contribute funding to cover the costs of training courses, SCORE has been implemented in key pilot countries through the private sector and employers' organizations, which have then engaged partners such as sectoral organizations and lead buyers in recruiting participating enterprises.

7 Interview with Andrea Prince (ILO Official)

8 Interview with Carolina Trevisi (ILO Bogota)

Viet Nam

▶ Box 45. Implementation of SCORE through employers' organizations in Viet Nam

In Viet Nam, the use of SCORE was introduced in 2010, and the main implementing partner has been the Chamber of Commerce and Industry. The Chamber promotes the training to relevant SMEs and funders (private and public) and trains trainers with the active support of sectoral associations. The Chamber also plays an important role in raising awareness of the link between working conditions and productivity – at both the national and provincial level.
Initially the training was mainly delivered across four country provinces in the wood and furniture sectors by the Handicraft and Wood Industry Association (HAWA), and the Binh Duong Furniture Association (BIFA). Since 2015 the training has also been opened up to other sectors, such as garment manufacturers and enterprises from electronics supporting industries. At the conclusion of Phase II in 2017, some 145 SMEs had received SCORE Training in Viet Nam, representing a total workforce of over 75,000 people who had benefited from enterprise improvements. Seventy-four trainers have been trained in Viet Nam, 36 per cent of whom are women. In terms of improved working conditions, the SMEs involved have experienced an 8 per cent reduction in the accident rate.

Start and Improve Your Business (SIYB) Package

Start and Improve Your Business (SIYB) was developed in the late 1990s. It is currently the largest global business management training programme with a focus on starting and improving small businesses, aimed at creating more and better employment, particularly in developing countries. Although it does not specifically deal with OSH, working conditions in MSMEs are an important component of the programme.

The programme has a two-fold objective:

1. To enable local providers of business development services (BDS) to implement business start-up and improvement training effectively and independently; and
2. To enable women and men to start viable businesses, to increase the viability of existing enterprises and, in so doing, to create quality employment for others.

SIYB is composed of four training packages: (1) Generate Your Business Idea,GYB; (2) Start Your Business, SYB; (3) Improve Your Business, IYB; and (4) Expand Your Business, EYB. It also has a series of additional tools including guidelines, sector-specific booklets, and games to help in the training. There is a variety of manuals on offer, depending on the context and target group (e.g. versions are adapted for women entrepreneurs, illiterate people, etc.).

Depending on the context of the countries in which they are implemented, the SIYB are offered free of charge, or at low or subsidized rates. Where governments have integrated the programme in national schemes, this has resulted in the institutionalization of SIYB in government agencies with wide outreach, with encouraging results for sustainability.

Establishing partnerships is a key feature of SIYB, which collaborates with 3,340 local organizations in over 100 countries. Partners support the delivery of packages so as to build competences and release certifications for Trainers and Master Trainers. This complex structure has had a multiplier effect over the years and is at the heart of the outstanding numbers of end-users (15+ million) of the programme, which by definition can only be estimated. The pool of trainers increased from 17,540 in 2010 to 64,740 in 2015 (ILO, 2014b).

Positive results in the use of SIYB may be measured in combination with ILO tools such as SCORE and the microfinance approach, which demonstrate the advantage of applying a broad range of intermediaries to reach out and deliver training to potential entrepreneurs and new trainers.

Myanmar

▶ Box 46. Leveraging expertise by integrating products for business and OSH in Myanmar

Within the programme Responsible Business in Myanmar (2014-16), the ILO worked to support the garment and fishery sectors (which are MSMEs) to improve decent work and responsible business practices.
The programme established a good practice because it pursued an integrated decent work approach encompassing employment, social protection, rights at work and social dialogue by leveraging expertise and other resources of other ILO projects in the country. The projects included: Enterprise Development Project (SIYB training); Freedom of Association Project (OSH training) and Child Labour project (provision of technical expertise for consultation workshop and framework preparation).

System for the Integrated Management and Improvement of Productivity (SIMAPRO)

SIMAPRO is an organizational learning tool involving and generating the commitment of staff, middle management and top management. As it is a flexible tool, it can be used for any size of organization. The objective is to create and strengthen a quality management system and to change the culture of work towards better cooperation and communication between workers and managers, thereby improving productivity. SIMAPRO is developed in two components:

1. Systematic measurement, consisting of setting up a system of indicators agreed by the social actors and staff members. Indicators aim to improve not only productivity but also working conditions (including OSH management) based on the criterion of efficiency. Results of the measurements are used as the basis for making continual improvements.
2. Feedback: monitoring of improvement through ongoing group feedback. This in turn is used as a basis for implementing productivity incentives in recognition of people's performance.

The system adopts a bottom-up approach, starting from the operational level of the enterprise all the way up to top management. The central figure is the SYMAPRO coordinator, who ensures participation and achievement of all objectives. Coordinators may be part of the staff and their role is to guide the process - and while doing so they also train other staff to become in turn facilitators and evaluators in the areas to be improved, in a "cascade" mechanism.

Over the past few years, SYMAPRO has been implemented in enterprises throughout Latin America; in particular, training curricula were adapted to Mexico (sugar industry, tourism sector, automotive parts industry, SMEs); Cuba (sugar industry); Dominican Republic (sugar industry, tourism sector and garment industry); and Chile (fruit export sector, wine producing industry, mining service sector and brick fabrication within the construction sector).

Better Work (BW) Programme

Better Work (BW) is a comprehensive programme developed in partnership between the ILO and the International Finance Corporation (IFC), a member of the World Bank Group, to improve working conditions and respect for workers' labour rights, as well as to promote competitiveness in global garment supply chains.

The programme works at all levels of the garment supply chain, particularly with Tier-1 suppliers, and it mainly targets large factories. However, the positive results obtained with this approach - and the possibility of improvement along all levels of the supply chains - can also benefit MSMEs. For example, large manufacturers partnering with the programme (industry champions) provide a variety of ways

of assisting MSMEs in promoting OSH, for example sending OSH staff to risk assessment, conducting OSH inspections, training, and so forth (ILO, 2017e).

Since its inception in 2006, BW has been implemented in nine countries, reaching out to 1,600 factories employing 2.2 million workers.

Assessment from factories that participated in BW indicates positive results in terms of improved compliance with ILO core labour standards and national legislation covering compensation, contracts, OSH and working time. More specifically on OSH, a positive impact has been registered with regard to chemical and hazardous material management, water, sanitation and hygiene (WASH) conditions, and general health conditions in the garment factories concerned. Results also show the link between improved working conditions and productivity (ILO and IFC.,2017).

Better Work has a strong communication component for sharing programme activities and results, including with donors. Impact assessments and data are constantly updated, reporting measurable progress country by country as a key feature of the programme. In addition, BW has used innovative approaches for disseminating training materials among workers, for example through radio, television and e-learning models. The key to a good communication strategy is tailoring information to the needs of the audience, for example workers' needs, and reaching out to them by choosing the most effective means – so as to strengthen their participation and their knowledge of their rights and OSH concerns (ILO, 2017e).

Evaluation reports from BW underline the increased cooperation between ILO departments and the BW programme. A collaboration agreement was signed with SCORE in 2017; this will contribute towards setting a common approach to the main issues, benefiting from the exchange of mutual knowledge, and rolling-out in-house training courses that target enterprises and constituents.

Microfinance for Decent Work (MF4DW)

Microfinance for Decent Work (MF4DW) was developed between 2008 and 2012 by the ILO in partnership with 16 microfinance institutions (MFI), and was considered innovative in its approach (ILO, 2015b).

The MF4DW programme used microfinance institutions and their networks to promote - through them and using their resources - decent work for their clients, who would otherwise have been very difficult to contact. Indeed, the competitive edge of the microfinance approach consisted of reaching out to very-hard-to-reach businesses through the use of the MFI networks. This approach worked because the networks not only provided financial services but also non-financial services for the social good.

MFI can be relevant to engaging in decent work because it:

- enhances social performance in line with the mission to create more and better jobs, treating clients responsibly and understanding their needs;
- is good for their business, as it improves the MFI's business by creating a demand for services and retention of clients, with a potential for attracting social investors;
- reduces credit risks through the formalization and promotion of OSH and productivity;
- avoids negative publicity, e.g. child labour.

As far as the OSH component is concerned, MFI experience and network abilities can be used to promote the PAOT methodology training in a more sustainable way, and also reach out to the informal economy. As mentioned above, partnering with MFI worked well for the purpose of achieving decent work. On the one hand, the institutions were motivated to transfer knowledge to their clients through training, because in so doing they improved their business (they could reduce delays and default on

credit payment, reduce their costs by accessing cheaper social investor funds, and avoid negative publicity that undermined their business); on the other hand, they brought positive outcomes to the lives of their clients, helping them change their mindset by showing them practical solutions with free-of-charge training.

Enabling Environment for Sustainable Enterprises (EESE): Assessment and capacity-building tools

The EESE initiative aims to improve the enabling environment for sustainable enterprises. The work builds on the *Conclusions concerning the promotion of sustainable enterprises,* adopted at the 98th Session of the International Labour Conference (2007), which underline the importance of a conducive environment for SMEs and describes some basic conditions that create opportunities for sustainable enterprises. The work is also based on the IVth report to the 104th Session of the International Labour Conference (2015), Small and medium-sized enterprises and decent and productive employment creation, which summarizes global evidence with respect to creating an enabling environment for sustainable enterprises and facilitating enterprise formalization.

The EESE tool aims at creating an integrated research and analysis process to assess and promote an external environment conducive to SMEs – which includes a large number of microenterprises. It may be integrated in the preliminary assessment to identify the needs and conditions for enterprise development prior to planning an intervention, although it may be costly to implement.

The EESE process begins with the EESE assessment tool, which analyses the capacity of governments and the social partners to evaluate the enabling environment, formulate evidence-based reform proposals, and carry them out. Subsequently, the EESE capacity-building tool supports constituents in identifying the strengths and weaknesses of a given environment, assessing how their country performs with respect to the six key ILO sustainability conditions, and recognizing barriers to productivity. This stage incorporates a survey, which has a sectoral focus and includes a SME focus.

This process leads to the preparation of a country report (National EESE REPORTS) that outlines the main policy challenges facing enterprises, diagnoses the stakeholders' capacity for reform, and makes policy recommendations. These reports include an analysis of factors affecting productivity in specific sectors, in most cases from a SME perspective.

The EESE assessment methodology has been operational since 2011 and projects are currently active in 12 countries, with many more in progress in Central and Eastern Europe, the Middle East and Latin America. Use of the toolkit is also frequently combined with capacity-building activities for the staff of the institutions involved - often employers' organizations. Building the capacities of constituents has yielded vital inputs to national policy debates or reforms, as shown by results in Mongolia, the Occupied Palestinian Territory and Eswatini.

Marcel Crozet © ILO

Takeaways for future action

A variety of interventions exist, but the effective improvement of OSH measures in MSMEs is complex

Creating effective initiatives to improve OSH in MSMEs requires taking into account the complexity of the societal, industrial and economic factors involved, as well as the differences existing between the MSMEs themselves - thus avoiding a one-fits-all solution. Successfully matching MSMEs' needs and appropriate solutions on OSH is a major challenge.

Initiatives should be adapted at no cost for the enterprise, integrated in other core business processes or objectives and business management systems - making use of intermediaries - and be easy to access.

The geographical spread of micro- and small-sized enterprises makes it difficult for national authorities to communicate with them and to provide services, including inspection or advisory visits. This, in turn, leads to the MSMEs' low level of awareness of occupational risks, their associated preventative measures and possible solutions.

Generally...

Initiatives should be free (or at least low-cost) ▶

Given the lack of resources of MSMEs, OSH initiatives should be free of cost - or at least low-cost - in order to have a broader reach and uptake among these enterprises. The review of national initiatives confirmed the findings from the literature that MSMEs are reluctant to participate in initiatives that are costly for them, and, in addition, they usually do not prioritize OSH.

Initiatives should be adapted to the specific needs of MSMEs and not based on generic solutions ▶

The review of national initiatives confirmed the findings from the literature that, in order to be accepted and adopted by employers and workers in MSMEs, interventions need to fulfil the criterion of being tailored to the enterprises' specific context and sector. Examples of interventions and ILO experience in various countries show that the adaptability and flexibility of the programmes is key to ensuring that they effectively correspond to the needs of the population, address real challenges from the most appropriate entry point, and are able to provide durable solutions within reach.

MSMEs' owners/ managers tend to prefer practical support and direct contact ▶

Owing to their scarce resources, MSMEs in general have limited time and management resources to implement solutions to OSH challenges. They therefore prefer personal, face-to-face contact, and tangible advice on how to overcome OSH issues - and, in particular, OSH solutions that are viable for MSMEs and integrate with other managerial tasks. "Direct contact" might take the form of meeting with different intermediaries who can take on a very important role

in assisting, controlling and facilitating OSH improvements, such as labour inspectors and OSH advisers and other intermediaries. Designing interventions and programmes that include direct - and preferably personal - contact with MSMEs can therefore serve as an important driver for improving OSH.

Orchestrated initiatives have greater potential for success than single-purpose action

Initiatives are found to have greater potential when they are orchestrated as part of coordinated efforts, reaching out to the target audience from various angles. They typically aim at tackling several dimensions of the multifaceted problem of delivering OSH to MSMEs, such as improving the legal frameworks; supporting inspection systems; promoting a better and wiser use of new technologies and innovative tools; fostering social dialogue and stakeholder participation; and helping MSMEs achieve improvements through economic incentives. However, organizing such an orchestrated intervention is very challenging and requires a clear vision from the policy- and decision-makers, a system approach, and the willingness of all partners and institutions to cooperate - including relevant NGOs.

In a system approach, the macro-, meso- and micro-levels should be coordinated, linking enterprise-level work to policy formulation and implementation.

Linking OSH improvements to productivity and reputation can motivate employers to take preventative measures

The physical environment can be affected by many factors, leading to occupational accidents and diseases. The resulting inefficiencies can negatively impact productivity and product quality, thus preventing the firm from meeting market demands. Similarly, social and managerial conditions of work – such as empowerment, access to training, levels of engagement, equality – have been shown to positively influence enterprise performance.

Better working conditions can also potentially improve performance indirectly through, for example, increasing customer satisfaction and worker motivation or reducing absenteeism and accidents. Improvements can also change the impact of jobs on development. Jobs in enterprises that provide safe work, appropriate working time arrangements and equal opportunities – all of which reduce risks and enhance opportunities for families and the community – bring wider benefits than just increased profits.

Having a good and sound OSH setting is related to the overall reputation of the enterprise and thus to the business strategy. A purportedly good work environment thus strengthens the credibility of enterprises and may therefore serve as a driver for improving - or at least meeting - the minimum requirements.

Moral obligations and values influence MSMEs' owner-manager OSH behaviour

Many owner-managers (again more so among the micro- and small-sized enterprises) feel they have a moral obligation to safeguard their workers, in particular when they are family members or operate in small communities. The moral obligations are not only the intrinsic moral expectations of the responsible managers in MSMEs but also consist of the societal expectations that "...those organizations will take reasonable care to ensure that the people and activities they manage do not harm other people or their property" (Boyle and Waterhouse, 2002).

Societal expectations change over time as society's attitude towards what is acceptable in terms of health and safety is shifting, and there may be developments in which society increasingly emphasizes public health and safety over, for instance, enterprises' needs and growth. In order to increase the importance of the moral obligations, campaigns promoting greater awareness and better use of communication strategies could thus make micro- and small-sized enterprises more motivated to change.

Sustainability remains the main challenge

Both the literature and ILO experience show that effective and sustainable strategies are hard to achieve, especially in developing contexts, where the possibility of programmes in support of MSMEs are contingent upon international aid and technical cooperation projects. Often there is a mismatch between the initial availability of resources from technical cooperation projects and governments and the planned exit strategy at the end of the cooperation, with the result that the initiatives may end before results can be assessed, limiting the impact of the intervention.

The issue of sustainability remains problematic when follow-up is not provided once a programme ends, and when the national capacity developed during the project (in term of human resources, methods, tools, knowledge and skills) is not institutionalized.

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More specifically...

Regulatory frameworks and national government commitment are still at the base of interventions

Government commitment is vital for ensuring institutional sustainability in interventions, particularly in poor contexts. Key elements for enforcing OSH in hard-to-reach, "reactive" MSMEs include: clear guidance on laws and regulations; a review of this legislation so that employers and workers understand it; and a strategic use of inspectors - given their limited number.

National regulation provides the MSMEs with minimum standards to comply with, giving the owner-managers a threshold of the societal expectations to be met; it thus plays a critical role in stimulating and shaping OSH activity at enterprise level. As has been observed for example in European MSMEs, a significant group of "low-road" enterprises would not meet the minimum requirements if it were not for binding regulations.

Labour Inspection can have a significant impact on the behaviour of the responsible managers and owner-managers in MSMEs

Labour Inspection is the main instrument for ensuring compliance with OSH regulation. However, the funding for labour inspectorates has fluctuated over time, with a tendency to budget cuts and staff shrinkage. In this context, the labour Inspection services tend to focus on large-to-medium-sized enterprises, leaving MSMEs out of their visits. In practice, in particular in developing countries, the labour administration tends to regard small and medium-sized firms (and by extension MSMEs) as being outside the scope of regulation, without exerting any pressure to enforce existing laws.

The challenge is even bigger with respect to enterprises operating in the informal economy, which are not registered and are virtually invisible to labour inspection.

Experience shows that the labour inspection services are able to reach MSMEs when they establish priority interventions in a specific geographical zone or economic sector, covering firms of a different size. Apart from the inspection visits themselves, the labour inspectorate has an important awareness-raising function; when it launches sensitization campaigns on specific topics, the wide target also includes MSMEs, in both the formal and informal economy.

The fear of sanctions can be a motivator for improving OSH in MSMEs

Although the MSMEs may not actually be inspected, the very fact that legal requirements and defined sanctions exist often provides the owner-manager with a benchmark on OSH. The risk of being sanctioned for not applying appropriate OSH measures may push owner-managers to improve OSH settings and follow the indications provided by the control authorities. However, in certain particularly remote areas, the probability of inspectors checking on an enterprise's

compliance is so low that the fear of sanctions in no way represents a driver for better OSH conditions.

Economic incentives and rewards combined with other means promote lasting commitment

The review showed that economic incentives are among the most effective means for ensuring that MSMEs make improvements, because they provide funding for the application of solutions to issues such as technology upgrade and reduced insurance premiums. These are issues that MSMEs normally encounter, even if they are not very receptive to the idea of OSH.

The use of economic incentives has several important implications, mainly ensuring that the economic benefit for the MSMEs leads to real long-term changes in OSH behaviour and management, and not just to the adoption of short-term measures to receive the benefit.

Furthermore, there are significant issues related to the economic sustainability of programmes based on economic benefits, as these types of incentive are linked to the availability of funding.

To capitalize on the potential created and make MSMEs committed to improving OSH - even after the injection of public money ends - it is equally important to combine this type of support with other commitments, for example by offering incentives on a step-by-step basis, or linking the support provided to participation in networks that would enhance the level of owner-managers' awareness.

To make the economic incentives more financially sustainable, they can be based on tax reliefs, reductions in insurance contributions or other negative payments, or they may be financed by the MSMEs themselves. These benefits could, for example, take the form of insurance contributions, although this might just move funds from reactive to proactive enterprises.

The adoption of OSH-MS and its integration into existing business management should be promoted among MSMEs

OSH-MS, including routines and the follow-up of accidents and "near misses", often helps to address more complex and unforeseeable problems. If possible, it should be integrated into the existing business model of a company and not exist as a stand-alone system.

Specific certification schemes can be a useful means of driving the implementation of risk management and OSH-MS in MSMEs. However, it must be considered that OSH-MS can be problematic for small- and micro-sized enterprises, as very few have a formal management in place.

OSH should be included in all national programmes on capacity-building targeting MSMEs

Aware of the important role that MSMEs play in the economy, initiatives often focus on support for the creation and formalization of these enterprises and the ensuing productivity improvements, through knowledge and capacity building. These programmes primarily aim at giving the owner the appropriate skills to become a

good manager; however, they should all include an OSH component, in order to integrate OSH in the workplace business process and not treat it as a parallel stand-alone requirement.

There is a need to properly monitor and evaluate OSH programmes in MSMEs

OSH initiatives should be built on the evaluation of outcomes and roll-out strategies of previous/existing programmes. This makes it possible to identify the best ways of adapting, transferring and sharing the knowledge accumulated in order to create effective and sustainable solutions that improve working conditions within the reach of MSMEs.

Appropriate means of communications ensure better outreach

The review has shown that communication helps to improve a general awareness of workplace safety and health issues, and stimulates a high-level commitment to identifying efficient solutions to OSH challenges. Good communication is essential to make MSMEs aware of existing regulations, services and initiatives.

An important lesson learned - from both successful and unsuccessful initiatives - was that it is vital to choose the appropriate communication channels and actions. Suppliers were found to be the major vehicles for spreading OSH measures, practices and policies in small enterprises, alongside other means such as forums, radio programmes and new technologies.

Raising awareness can be a major driver of OSH improvements

One of the main barriers to OSH improvement in MSMEs was found to be the lack of awareness, on the part of both employers and workers - and often their respective organizations - of the significance of occupational safety and health. This translated into low levels of compliance with regulations, and the absence of OSH-MS and forms of risk assessment at the workplace, inevitably leading to the adoption of unsafe behaviours and exposure to higher risks.

The owners of MSMEs rarely seek out OSH information themselves. Activities aimed at increasing knowledge and awareness in MSMEs are therefore important, particularly in the early start-up phase, when even basic information provides a significant contribution to a more systematic OSH system.

Sharing good practices provide useful inputs to solve common problems

Disseminating good practices seems to give good results when they are adapted to the company, or at least to the sector in which the company operates.

Interventions should include both safety awareness and a focus on good practices in order to quickly and effectively solve problems common to

the sector; this approach, combined with OSH management, will make addressing more complex OSH issues easier.

Good practices at local enterprise level can serve as an example and both inspire and motivate, particularly if an institution (Government, OHS authority, network, project) collects, systemizes and makes them easily accessible to MSMEs. They are also key in designing advice and training initiatives, in order to link information and concepts to the real problems that MSMEs face on a daily basis.

Participatory approach and adaptation to the specific context and audience are best for training

Training in OSH is among the most important means of educating workers and owner-managers about the importance of accident prevention. Examples from national initiatives reviewed highlight the potential of integrating OSH training into educational and vocational systems to help smaller enterprises - where internal training and life-long learning are less likely to take place.

Smaller settings benefit from a participatory approach, which takes into account the higher level of informality and aims to encourage improvements within the enterprise on the basis of solutions reached by the participating group as a result of their experience. A review of results of the numerous training packages that adopted the ILO PAOT methodology suggests that training can effectively address key OSH issues and lead to quick and tangible improvements in these areas. Most ILO training programmes have adopted a training-of-trainers (ToT) approach, targeting government officials or professionals from the private sector, with the aim of engaging them in the long term by creating a network or pool of trainers and master trainers. It has been observed that a multiplier approach of this kind results in successful outcomes and long-lasting results, especially if it is combined with the participatory approach, and adapts materials to the context.

Collaboration should be established with the private sector and lead buyers

Various examples show that collaboration between private sector partners and Government is essential for ensuring better outreach and creating the economic incentives that are a vital component of OSH interventions.

Close consultation and collaboration with partners that understand and represent the private sector, as well as continuous feedback from MSMEs, are key to the design and implementation of interventions.

In order to make the business case convincing, it is necessary to persuade: (i) private service providers that OSH is good for business; (ii) governments that investment in OSH helps economic growth; and (iii) workers and employers that better working conditions are essential for improving productivity.

Intermediaries are key to delivering OSH support when their role is well defined and cost-free

Many initiatives reviewed stressed the important role that intermediaries play. Besides the traditional tripartite actors (e.g. labour administration and inspection services, employers' and workers' organizations), this research identified the other key intermediaries that supply OSH services and initiatives - such as advisors, networks and peers, consultancy services and service providers. Intermediaries can act as a conduit for introducing decent work into the workplace because of their frequent interface with MSMEs. For example, they can provide information on OSH regulation, tools and initiatives, as well as practical advice.

Given the fact that many MSMEs face resource constraints, such advisory services should be provided free of charge or at an affordable cost. Advisory services must be separated from inspection visits; in the event that these services are offered by labour inspectors, they must clarify that they are not visiting the company to check irregularities and impose sanctions but to help entrepreneurs learn about regulatory obligations and ways in which they can assess and prevent possible risks.

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Appendices

Appendix I. List of examples

Example 1. Plan Santé au Travail 2016-2020 (Health at Work National Plan)	
Country	**France (2016)**
Typology	Simplification of the regulation
Background	The Health at Work National Plan (*Plan Santé au Travail* 2016-2020, PST 3) was designed based on analysis of results from achievements from previous plans. In particular, poor managerial skills were defined as unsustainable because, to overcome difficulties in complying with risk management, MSMEs had to rely on expensive external consultants to produce documents, often not up to the standards. As a result, OSH duties were perceived as a regulatory administrative burden. For this reason, a comprehensive revision of the body of rules with a view to simplifying standards and enhancing OSH compliance of MSMEs was included in the PST3. Another conclusion from the analysis of previous strategies was the importance of setting evaluation indicators and monitoring tools of activities, which would make up for the lack of organization of an *ex post* external evaluation mechanism for the previous strategies.
Target group	MSMEs
Description	In particular for MSMEs, the PST 3 proposes four operational objectives to strengthen the social dialogue and the promote the prevention policy: Place social dialogue at the heart of occupational health policy Set up a coordinated network of prevention actors and set up a service offer for companies, in particular MSMEs (actors in companies, coordination of players and services); Put in place a simpler and more accessible normative environment, with a view to greater effectiveness of prevention (simplification and performance of the regulation); Strengthen knowledge and data systems and make them more operational (data, research). The PST 3 also implements a process for evaluating the intermediate results of the actions carried out (tools produced, relevance of targeting) by showing for example their effect on the practices of the actors of the company, changes of behaviour, effective implementation of preventative measures, more tools or information for the actors, etc. These evaluations would inform the decision whether a committed action should be continued or amended.
Results and evidence of impact	The latest annual report 2017 describes a series of administrative simplifications and actions for MSMEs, including: National plan to combat illegal work: A new action plan was launched for regional control units responsible for combating illegal work, with specific modalities adapted to MSMEs and working in association of social partners on the territory. A new online platform was opened (sipsi.travail.gouv.fr website), allowing companies to declare the detached workers they employ. Launch of the project for a digital labour code (*code de travail numérique*): Conceived to enable users, employees and employers to access autonomously simplified and dematerialized responses to legal questions applicable to their situation. The implementation of the project is carried out within the incubator of the social ministries of the Directorate of Information Systems (DSI) and expert external partners. The National Council for the Orientation of Working Conditions will be the recipient of a mid-term evaluation and a final report of the PST 3, which will be prepared at an external level, for example the General Inspectorate of Social Affairs.

Example 2. Plan for inspectors to offer advice to small enterprises in agriculture[9]	
Country	**Estonia (2012-2016)**
Typology	Consultancy service on OSH
Background	As per EU requirements on farm advisory systems, Estonia has established the Estonian agricultural and rural advisory service, which has set up an advisory centre in every county (15 altogether) which farmers can turn to with various questions to which the advisers provide answers. One of the areas advisors consult on is OSH. In order to do that, each advisor willing to become a consultant in OSH matters has to pass through an extensive training course and obtain a certificate.
Target group	The programme is aimed at the agricultural sector. There are no enterprises with more than 250 employees in the agricultural sector in Estonia; the majority (in 2015, 12,776 units) belong to enterprises that employ less than 10 people. Therefore, OSH training for agriculture advisors and information days are highly relevant to micro-enterprises in the agriculture sector.
Description	The aim of the OSH training for agricultural advisors was to give extensive knowledge in OSH in order to prepare them to provide advice and OSH services to farmers (e.g. conduct risk assessment, prepare relevant documents that correspond with the legislative OSH requirements, give advice on assessment and evaluation of occupational hazards and on preventative and control measures). The programme was called "Academic training for occupational hygienists". Participants who successfully passed the course possessed theoretical and practical skills in order to identify, measure and analyse the results of occupational hazards; assess the risks arising from these hazards with the intention of preventing occupational diseases, work-related diseases, maintain and promote workers' health and workability.
Results and evidence of impact	As of 1 March 2016, the number of advisors with a professional certificate was 203 (including 54 in financial economics, 23 in animal husbandry, 30 in plant production and 14 in other areas of rural life and 82 in forestry), but only 13 received the OSH training. No scientific evaluation is available about the programme. Advisors who received training have given feedback and all of it has been positive. Some advisors state that they are supporting farmers on OSH matters on a daily basis.
Transferability	The training programme is an example of bringing OSH knowledge to rural areas where experts are lacking. Similar training programmes can be organised in different sectors as well as being applied to other countries, but that can be realised only if some kind of body (such as the advisors in the agriculture sector) exists and it is possible to arouse interest in cooperation regarding OSH.

9 Extracts from: Good example 16, EU-OSHA, 2017a

Example 3. Compulsory notification system (SINAN)	
Country	**Brazil (1994-ongoing)**
Typology	System of data collection
Background	As an example of development of a system of data collection for the monitoring of workers' health, the Unified Health System (SUS) in Brazil, the organism in charge of providing universal health care for all citizens, developed a compulsory notification system (*Sistema de Informação de Agravos de Notificação*, SINAN) gathering medical records of work-related diseases and injuries.
Description	The SINAN system gathers data regardless of the social insurance coverage or eligibility for compensation benefits of workers, thus appearing as a great source of information. The system represents a step forward towards the collection and analysis of more accurate data on occupational health, including informal workers, as these are normally excluded from the official data pool (data from the social system).
Results and evidence of impact	Need of further development to become fully operative (achieving the provision of universal health care in Brazil's public system).
Transferability	If further implemented, it may be feasible and thus recommended for countries with a large number of informal workers who fall outside occupational health statistics.

Example 4. New labour law compliance system (LLCS)	
Country	**The Philippines (2016)**
Typology	Labour inspectors as advisors on OSH
Background	The Department of Labor and Employment (DOLE) of the Philippines has undertaken initiatives to strengthen its labour law compliance system (LLCS).
Target group	Labour inspectors, government, workers' and employers' organizations
Description	With the technical assistance of the ILO, DOLE has changed the national enforcement system from purely regulatory to one that combines regulatory and compliance-enabling approaches. The new LLCS promotes a culture of voluntary compliance on general labour and OSH standards among companies, through the participation of both workers and employers in the joint assessments and implementation of corrective action plans.
Results and evidence of impact	In 2016 the DOLE published its revised rules on labour laws compliance systems, otherwise known as Department Order 183-17. The ILO also provided technical inputs on the inspection component of the proposed OSH bill. The revised rules consist of, among others, awareness-raising/capacity-building of both employers and workers and their associations on a needs-based approach and free technical assistance on productivity or compliance with OSH. As part of the programme, a Management Information System (MIS) web and mobile application for labour inspectors was launched in February 2018, with the potential to facilitate a more accurate data analysis and case building of violations of labour laws and the conduct of targeted, inter-agency coordinated inspection and/or compliance campaigns. Capacity-building workshops were conducted among various stakeholders and social partners: 281 core labour inspectors, conciliators and mediators and national and regional labour arbiters involved in labour inspections and handling of cases of labour-only contracting; inspectors on the conduct of accident investigation, coaching and mentoring of other inspectors on the conduct of such specialized inspections; trade union educators, organizers and paralegals responsible for mainstreaming labour law compliance in their regular services; employers' representatives so that they can assist enterprises on labour law compliance, as part of ECOP's expanded membership service programme.

Example 5. Tripartite Committee on Health and Safety at Work (CTSST)	
Country	**Brazil (2008)**
Typology	Social dialogue
Description	Set up in 2008, the CTSST elaborated in 2012 a National OSH programme including in its objectives coordinated action with entities representing micro and small enterprises as part of its strategy.
Results and evidence of impact	Despite gaining momentum in the past years, when also parallel discussions took place between MSMEs, such as SEBRAE, and the specialised government agency Fundacentro to promote a national OSH policy targeting MSMEs, specific policy measures have not yet been concretized.
Transferability	In the context of emerging countries, the CTSST of Brazil represents an example of social dialogue which has good potential, if picked up, for setting up an OSH policy focusing on MSME

Example 6. Social Contract between the Government and Social Partners	
Country	**Tunisia (2013)**
Typology	Agreement with social partners for OSH prevention strategy
Background	The integration of social development into the economic development process was the main pillar of the national development policy, and the preservation of workers' health and safety was a key element. In a context of political and transition, social dialogue and the adoption of the social contract have been a cornerstone in building social democracy.
Description	A good example of social dialogue is represented by Tunisia, where a Social Contract was signed in 2013 between the government and social partners (UGTT and UTICA), constituting the legal framework for any future work on OSH. A partnership with the EU to support a national plan led to the development of a new approach fostering collaboration and social dialogue at the national and company levels. This plan was developed on the basis of a participatory approach and highlighted the following national priorities: economic growth and regional development, global growth, sustainable, fair and balanced between regions; employment and vocational training; towards a new model of industrial relations and decent work; a comprehensive reform of social protection in Tunisia; institutionalization of the social dialogue. The principles of consultation and joint work have been adopted and put into practice in order to improve the effectiveness of the measures adopted for preventing occupational risks and ensuring better working conditions and better productivity.
Results and evidence of impact	The creation of a national strategy on prevention of occupational risks in the construction sector brought together all relevant stakeholders, especially social partners, to develop a multifaceted OSH prevention strategy.

Example 7. Regional Safety Representatives[10]	
Country	**Sweden (1974-ongoing)**
Typology	OSH actors supporting workers and employers
Background	The Regional Safety Representatives (RSR) system has been in place for over 40 years. As early as 1949, the concept of RSRs was introduced in construction and forestry sectors trough the Swedish Work Environment Act: provided that at least one employee was member of a trade union, the trade union had the right to appoint an RSR. This right was expanded to the entire labour market in 1974 and the system with RSRs spread to most sectors.
Target group	Owner-managers and employees of micro and small enterprises that do not have a safety committee but where at least one employee is a member of a trade union.
Description	RSR are OSH actors trained by trade unions that support workers and employers in micro and small enterprises. Their mission is to engage the owner-manager in a dialogue on work hazards, engage employees in OSH and report the situation on OSH to the trade union. Thanks to their catalytic action, they can initiate a constructive dialogue that would help implement OSH management and prevent conflicts with workers. Some of the factors that contribute to the success of RSRs in reaching micro and small enterprises include: ▶ personal contact with the owner-manager; ▶ promotion of dialogue and workers' participation; ▶ giving advice and helping out, without any charge for the micro and small enterprises. ▶ The basis for the RSRs is the official State regulation with the right to access micro and small enterprises in combination with the substantial funding that provides most of the resources needed. The annual budget allocated by the government for RSRs in 2016 is approximately SEK 110,000,000 (EUR 11 million), to be divided between four trade union federations and unions. According to the figures for 2015, the governmental funding for the RSRs covers 53% of the cost. The rest is covered by the trade unions themselves.
Results and evidence of impact	RSRs visit over 50,000 MSEs annually. The majority of micro and small enterprises are visited on average once in a couple of years. There have been several evaluations of the RSRs over the years and, based on the evaluations and on other factors such as the desirability to retain a cooperative system of industrial relations, it has been decided to continue with the public economic support to the RSRs. The four trade union federations and unions that receive governmental funding of the RSRs have to report back all activities and costs to the Swedish Welding Commission (SWEA), which handles government funding. As part of the report, the unions answer a number of questions that cover RSR activities but the report also includes a summarized view of RSRs' impressions of OSH and OSH management. The reports from the unions, summing up RSRs activities and experiences, are then used by SWEA. The reports provide information on risks in different sectors and on knowledge gaps that RSRs have identified among employers. This information is for instance useful when planning information campaigns aimed at micro and small enterprises.

10 Extracts from: Good example 13. EU-OSHA, 2017a

Example 8. Safety officers' training systems

Country	Thailand (2006-ongoing)
Typology	Training of "Safety Officers", using ILO WISE methodology
Background	Thailand consolidated safety officer systems as the foundation of workplace-level voluntary OSH activities. As required by the Ministerial Regulation on the prescription of standard for administration and management of occupational safety, health and environment (2006), a "Safety Officer" (i.e. OSH practitioner) must be appointed at the workplace to perform duties on OSH and the environment.
Target group	The system applies to all sizes of enterprise. For SMEs, technical level or advanced technical level safety officers are required, depending on the number of employees. Trainees are both representatives of workers or managers who received basic OSH training and are not OSH specialists.
Description	Both representatives of workers and managers could be appointed as Safety Officers. They would receive basic OSH training, so that they can act as OSH practitioners within their workplace. SMEs employing 20 to 49 workers need to have a Safety Officer at technical level, and those having 50 to 99 workers need to have a safety officer at advanced technical level. Safety officers in technical level should perform the following duties: ▶ examine and recommend the employer to comply with the law on safety, occupational health and working environment; ▶ analyse the work to indicate possible dangers including setting and presenting to the employer prevention measures and working procedures for safety; ▶ suggest employees to follow the regulation and manual; ▶ investigate the cause of the accident, disease or annoyance caused by the work of the employees and report the result, together with a suggested resolution, promptly to the employer; ▶ compile statistics and make a report and recommendation on accidents, diseases or annoyances caused by the work of the employees; *and* ▶ conduct other working safety activities as assigned by the employer. Training courses for safety officers at each level are conducted by registered OSH training institutions with the curriculums approved by the Department of Labour Protection and Welfare. ILO WISE methodology was incorporated in Safety Officer training as part of Module 5 on Ergonomics and Work Improvement (30 hours). The WISE session covers: (1) Higher productivity and a better place to work (2) Workplace improvement by using WISE techniques, and (3) WISE action checklist. Workplace visits to enable use of the WISE action-checklist in practice are also included in the training programme.
Results and evidence of impact	As of 2015, the total number of Safety Officers of all levels was 743,956, of which 14,509 were of technical level and advanced technical level safety officers (for SMEs specifically).

Example 9. Initiative for a New Quality of Work's (INQA): Advance Good Construction (*Offensive Gutes Bauen*)[11]

Country	Germany (2004-ongoing)
Typology	Network activities and instruments in the construction sector
Background	The Initiative for a New Quality of Work (INQA) was jointly established in 2002 by the German Federal Ministry for Labour and Social Affairs, the federal states, trade unions, economic organisations, civil society organisations, social insurance institutions and businesses. The initiative aims to shape and improve the future work environment by focusing on the health, safety and motivation of employees, but also on economic sustainability of enterprises. Within the scope of INQA, various networks have been founded with different foci. For example, the "Offensive Gutes Bauen" (Advance Good Construction) was founded in 2004 as one of the overarching thematic networks with a focus on the construction sector.
Target group	The target groups of the "Offensive Gutes Bauen" are construction companies and ancillary construction companies that offer special construction services, such as installations, carpentry and floor layers. The network also addresses private building owners and clients, developers and planners of construction sites. The reason for this approach is that cooperation of different partners on the construction site is crucial and that safety and health of the workers who usually work at temporary workplaces is closely related to good overall site and project organisation.
Description	The broad network structure includes social partners, representatives of companies, professional associations, service providers, OSH experts and facilitators, etc. The network promotes the development of instruments for small construction and small trade companies, to help them improve OSH management, general management and coordination on site. Instruments are then tested in enterprises in order to ensure acceptance and that their usability could be proven in projects. All instruments and tools can be downloaded from the website free of charge. The network keeps evolving and keeps working continuously on their existing and new instruments, such as as "Gutes Bauen Unternehmenscheck", a process-oriented risk assessment service providing is easy to handle solutions, to which companies can refer for consultancy and support from the network's registered consultants. As an additional incentive, companies can declare their certification and be promoted by the network on the website. Clients have the possibility of giving feedback on the quality of the work performed by the construction companies. The evaluation is also made available to future clients.
Results and evidence of impact	More than 2,000 companies have registered on the website and according to the network coordinators at least 70% of them have fewer than 50 employees. The network grew because partners managed to involve a multitude of different stakeholders that generated interest from different groups. The fact that the network has always been close to employers helped to achieve a high level of acceptance in companies.
Transferability	Comparable network approaches were successfully initiated for other sectors and also in thematic networks. Their outreach to MSEs varies. However, it proves that the approach is not limited to the construction sector. The approach can be transferred to other countries, but it requires effort in coordination, ideally provided by a major institutional OSH stakeholder, and durability of the partnership. Once established, the approach also rewards the network partners by setting up new communication channels between OSH stakeholders.

11 Extracts from: Good examples 5 and 39, EU-OSHA 2017a

Example 10. OSHA's Compliance Assistance Specialists (within OSHA's Small Business Assistance)	
Country	**United States of America (ongoing)**
Typology	Assistance, Services and Programmes
Background	OSHA's Small Business Assistance provides numerous resources and information designed specifically for small business employers, including OSH tools and publications, easy-to-follow guides for specific OSHA standards, and descriptions of benefits that small businesses receive from OSHA. Within this framework, two tools have been put in place specifically to help MSMEs with free-of-charge advice on compliance: ▶ Compliance Assistance Specialists (CAS) in OSHA's Regional and Area Offices around the country provide outreach to a variety of groups free of charge. ▶ The on-site Consultation Program offers free and confidential advice to small and medium-sized businesses in all states across the country, with priority given to high-hazard worksites. In addition, in the US small businesses are protected against retaliation from OSHA personnel conducting compliance or enforcement activities.
Target group	Small businesses and other employers, trade and professional associations, union locals, and community and faith-based groups.
Description	OSHA has compliance assistance specialists throughout the nation located in most OSHA offices. Compliance assistance specialists can provide information to employers and workers on OSHA standards, short educational programs on specific hazards or OSHA rights and responsibilities, and information on additional compliance assistance resources. The complete directory of CAS is available on the OSHA's website to facilitate communications with the public. CAS can provide general information on OSHA's compliance assistance resources and how to comply with OSHA standards. They are available for seminars, workshops, and speaking events. They also promote and help implement OSHA's cooperative programs, including the Voluntary Protection Programs, the Strategic Partnership Program, and the Alliance Program.
Results and evidence of impact	In 2017 OSHA's Compliance Assistance Specialists and other field staff conducted more than 5,200 outreach activities reaching more than three million people in 2017.

Example 11. OSHA's On-site Consultation Program within OSHA's Small Business Assistance	
Country	**United States of America (1975-ongoing)**
Typology	OSH consultation services
Background	OSHA's Small Business Assistance provides numerous resources and information designed specifically for small business employers, including OSH tools and publications, easy-to-follow guides for specific OSHA standards, etc. Within this framework two tools have been put in place specifically to help MSMEs with free-of-charge advice on compliance: ▶ Compliance Assistance Specialists (CAS) in OSHA's Regional and Area Offices around the country provide outreach to a variety of groups free of charge. ▶ The On-site Consultation Program offers free and confidential advice to small and medium-sized businesses in all states across the country, with priority given to high-hazard worksites. In addition, small businesses are protected against retaliation from OSHA personnel conducting compliance or enforcement activities. An *ad hoc* Ombudsman is set up to file complaints for small businesses that believe that they have been treated unfairly by OSHA.
Target group	Small businesses and other employers, trade and professional associations, union locals, and community and faith-based groups
Description	The on-Site Consultation Program is a voluntary activity. It offers no-cost and confidential OSH services to MSMEs in all the US, with priority given to high-hazard worksites. The service is delivered by state governments using well-trained professional staff. At the employer's request, the programme is initiated. During the process, the consultant carries out the following steps: (1) meeting with the employer; (2) walk-through the entire workplace, identifying OSH hazards (some which may not have an applicable OSHA standard), (3) review of findings with the employer; (4) preparation of a detailed written report explaining the findings and confirming any abatement periods agreed upon. The consultant may also follow up from time to time to check progress. As a reward mechanism, most deserving employers may participate in OSHA's Safety and Health Achievement Recognition Program (SHARP). Worksites that receive SHARP recognition are exempt from programmed inspections during the period that the SHARP certification is valid. The program is designed to guarantee confidentiality in order that SMEs would not fear retaliation, as services are separate from enforcement and do not result in penalties or citations. The name of the owner, the name of the firm and any information provided about the workplace, plus any unsafe or unhealthful working conditions that the consultant uncovers, will not be reported routinely to the OSHA inspection staff. The only obligation will be to correct serious OSH risks, a commitment which the enterprise is expected to make prior to the actual visit and carry out in a timely manner.
Results and evidence of impact	Over 29,000 visits have been conducted in small businesses, covering over 1.5 million workers across the nation (as of 2016).

Example 12. Safe Forestry — a combination of activities to improve safety in forestry[12]

Country	Sweden (2002-ongoing)
Typology	OSH training programme
Background	Safe Forestry (*Sa¨ker Skog*) is a Swedish initiative, which started in 2002 with a focus on the safe use of power saws and brush-cutters in the forestry sector. It is now institutionalised, as it is a non-profit association with several employees owned by the Federation of Swedish Farmers together with four regional associations for forest owners. Safe Forestry is an orchestrated initiative working with several complementary activities and working together with the main actors that in some way can be involved in making forestry work more safely. Most of the activities are voluntary. Safe Forestry represents a sustainable example with well-developed routines for managing and developing activities.
Target group	Safe Forestry was initiated by organisations for forest owners representing self-employed forest owners. The entire initiative has been developed to suit the conditions and needs of self-employed forest owners, but it is also directed at employees in micro, small and the few large firms working in forestry.
Description	The backbone of Safe Forestry is the training offered for a chainsaw licence (the chainsaw licence is supported by a regulation demanding the possession of such a licence when working with forestry). The training includes theory and practical exercises and ends with a test. As a complement to the training courses, Safe Forestry has established a concept called 'Safe Shop'. Safe Shop is a collaboration between Safe Forestry and about 188 shops across Sweden selling equipment for forestry. After completing a chainsaw training course, the participants receive a voucher giving a discount that can be used when purchasing certain safety equipment. In addition to the training courses, much information and instruction is available on the Safe Forestry website, such as checklists, information on preparation, risk assessment and safe working techniques. Over the years, Safe Forestry has arranged several regional or local safety meetings, financed by time-limited funded projects.
Results and evidence of impact	From evaluations of the training courses for a chainsaw licence, it can be seen that not only those who have to have a licence (employed forest workers and self-employed working on others' ground), but also the self-employed are acquiring the licence. Two evaluations of Safe Forestry have been made (Bergkvist, 2008; Fernlund, 2016) and another evaluation is ongoing. The focus of these evaluations has been what the people taking the courses think of the training. Of recent participants in training courses, 79% state that the regulation was the major reason for their taking the course.
Transferability	The mechanism that makes Safe Forestry work is a combination of incentives provided by the regulation (AFS 2012:1) with demand for and provision of training adapted to the target group that provides the competence needed to be able to work safely, supported by Safe Shops and SWEA offering information and support as well as demanding a chainsaw licence. This example is highly adapted to forestry and the Swedish context of well-organised forest owners. From an analytical point of view, similar methods ought to be possible in a similar context. The effects can, however, not be expected to be as good as for Safe Forestry without the support of a regulation.

12 Extracts from: Good Example 3, EU-OSHA 2017a

Example 13. National programme: a comprehensive OSH training programme for safety managers and senior managers of SMEs[13]

Country	Estonia (2010-2014)
Typology	OSH training programme
Background	In the early 2000s there was a general lack of specialized training on OSH in Estonia; especially in remote areas, many employers did not receive official training on OSH. In response, the Ministry of Internal Affairs and the Labour Inspectorate provided a framework for a comprehensive OSH training programme under the strategy "Reduction of work-related health risks and improvement of labour relations 2010-2014". Within this framework, a specialized training programme was funded by the European Social Fund.
Target group	The main target group was SMEs with limited financial resources to facilitate access to similar training organised by private training companies as well as enterprises located in remote areas.
Description	The aim of the OSH training programme was to transfer extensive knowledge about OSH requirements and activities in enterprises. Participation was voluntary for all SMEs. The course consisted of 9 days of active learning, independent work, e-training videos and electronic study materials, distributed over the course of 9-11 weeks to allow participants to take the necessary time off. Over four years, the training sessions were organised in eight different Estonian locations. All safety managers and employers of SMEs were able to take part in the training programme regardless of their level of education. Unfortunately the training programme could not be organised by sector. At the end of the training, both representatives of SMEs and work environment representatives had to pass an exam. The majority of those taking the exam passed either well or excellently. The participants who passed the exam received a certificate.
Results and evidence of impact	3,386 participants from more than 3,000 companies have attended the training programme for work environment specialists and managers of SMEs. Information on the training programmes was disseminated by the Labour Inspectorate. The large number of participants in the training programmes was partly the result of the good reputation of the training courses and good word of mouth. The fact that the training, financed by the European Social Fund, was free to participants added to the popularity of the courses. In addition, the fact that the training events took places in different parts of the country improved its accessibility.
Transferability	A similar training programme could be introduced in any country context; however, the need to be met and the target group would need to be specified. In larger countries, sector-specific training may be a more reasonable goal.

13 Extracts from: Good example 23, EU-OSHA 2017a

Example 14. Safety and health at work - a prerequisite for competitiveness. Regional seminars in the Horeca and construction sectors[14]

Country	Romania (2010-13)
Typology	OSH training programme
Background	The Horeca (catering, hotel, coffee shops) and construction sectors have a high frequency of occupational injuries. A programme was initiated for improving OSH in these sectors and, at the same time, strengthening their competitiveness. The programme had various outputs, including a study on the sector (including the situation of MSMEs), elaboration of information materials on OSH (including the relation between OSH and productivity) and organization of seminars and training courses on OSH. The project has been co-financed by the European Social Fund and the Sectoral programme of Human Resource Development.
Target group	The target sectors were Horeca and construction. The programme did not focus on MSMEs but these sectors nonetheless have a high number of MSMEs. The targeted participants were especially managers and owners of enterprises, but workers with OSH responsibilities were also included.
Description	Two types of training course were organized: (1) entrepreneurial competences and OSH specialization; (2) evaluating project impact through an *ex post* survey. Participants passing the final exam received certification co-issued by an authority and the organisers. The participation was free of charge; all those who needed accommodation (all-inclusive) and who were travelling were financed by the project. The project was disseminated by being presented in magazines (14 articles in magazines specialised in OSH, Horeca, construction and general business) and on the national radio channel. The mechanism that made the project work seems to be the combination of: planning: it identified a real need for training in the sectors (often too expensive) focused on OSH and management; implementation: there were enough resources, good communication was ensured to reach and attract many participants; the monitoring process provided progress information, allowed a realistic assessment of results and adjustments on the way, and motivated the project team.
Results and evidence of impact	37,000 persons received OSH information materials and 2,427 participated in training courses. In addition to managers and owners, OSH specialists at enterprise level were also accepted. The proportion of micro and small enterprises was high, over 80%. There were 16 seminars for information on OSH and management aspects in Horeca and construction (eight for each sector and each with about 150 participants) organised in all the Development Regions of the country.
Transferability	The main idea of the project (combining OSH and management) can be transferred to any sector as long as it is applied to managers/owners, not only at top level but also operational managers. The fact that the project was able to certificate successful participation in training was important to participants, especially since the certificates were co-issued by an authority along with the organisers. This could be used in other projects.

14 Extracts from: Good example 26, EU-OSHA 2017a

Example 15. Seguridad en las Lecherias: OSH for Immigrant Dairy Worker	
Country	**Wisconsin, United States of America (2010-15)**
Typology	Mentoring system
Background	The programme "Seguridad en las lecherias" was a 5-year OSH pilot intervention developed by the Migrant Clinicians Network (MCN) and the National Farm Medicine Center, with support from the NIOSH-funded Upper Midwest Agricultural Safety and Health Center (UMASH).
Target group	Small dairy farms and Spanish-speaking farmers of Latin American origin.
Description	The programme aims at promoting OSH among immigrant, Latino/a dairy workers in Wisconsin. It consists in training "safety promotors", who are resource people within the local area with relevant OSH knowledge on top of practical experience from the dairy sector. These promotors are agreed upon mutually by the NFMC and the farmers, and on reception of the training they are enabled to train fellow workers, help identify hazards and enforce health and safety messages. The programme was developed based on formative research conducted to help understand the perspectives and needs of dairy workers and producers, including appropriate popular education approaches. It was designed to be engaging, appropriate for workers with limited formal education and low literacy, and easy to replicate. Workers in the dairy industry benefitted from learning from peers, with an approach that values cultural differences and is specifically tailored for workers in the dairy sector. The programme was conducted in partnership with various stakeholders (e.g., the Professional Dairy Producers of WI, the Mexican Consulate of St. Paul) who have extant knowledge of and experience with immigrant, Latino/a dairy workers.
Results and evidence of impact	This programme proved to be successful as in December 2015 about 850 workers from 68 farms were trained for a total of over 3,450 hours. Preliminary results indicated a high rate of acceptance of the promotors by their fellow workers, as well as an increase in knowledge of risks associated with dairy production and handling cattle and also workers' rights. Some of the factors explaining the success of the programme include the approach used for developing the OSH training.

Example 16. Mobile training unit, Centre for Improvement of Working Conditions & Environment (CIWCE) Lahore	
Country	**Pakistan (1998-ongoing)**
Typology	Mobile OSH units
Background	OSH conditions in Pakistan tend to be poor, particularly in the thousands of MSMEs operating in the informal sector. The 2012 fire in Baldia Town, Karachi, killed more than 250 workers, highlighting OSH challenges among businesses in the global supply chain. Construction, mining, agriculture, and fishing are among the sectors experiencing significant OSH challenge. The Centre for Improvement of Working Conditions & Environment (CIWCE) Lahore is a pioneer institution in Pakistan providing professional services in the fields of occupational, safety, health and working environment. It is part of the Labour & Human Resource Department, Government of the Punjab, Pakistan. Since it became operational, the Centre has organised hundreds of training courses for thousands of participants.
Description	The Mobile training unit is an initiative carried out by CIWCE Lahore. It was first established in 1998 and is still in use. It consists of a van equipped with audio-visuals and training material. Being a mobile unit, OSH professionals can easily travel from one place to another to offer OSH training and advice. The mobile training unit constitutes an example of a good practice delivery mechanism. It is a simple and practical way of providing support to MSMEs, allowing for quick and punctual interventions on site for raising awareness of OSH among workers and small employers. This measure can be kept at relatively low cost by optimizing the journey of the unit and organizing periodic follow-up visits. To support MSMEs in improving OSH conditions, the mobile training unit is complemented by other initiatives, such as bimonthly English/Urdu newsletter; guidelines and materials for small businesses; international chemical safety cards (ICSC's) in Urdu; etc.
Results and evidence of impact	Since its inception, this unit travelled to the industrial units, including the far-flung areas of the Punjab province, conducting 435 one-day workshops and training over 9,000 workers, supervisors and managers. In 2010 the government of Punjab provided a new vehicle, which is to be used as a mobile training and testing facility for onsite training on OSH in the workplace and providing testing facilities for the industries. During this year 591 participants from 13 provinces have been trained.
Trasferability	Similar initiatives have been developed in other countries. For example, in Myanmar a Mobile Safety Bus was donated in 2016 by the Korea Occupational Safety and Health Agency (KOSHA) to be used for OSH training for workers in remote areas including rural regions. As in the example from Pakistan, the bus is equipped with audio-visual and training materials in the local language.

Example 17. BAMBUS — The Safety and Health Preventative Service Bus for the Construction Sector[15]

Country	Denmark (2008-ongoing)
Typology	OSH advisor service
Background	The Safety and Health Preventative Service Bus for the Construction Sector (BAMBUS, which is an acronym in Danish for the Construction OSH bus), was initiated to help businesses, OSH representatives and employees to create safe and healthy workplaces in the construction sector. BAMBUS was launched in September 2008.
Target group	Construction sites and construction companies of all sizes in Denmark. However, the service and the communication strategy are differentiated depending on the size of the target group (small-size, medium-size, large-size companies and very large construction projects).
Description	BAMBUS was established to help companies, safety representatives and employees to develop and ensure safe and healthy working conditions and prevent accidents at construction sites. The service bus is neither an inspection authority nor a commercial advisor or course provider, since employer associations and employee unions finance it. It is the participating organisations' own communication service on OSH. The service is mainly intended as an outreach service, through which the consultants find and visit the companies and construction sites. However, the consultants are also taking calls from the companies on OSH issues and related questions, which may result in actual visits. Therefore, overall the service is based on concrete problem-solving, finding relevant information and helping establish a preventative practice. The advantage of the service is that the consultants drive a bus in which they can bring along relevant technical aid and machines, so that they can demonstrate the actual tools and techniques on site. To sum up, timing, presence and concrete problem solving are the key drivers for the success of the service. The fact that both worker and employer organisations support the preventative service through the collective agreement also contributes to making the initiative a success.
Results and evidence of impact	Detailed statistics on visits to companies and construction sites are made every year. The preventative service reaches approximately 2,500 contact points each year (90% visits, 5% telephone calls and 5% email correspondence), and is in contact with approximately 1,500 companies. One-third of these companies have 1-9 employees, and half of the companies have fewer than 20 employees. In 2014, Team Arbejdsliv assessed the future need of the preventative service. The report concluded that BAMBUS "fills a unique role in an industry where the parties have taken a progressive step to create the system together. The need for knowledge dissemination, guidance and dissemination of practical experience is great, and if Bambus can continue to evolve to changes in industry conditions, BAMBUS will definitely be a relevant actor in the coming years" (Team Arbejdsliv 2014b).
Transferability	The idea of a preventative service bus is easily transferable to other sectors and other countries. However, it requires sustainable financing (such as the collective agreement in the construction sector), legitimacy through social partners' support and, of course, consultants who possess both OSH knowledge and specific knowledge of the sector in question. The economic sustainability lies in the ongoing support from the partner organisations. Being a part of the collective agreement secures the ongoing funding. The example also contributes to sustainable OSH practice, since in addition to helping with concrete problem solving, the aim of the preventative service is to enlighten companies about working environment so that the construction sector can sustain itself in this regard.

15 Extracts from: Good example 12, EU-OSHA 2017a

Example 18. OIRA-tool[16]

Country	European Union (2009-ongoing)
Typology	E-tools
Background	Online interactive Risk Assessment (OiRA) is an e-tool developed by EU-OSHA, and its aim is to provide free-of-charge sectoral risk assessment for MSMEs in order to judge where risks are and how severe they could be, as well as to propose preventative actions.
Target group	MSMEs
Description	It consists in an online tool "back end", which is provided free of charge to national OSH authorities and other sectoral partners to develop a customized platform and online sectoral tools accessible to MSMEs in different sectors to enable them directly to carry out their risk assessments. OiRA tools are supplemented by information and cooperation with partners to reach out to the sectors dominated by MSMEs. The programme is funded by the Member States and aims to ensure that dissemination of information on OSH is made easy and free for end-users and continuously updated, so as to guide and empower MSMEs from identifying hazards to making and following action plans. OiRA represents a good example of an initiative developed at a regional level, creating a larger community of regional and national level authorities (ministries, labour inspectorates, OSH institutes, etc.) as well as social partners that promote collaborative work through the exchange of tools, knowledge and good practices, thus reinforcing existing relationships within the community and creating new ones.
Results and evidence of impact	The online platform currently hosts around 150 OiRA tools in various European languages, developed by 18 countries including at EU level. In the survey integrated in OiRA, 95% of the users say that the tool met their needs and they would recommend it.

16 Extracts from: EU-OSHA, 2017a and the OiRA website

Example 19. Nekolera Gyange radio program (ILO SEMA project)	
Country	**Uganda (1999-2004)**
Typology	Communication through mass media
Background	The SEMA (Small Enterprise Media in Africa) project in Uganda has been the longest sustained media intervention undertaken by the ILO. In Uganda, radio is by far the most important source of information. After more than a decade of radio liberalization, the country has developed a vibrant radio industry of around 100 radio stations broadcasting to over 90 per cent of the population in all the major languages of the country. In 1999 the ILO initiated a pilot activity to tap into this growing radio industry and establish a radio programme for small enterprises.
Target group	Owners, managers and employees of micro and small enterprises
Description	The SEMA project formed a partnership with the Central Broadcasting Service (CBS), a private radio station broadcasting from Kampala. Initial plans were for a primarily informative programme that would provide important business information to micro and small enterprises in the formal and informal economy, including information on safe and healthy working conditions. The programme was launched as Nekolera Gyange ("I run my own business"). The programme consisted in regular broadcasts, twice a week for 30 minutes; 70-80% of airtime engages listeners in interviews, dialogue and other interactions.
Results and evidence of impact	The Uganda programme became the second highest revenue-earning programme in the country and was listened to by 40% of small businesses in the target geographic area, some 90,000 listeners. In comparison, the largest newspaper in Uganda has a circulation of around 30,000 readers. Nine of the ten business owners interviewed for the evaluation reported benefits to their businesses as a result of being in the program. The programme became so popular that Nekolera Gyange became the common local term for micro and small enterprise, from the streets and markets to the Ugandan national parliament. The programmes were allowed to continue, and to have a significant impact on policy. This process helped small enterprises participate for the first time in a constructive political process. Qualitative evidence suggests that the most significant impact Nekolera Gyange has had are in the numerous systemic changes taking place as a result of the program. So far these include: demonstrating the commercial, economic and political importance of the small business sector to commercial advertisers and policy makers; providing disenfranchised small business owners, a public voice and linking them to the developing political system, thereby contributing to the development of Ugandan civil society and democracy; demonstrating the effectiveness of targeted radio programming and targeted marketing; demonstrating the effectiveness and commercial viability of interactive, magazine radio formats; demonstrating that commercially viable business services can be delivered to a large number of even the most marginal small businesses.
Transferability	Similar activities were carried out by ILO in Ghana and Zambia where radio programmes for business have been supported. The experience from Uganda has appeared to be replicable in other African countries where there is liberalized media. In Ghana the focus was on private commercial radio stations, whereas the work in Zambia has also been with a popular community radio station. In Sri Lanka and Viet Nam, the ILO also supported the launch of new radio programmes under the SIYB (Start and Improve Your Business) training programme.

Example 20. Radio IAS	
Country	**Argentina (ongoing)**
Typology	Communication through mass media
Background	The online radio is a private initiative developed by the Argentinian Safety Institute (IAS), a civil society organization active in promotion of OSH culture and knowledge in Argentina.
Description	The objective of RADIO I.A.S. is to disseminate risk prevention in all activities of human development, combining useful information, advice, recommendations, reports, notes of interest and technical content along with the latest available information.

Example 21. HSE Promotional materials and online guides for SMEs	
Country	**United Kingdom (2016-17)**
Typology	Internet and social media
Background	HSE in recent years placed special emphasis on the promotion of knowledge development on SMEs. Key priorities for 2016/2017 were: "Review the effectiveness of our communications with SMEs and identify subsequent actions needed" and "Use this research to inform future actions that could promote greater use and appropriate implementation by SMEs to manage risk". In compliance with these priorities, the HSE has developed a range of tools and guidance to help small and medium-sized businesses understand health and safety.
Target group	SMEs
Description	▶ H&S ABC – An easy guide to health & safety and to conduct a risk assessment. This go-to guide provides for all basic information that businesses need to start managing health and safety. It offers simple, clear information on what businesses must do to comply with the law. It covers topics such as deciding what facilities need to be available in their workplace, how to consult your employees and what training and information to provide. ▶ Safety and Health Awareness Days (SHAD). It is a half-day event which includes practical demonstrations, run by a variety of organisations, covering the everyday hazards faced by the sector being addressed. They have been covering agriculture and motor vehicle repair (MVR) shops and are aimed at micro and very small enterprises. ▶ Worksmart video series. A series of 45-second long videos featuring stories about accidents, near misses and risks to health and safety in the workplace.
Results and evidence of impact	▶ H&S ABC – An easy guide to health & safety and to conduct a risk assessment. The advice available helped SMEs understand what to do and don't need to do to avoid unnecessary paperwork and effort. ▶ Safety and Health Awareness Days (SHAD). Research shows that 99% of farmers who have attended recommended the event. Based on the evidence of significant enhancement of knowledge of hazards and risk controls imparted, HSE recommends that the programme of SHAD events continues in the future. Providing OSH information tools and awareness-raising materials to attendees at the events was more useful than individual distributions, so as to further support OSH initiatives in their workplaces or to cascade information to other parties and their friends. ▶ Worksmart video series. Evidence showed that influencing strategies that highlight the "human impact" of workplace injury and ill health might be an effective alternative for raising awareness of the implications of OSH failures.

Example 22. NIOSH Safety Science Blog	
Country	**United States of America (2007-ongoing)**
Typology	Internet and social media
Target group	National Institute for Occupational Safety and Health (NIOSH) partners including small businesses
Description	Objective: To optimize two-way communication with NIOSH partners NIOSH has developed communication tools dedicated to small businesses, such as the Science Blog, an online tool which provides an opportunity to exchange ideas on various workplace safety and health topics with leading researchers from NIOSH. Stakeholders as end-users can present ideas to NIOSH scientists and each other while engaging in robust scientific discussion with the goal of protecting workers.
Results and evidence of impact	Since its start, the blog has produced hundreds of articles on a weekly basis, with an increase in recent months, reaching 11 articles in March 2018. Topics vary greatly and are focused on various health outcomes, prevention and other issues (such as gender and specific OSH government policies). Issues are explained in a friendly way and articles contain numerous links for further information. The blog offers also the possibility of commenting and posing questions to the experts, which greatly improves the interaction with users and NIOSH and between users themselves.

Example 23. Safe Build Forum	
Country	**South Africa (2009-ongoing)**
Typology	Internet and social media
Description	The purpose of the safe build forum is to offer practical information that is easily understood and applied to specific sectors or occupations for workers or employers with little or no OSH expertise. The platform also provides a space for knowledge exchange, discussion and contact with experts. The forum is divided into various sections and subsections (e.g. on Announcements, Construction health and safety, Product and Services, Careers, Training, Advice, etc.).
Results and evidence of impact	The success of this platform has led to a permanent demand for answers to strategic questions, e.g. regarding the requirements of OSH professionals conducting labour inspections, as well as requests for information from non-OSH specialists such as employers and workers. These changes may have resulted in reduced formalized specialization and more widespread general knowledge on OSH matters, which reduced the need for small enterprises to seek costly certified expertise on OSH in South Africa.

Example 24. ISI-INAIL incentives to companies for the implementation of interventions relating to health and safety at work[17]

Country	Italy (2010-ongoing)
Typology	Financial support
Background	In Italy a significant lack of resources is often observed which restrains MSMEs from improving OSH. The Italian workers' compensation authority (INAIL) has produced prevention tools and activated financial support for the implementation of OSH measures in the workplace. The contribution (65% of the investment, up to a maximum of EUR 130,000) is distributed if the technical and the administrative audits following the implementation are successfully passed.
Target group	The beneficiaries of financial support are all enterprises registered in the Chamber of Commerce, Industry, Craft and Agriculture (CCIAA), but favouring smaller ones.
Description	INAIL finances expenditure on projects aimed at improving OSH conditions in the workplace in one of the following areas: (1) Investment projects; (2) Projects for the adoption of organizational models and social responsibility; (3) Reclamation projects from asbestos-containing materials. The INAIL Public Notice lists the requirements for participation. Since there are a number of requirements that enterprises must meet to have access to incentives, this forces the enterprises to meet the criteria. Around 276 million EUR were made available in 2015. Funding is non-repayable and is assigned subject to availability, according to the score calculated on the basis of specific parameters, associated both with the characteristics of the enterprise and with the project related to the application. For submitting applications, INAIL makes use of the "evaluation desk" procedure (Legislative Decree No 123/1998), better known as "click-day", allowing strong simplification that has a decisive influence on the outcome of the list of companies eligible for contribution.
Results and evidence of impact	Based on data provided by INAIL, the number of participating enterprises increased markedly between 2010 and 2015. The number of loans returned to small businesses is increasing. In 2014 micro and small enterprises accounted for 93% of all enterprises that obtained funding. The percentage of micro and small enterprises admitted (out of all enterprises admitted each year) gradually increased from 45% in 2010 to 61% in 2014. From these data it is clear that the programme has been successful. Although this massive participation by micro and small business cannot by itself the actual effectiveness of the programme in terms of improved OSH conditions, this continuity allows an economic return because of lower spending by INAIL for compensation of damages (as a significant decrease in accidents occurred), together with a constant flow of information that can be useful for the development of future programmes.
Transferability	This programme was designed to be applied to any sector, any business size, and any type of project (investment projects, organizational models, reclamation projects and so on). Thus the applicability and success of this programme is taken for granted, as is the outcome in terms of number of applications (after having also considered the programme targeting on micro and small business and more dangerous sectors). Nevertheless, results could vary depending on a number of factors (typically sector, business size, type of project). This kind of programme requires substantial financial resources over several years.

17 Extracts from: Good example 30, EU-OSHA 2017a

Example 25. Prevention packages[18]

Country	Denmark (2010-16)
Typology	Economic support for OSH improvement
Background	The prevention packages were developed and offered by the Prevention Fund, which was established by the Danish government after a decision by the parliament in 2006. The development of prevention packages was thus initiated in 2010 and the first packages were offered from 2011 and quite significant funds were allocated until the possibility of applying for a prevention packages was terminated by the end of 2015, and the last grants ended in 2016.
Target group	Sectors with employees with a high risk of exclusion from the labour market were targeted for support from the Fund, followed by a decision to develop packages specifically for micro and small enterprises.
Description	The prevention packages build on four policy instruments: ▶ economic support: each company that received support for the implementation of a prevention package had the possibility of a refund of the salary for the time used by the employees and managers and a limited refund of other costs; ▶ a script with a detailed explanation of how to implement the prevention package; ▶ parallel inspections in the sectors where prevention packages are launched; ▶ promotion by the social partners.
Results and evidence of impact	Almost all packages were awarded to two sectors: construction and auto repair. Evaluation of the incentive found, during follow-up visits to 12 micro and small enterprises 6-12 months after completion of the prevention package, that most of them had sustained the improvements in the work environment and that, for a considerable number of them, the prevention package had initiated other improvements outside the scope of the initial package. However, some micro and small enterprises failed in implementation because in some cases the owner-managers did not have, or lost, the motivation during the implementation, or felt forced to implement interventions by the labour inspectors.
Transferability	The idea of designing tailored packages for work environment improvements has wide support and now serves as inspiration for activities in many different contexts. It can be questioned whether providing economic support for individual enterprises is a viable long-term strategy. It is of course not possible to reach out to all micro and small enterprises with economic support, but an important mechanism for owner-managers of micro and small enterprises is to pay attention to what peers are doing.

18 Extracts from: Good Example 1, EU-OSHA 2017a

Example 26. Scheme for Credit Linked Capital Subsidy for Technology Upgradation	
Country	**India (2000-ongoing)**
Typology	Economic incentives
Background	This scheme, in place since 2000, gives subsidies for technological upgrading for small businesses operating in the garment sector, aiming to upgrade equipment by providing a 15% upfront capital subsidy for MSMEs in selected subsectors.
Target group	MSMEs in garment industry subsectors including small traditional cloth industry unit such as tiny, khadi, village and coir.
Description	This mechanism is demand-driven, and targets primarily women entrepreneurs. The upgrade consists in improvements in the technology used, the quality of the product and/or the work environment. For example, it may include installation of improved packaging techniques, anti-pollution measures, energy conservation machinery, in-house testing and on-line quality control. The programme benefits from collaboration with 12 banks (primary lending institutions, PLI) accredited to the government authority. The PLI applies to the fund subsidy on behalf of the MSME, which receives funds for upgrading technology in the form of a loan. The PLI is refunded by the government authority which acts through a nodal agency (public bank). Public outreach of the scheme is carried out by the Ministry of MSMEs through printed and electronic media, including social media. All attached and subordinate offices under the Ministry also engage in publicity through circulating news and events.
Results and evidence of impact	Since its inception in 2000, the Scheme has disbursed subsidies to over 50.000 MSMEs in 51 sub-sectors/products. As the scheme progressed, the list of products/sub-sectors expanded by including new technologies/products/sub-sectors. So far, the number of subsidies released has increased 220% since the start of the programme and the subsidy ceiling has increased from 12% to 15%.

Example 27. SMEs Sponsorship scheme	
Country	**Hong Kong, China (2013-ongoing)**
Typology	Economic incentives
Background	Since 2013 the Hong Kong Occupational Safety and Health Council (HK OSHC) has launched several OSH-funded schemes for SMEs through which it offers incentives to purchase equipment and financial assistance to conduct risk assessment. The objective was to encourage SMEs to implement OSH enhancement programmes as a means of raising their productivity and competitiveness.
Target group	SMEs operating in the Construction Industry, Renovation & Maintenance Works, Electrical & Mechanical Trade, Property Management Industry (Real Estate Maintenance Management), and Servicing and Repairing of Motor Vehicles and Motorcycles.
Description	The schemes offer financial incentives to purchase equipment. Enterprises can obtain these incentives through compiling a form that is made available online. Equipment that can be purchased includes: gas testing devices for workers working in confined space; anchor devices; harnesses; metal brackets; portable residual current devices; safety helmets; flammable storage cabinets; step platform or hop-up platform to prevent falling-from-height-type accidents and other accidents in the construction industry; electric stackers to reduce manual lifting and handling; shoe insoles to ease foot pain and fatigue of staff at work to reduce lower limb musculoskeletal disorders. In 2016, the Council has spent HK$ 3,295,930 (USD 420,000) for the SMEs Sponsorship schemes.
Results and evidence of impact	No information relating to the results of this scheme was found. However, it was of interest for HK OSHC to identify common and significant risks in selected industries and to aim to provide swift equipment support to SMEs.

Example 28. Microcredit for micro-enterprises	
Country	**Tunisia (2009)**
Typology	Economic incentives
Background	In accordance with Decree n° 2009-2344 of 12 August 2009, the National Health Insurance Fund (*Caisse Nationale d'Assurance Maladie*, CNAM) developed a specific line of microcredit for micro-enterprises to improve OSH and risk prevention
Target group	Enterprises with fewer than 10 employees
Description	CNAM grants loans of up 5,000 TND (1,800 USD) to micro-enterprises for the implementation of safety measures in the workplace. The credit fund covered up to 50% of the investment. Enterprises should submit formal requests following established procedures; applications are then examined by a committee, comprising CNAM members and representatives of various directorates of medical inspection and occupational safety.
Results and evidence of impact	A very limited number of enterprises apply for the loan. One of the reasons of the failure of the initiative seems to be poor communication on the existence of such schemes. Furthermore, it has been pointed out that the lengthy administrative procedures discouraged most owners of micro-enterprises to apply for funding for their small projects.

Example 29. Subsidies for companies — free training courses for the staff in charge of safety in SMEs[19]

Country	Italy (2012)
Typology	Training support
Background	In 2012 the General Directorate for Employment and Labour Policies of the Lombardy Region approved the "Notice: Endowment for Companies - Health and Safety in the Workplace". The initiative consisted of a voucher for the activation of specific courses, aimed at supporting the OSH-related knowledge of owner-managers and employees appointed with formal OSH duties.
Target group	The training services provided by the subsidy had been granted to the persons employed in the operations of micro and small enterprises (0-49 employees), located in Lombardy, who were in charge of an OSH function/duty. To this end the business organization must have so-called "system figures": that is, professional profiles requiring performance of a series of specific tasks with the ultimate goal of ensuring the health and safety of workers.
Description	The subsidy consisted of a voucher given to micro and small enterprises for the training of individuals with OSH functions. The allocation of vouchers occurred through a "desk" procedure in chronological order of the submission of applications. The voucher was paid to the enterprise and not the single person who benefited, and had a maximum value of EUR 5,000 for both micro-enterprises and small enterprises. The payment of the voucher was in the form of reimbursement on presentation of the receipted invoice for the training service received, and so it took the form of a single payment at the conclusion of the activated training paths.
Results and evidence of impact	This project reached 1,800 micro and small enterprises (but the distribution between micro *versus* small is not known), which were helped through training courses for staff in charge of safety. The considerable number of enterprises involved is more relevant when considering that the duration of the programme was only a year. However, as with most programmes based on incentives, it is very difficult to measure the direct impact on the work environment, particularly in relation to OSH performance. The amount of money available (EUR 9,000,000) comes from the combined action of certain operating bodies in the Lombardy region. However the subsidy did not continue, supposedly on account of lack of funding. In the last few years, there has been very little budget available for this kind of activity.
Transferability	The programme is intrinsically transferable, given its nature. The largest problem is replicating large amounts of money needed to enable the training courses to take place. For this type of programme, it is not always possible to self-sustain the original funding. If possible, it is a good idea to take advantage of the training and consulting companies already present in the national territory.

19 Extracts from: Good example 24, EU-OSHA 2017a

Example 30. Occupational safety management system in the construction industry (AMS BAU)[20]

Country	Germany (2003-ongoing)
Typology	Supervisory and preventative consultation services
Background	In Germany, every company is obliged to be a member of the statutory accident insurance according to the economic sector that the company is working in. BG BAU (German Statutory Accident Insurance for the building trade) is responsible for all companies of the construction sector in Germany. The concept of OSH-MS (*Arbeitsschutzmanagementsystem, AMS* in German) in the construction sector (AMS BAU) was developed in the framework of three projects between 2001 and 2003 that involved member companies of BG BAU. The AMS BAU system officially started in 2003. The objective of AMS BAU was to enable SMEs in the construction industry to set up an effective OSH-MS in their own company.
Target group	BG BAU has about 500,000 members companies; 95% of them employ less than 50 employees. Therefore BG BAU focused on this target group when developing AMS BAU.
Description	AMS BAU is a comprehensive and sector-specific tool targeting small companies in the construction sector. It is offered free by BG BAU and is financed through the mandatory insurance contributions of the member companies of BG BAU, that is the insurance premiums. BG BAU provides information about the advantages and structures of AMS BAU to the interested enterprises. The benefits of the systematic organisation of safety and health at the workplace are explained as part of the consulting process by BG BAU consultants. The counselling process includes an initial consultation by a BG BAU consultant with an assessment of the current state of the OSH system in the enterprise and clarification of the scope of the counselling. In addition, there are possible follow-up consultations and the final step is the formal approval of the OSH-MS. Companies can receive a certificate and are allowed to use the logo indicating the implementation of the OSH-MS, helping to recruit clients, employees and contracting companies. During the validity of the certificate, the company has to provide proof of the functionality of the OSH-MS annually (e.g. accident rate). After a successful re-assessment, which takes place every three years, the companies receive a premium. In this way OSH is systematically and permanently implemented.
Results and evidence of impact	An evaluation of the implementation of OSH-MS in Germany by the DGUV (German Social Accident Insurance) showed positive results: the enterprises reported fewer accidents and fewer instances of absenteeism, higher OSH competences of managers, higher motivation of employees and a better relationship with clients, etc. However, to our knowledge, there has not yet been a scientific evaluation of the results of the implementation of AMS BAU in enterprises.
Transferability	The AMS BAU was developed step-by-step for small companies in the construction sector. In Germany, there are comparable OSH-MS programmes for different sectors and company sizes, based on the national guideline and the ILO “Guidelines on OSH-MS”, for example in the agriculture and healthcare sectors.

20 Extracts from: Good example 31, EU-OSHA 2017a

Example 31. Programa Microseguros	
Country	**Colombia (1994-ongoing)**
Typology	Financial support
Background	In 1994 the Ministry of Labour established a social security system based on private insurance of both employers and workers. All enterprises and workers must be insured through affiliation to one of the Occupational Risk Administrators (ARL). To support micro-enterprises, especially in the informal economy, the government activated a special programme, *Microseguros*, that offers protection in the case of disability or death from any cause.
Target group	Micro-enterprises, especially in the informal economy
Description	The Ministry of Industry, Trade and Tourism has developed some financial systems to support an increase in productivity and competitiveness of MSMEs under a National System of support. One of these mechanisms is the *Microseguros* programme. This scheme is aimed at workers in the informal economy and offers protection in the case of disability or death from any cause. This programme is run by private credit companies and banks such as the *Centro Empresarial Bancoldex*. They have developed their microcredit schemes in alignment with the governmental provisions and are active in a number of sectors with the exception of the agricultural sector. Although this scheme is not specifically aimed at occupational risks, it offers a possible way of extending coverage of these risks to an informal population that is self-employed and does not fall under the ordinary social protection system.
Results and evidence of impact	A considerable proportion of the population benefits from microcredit in Colombia (10-12.5%), although a recent report found that 72% of microenterprises are still not covered by insurance. In 2017, *Bancóldex* disbursed credits for COP 658,285,000 (approx. 190,000 USD), benefiting more than 60,000 micro-businesses. To serve this segment, the bank has a network of 68 institutions oriented to microcredit business throughout the country.

Example 32. Insurance premium discount for preventative OSH activities	
Country	**Republic of Korea (2014-ongoing)**
Typology	Insurance premium discount
Background	Workers' compensation insurance in Korea is a State-run social security programme for workers with work-related injuries, diseases or a resulting disability, or workers who have died due to either of the foregoing while they are working in a workplace managed by COMWEL (Korea Workers' Compensation and Welfare Service).
Target group	Small enterprises with under 50 workers
Description	A 20% insurance premium discount for preventative OSH activities is part of a series of *ad hoc* measures adopted by COMWEL for micro and small enterprises. The premium discount applies to enterprises wishing to conduct risk assessment and enterprises who engage in OSH management planning. The scheme combines the provision of free consultation to the application of a discount, which may be attractive for small enterprises which may lack the technical resources to develop a management system. Free consultations and training services are provided by the Korean agency for OSH (KOSHA) at the request of the enterprise. The procedure for obtaining the premium discount consists of the following steps: (1) requesting free consultation (and training); (2) risk assessment in the enterprise; (3) KOSHA's confirmation; (4) premium discount from COMWEL.
Results and evidence of impact	In 2018 the government planned to train at least 30,000 employers in enterprises with fewer than 50 employees.

Example 33. Olympic park and facilities social clauses: The Olympic Park Legacy[21]

Country	UK (2012)
Typology	Including social clauses on OSH in public procurement tenders
Background	After the conclusion of the London Olympic games in 2012, the Olympic Development Authority (ODA) established a "Learning Legacy" project, which aimed to capture and subsequently disseminate the knowledge acquired through the construction of the Olympic Park. Among the "learning themes", OSH was set as a priority.
Target group	Small firms, subcontractors of principal Tier 1 contractors, were claimed to constitute a principal focus of OSH initiatives in the construction of the Parks and, indeed, thereafter in the transformation activities. By capturing the health and safety lessons — as well as supply chain best practice — in the construction project and transferring these across the wider sector, a principal aim was to raise OSH standards in the vast numbers of small firms that operate in the construction sector.
Description	The ODA appointed a delivery partner (an organisation designated as responsible for quality and safety assurance across the project) to work with the CDM coordinators to produce a consistent approach across the separate projects. Several initiatives were organized by the delivery partner.
Results and evidence of impact	▶ Performance metrics and scorecard system: using a formal scorecard system as well as an accident/investigation reporting arrangement, the Tier 1 contractors, designers and CDM coordinators were required to self-monitor and submit monthly reports to delivery partners on their efforts to achieve high OSH standards, as well as to inform of any accidents, incidents and significant near-misses. ▶ Communications: the set-up of frequent OSH fora allowed information-sharing on health and safety between key personnel from the delivery partner, Tier 1 contractors and their suppliers. Various documents were used across the projects to provide feedback to the project teams on overall performance and to meet the requirement to comply with common standards, produced by the delivery partner to address emerging OSH issues on a continual basis. ▶ Legacy: interviews with key stakeholders pointed to a broadly educative legacy, with a generally higher OSH awareness across the sector, and perhaps a greater assertiveness among some businesses (of all sizes) and individuals about what contractors should be asked for in relation to OSH and what subcontractors should accept or resist in this regard. There was also a perception that there was a change in client behaviour, with clients continuing to try to influence and monitor OSH through their supply chains.
Transferability	The example shows how in high-risk sectors with demands on smaller subcontractors, who are often engaged in large-scale infrastructure construction projects such as the Olympic Park, the public procurers or main contractors can use these projects to set an OSH standard at least requiring compliance with OSH regulations, or in some examples a more elaborated OSH effort than required in the legislation, thereby acting as a "socially responsible" customer. However, transferability of this approach is likely to be dependent on the nature of supply chains within other sectors and countries, and the possibility of introducing (where necessary) and enforcing sector-specific legislation.

21 Extracts from: Good example 21, EU-OSHA 2017a

Example 34. Scheme for OSH-MS in MSME	
Country	**Indonesia (2014-ongoing)**
Typology	Rewards and recognition
Background	The law states that every industry, either large or with a high risk of occupational accidents (which includes also many MSMEs), has to apply a management system at the workplace.
Target group	Industries including MSMEs.
Description	Since 2014 the Ministry of Manpower has instituted a mechanism of certification of enterprises who attend a training course and pass a related exam on the application of OSH-MS.
Results and evidence of impact	Companies who pass the test are given a Certificate of Appreciation signed by the Minister of Manpower acknowledging the implementation of OSH-MS and the level of success in auditing. There is no information on the outreach of the certification programme to smaller high-risk industries.
Transferability	This reward mechanism is not supported by a comprehensive strategy that engages companies at all levels similar to bizSAFE, which presumably limits the effectiveness of the incentive.

Example 35. OSH Star Enterprise - RMAA Safety Accreditation Scheme for SMEs	
Country	**Hong Kong, China (ongoing)**
Typology	Rewards and recognition
Background	"OSH Star Enterprise" is an initiative developed by the Occupational Safety & Health Council, which aims at implementing efficient OSH-MS in order to enhance the industry's safety performance and to encourage the application of OSH in enterprises in the construction sector. Participating contractors receive free safety training and subsidies to buy safety equipment or devices that meet safety standards, and free safety audits assessed by the Council on their eligibility to be accredited as an "OSH Star Enterprise"
Target group	MSMEs in construction sector
Description	Specifically for the construction sector, the Council has recently launched the OSH Star Enterprise – RMAA (repair, maintenance, alteration and addition) Safety Accreditation Scheme for MSMEs. In August 2016 the "Charter on Preferential Appointment of OSH Star Enterprises" was introduced. Participating enterprises pledged to give preferential appointment to "OSH Star Enterprises" that fulfilled stringent safety audit requirements. This not only helps reduce the risk of accidents, but also encourages more RMAA organisations to implement an efficient OSH-MS to enhance the industry's safety performance, thereby creating a win-win situation for enterprises, service users of these organisations and workers.

Example 36. SMEs Safety Design Competition	
Country	**Hong Kong, China (ongoing)**
Typology	Rewards and recognition
Target group	Students in secondary and tertiary school
Description	Organized every year, the competition draws on young creative talents to promote safety culture and disseminate OSH messages among young people. Secondary school and tertiary students are encouraged to apply their creativity to designing equipment that promote safety and health.
Results and evidence of impact	In 2016 the winner of the secondary student group had designed an “Automatic Water Absorber”, helping cleaners to reduce muscle strain when floor mopping.

Appendix II. Examples of national strategies on OSH targeting MSMEs

Strategy 1: Australia

National context

Work health and safety (WHS) laws in Australia are enacted by the Commonwealth, each of the six states, and the two internal territories. There are, therefore, nine general work health and safety statutes in Australia.

The main legislation for OSH is represented by the *Model Workplace Health and Safety Act (the Model Act),* which was adopted in mirror legislation in all jurisdictions (except for Victoria and Western Australia) in 2012-13. The Model Act places the primary duty of care on the PCBU ("person conducting a business or undertaking"), which refers to all types of working arrangements or structures.[22] Business owners - or those who make decisions that affect the business - must exercise due diligence and ensure that the PCBU complies with its OSH obligations. This includes ensuring that there are appropriate practices or systems of work in place, as well as actively monitoring and evaluating OSH at the workplace.[23]

A review of 2018 notes that the new law seems to have improved OSH awareness among small businesses that were subject to requirements from their supply chains to provide safe work method statements, inductions and proof of competence documentation. On the other hand this process has increased the burden of paperwork on small businesses, which requires contractors to do more to help their subcontractors.[24]

Regarding workers' compensation, any organization in the country hiring paid employees must have an insurance policy. In Victoria, Queensland and New South Wales (NSW), the state's workplace safety regulator offers workers' compensation insurance; for all other states and territories, accredited insurance companies can provide the necessary policies.

Small businesses[25] make a significant contribution to the Australian economy, representing over a third of industry value added. All together they account for 95 per cent of all businesses and employ approximately 4.8 million workers, or half of the total workforce in the private non-financial sector. Construction, private services and agriculture have the largest share of small businesses. Of the

22 A PCBU can be a: company; unincorporated body or association; sole trader or self-employed person. Individuals who are in a partnership that is conducting a business will individually and collectively be a PCBU. See: https://www.safeworkaustralia.gov.au/glossary#PCBU

23 For more information about the Australian legal framework on OSH, see: ILO: *LEGOSH, Australia,* available at: https://www.ilo.org/dyn/legosh/en/f?p=14100:1100:0::NO:1100:P1100_ISO_CODE3,P1100_YEAR:AU,:NO

24 See: Safe Work Australia (SWA): *2018 Review of the model WHS laws*.

25 The Australian Bureau of Statistics (ABS) defines a small business as any non-employment business or a business employing fewer than 20 people. Medium businesses are defined as companies employing between 20 and 199 workers.

2,116,877 small businesses operating in Australia at the end of financial year 2016-17, more than half were located in NSW and Victoria.[26]

Safe Work Australia (SWA) and the National Strategy

Safe Work Australia (SWA) is the independent statutory agency jointly funded by the Commonwealth, state and territory governments through an Intergovernmental Agreement signed in 2008.

SWA monitors developments in Commonwealth procurement practices and liaises with the Department of Finance and other entities to ensure its practices are commensurate with the risks involved and are as simple as possible. Among its nationwide initiatives for supporting SMEs (and by extension MSMEs), SWA has significantly simplified and streamlined its procurement processes. This has considerably reduced the length and complexity of most tender processes and contracts by using a set of Terms and Conditions that are consistent with other departments – with which the enterprises would be familiar.[27]

SWA does not directly enforce OSH regulations in Australia, which are the responsibility of individual states and territories. However, SWA develops the national policies and the National Strategy relating to OSH, as described in detail in the paragraph here below.

The Australian Work Health and Safety Strategy 2012-2022 (Australian Strategy) was developed by the SWA following an extensive consultation process with the government, industry, unions and the public. It provides a framework for a broad range of national activities seeking to improve OSH conditions of workers in Australia, and to better prevent and manage workplace risks by setting high standards and ambitious targets. A key action area targeting specifically micro and small enterprises (MSEs) aims to foster relationships between network participants in embracing OSH through supply chains and networks and to use commercial relations to exert a positive influence on OSH practices. Further areas of the Strategy include enhancing the regulatory framework and government policies; improving OSH capabilities of all the actors involved; investing in education; and promoting the dissemination of information with the aim of building a safety culture and influencing community debate. Hazardous sectors such as agriculture, road transport, manufacturing, construction and other services are identified as priorities for all jurisdictions, which also correspond to the sectors in which small businesses are prevalent.[28]

The Commonwealth, state and territory WHS regulators have all developed resources specifically to help small business owners better understand and meet their obligations. These include access to free advisory services, information sessions, tool kits and mentoring programmes. NSW has developed a structured strategy targeting small enterprises, whereas most other programmes have adopted a general focus including a component on SMEs (including microenterprises). In addition, national priority initiatives such as *Heads Up* and *Mates in construction* campaigns, targeting mental issues and the construction sector, have been taken up by states in order to develop a specific package for smaller businesses, for example in the cases of Queensland and South Australia.

The following paragraphs provide a comprehensive description of NSW's strategy, as well as of several other relevant initiatives developed in various states, by typology. It is noteworthy to specify that, both at the national and the territorial levels, most micro and small enterprises (less than 20

26 See: http://www.abs.gov.au/AUSSTATS/abs@.nsf/DetailsPage/8165.0Jun+2013+to+Jun+2017

27 See: https://www.safeworkaustralia.gov.au/system/files/documents/1710/2016-17-annual-report-final-accessible.pdf

28 See: https://www.safeworkaustralia.gov.au/system/files/documents/1804/australian-work-health-safety-strategy-2012-2022v2_1.pdf

employees for the Australian Bureau of Statistics, ABS) are subject to *ad hoc* policies and programmes - excluding, unless specified, medium-sized enterprises.

Evidence of impact on MSMEs

The Australian Strategy has had an impact, directly or indirectly, on the planning of jurisdictions (SWA members).[29] It has been a key driver of strategic planning in NSW, with its *Small Business Strategy 2017-2019*; and Queensland has adopted its *Workplace Health and Safety Queensland*. The Strategy has also helped to inform the agenda and activities of other SWA members.

As regards small businesses, SWA members have been directly or indirectly influenced by the Strategy and taken the following measures.:[30]

- NSW has implemented the *WorkCover Making it easier strategy*, which helps small businesses to make more informed choices on equipment purchase, better manage OSH and return to work;
- Queensland has activated a small-to-medium enterprise programme, providing free OSH advisory services to small businesses;
- South Australia provides online small business assistance;
- Victoria has activated an essential OSH programme, providing free and independent safety consultation services to MSMEs;
- Western Australia has introduced the ThinkSafe small business assistance - a programme targeting high-risk industries and not-for-profit organizations;
- The Northern Territory's small business safety programme has improved small businesses' capacity and capability to manage their own OSH systems.

The Strategy has set clear targets for measuring progress: a reduction of at least 20 per cent of worker fatalities due to injury; a reduction of at least 30 per cent in the incidence of claims for serious injuries; and a reduction of at least 30 per cent in the incidence of claims for musculoskeletal disorders (MSD). According to the 2017 mid-term review, progress is on track. The reduction in worker fatalities to date has exceeded the reduction required to meet the target (decreasing by 27 per cent) and, if current trends continue, the reduction in serious injury and MSD claim rates will exceed the reductions required to meet the injury targets well ahead of 2022.[31]

The New South Wales (NSW) Small business strategy 2017-2019: *Making it easier*

Background

In NSW small businesses make up 98 per cent of all businesses – over 710,000 companies. They employ almost 50 per cent of the workforce and are most present in construction, professional,

29 See: https://www.safeworkaustralia.gov.au/system/files/documents/1711/mid-term-review-of-the-australian-work-health-and-safety-strategy_1.pdf

30 Details of the state-level activities are reported in detail in the following paragraphs.

31 For more information on measurement of targets, see: https://www.safeworkaustralia.gov.au/system/files/documents/1702/measuring-progress-against-targets.pdf

scientific and technical services, as well as in the rental hiring and real estate sectors. They account for the highest proportion of major workers' compensation claims, the highest proportion of total claims' costs, and the highest proportion of fatality claims. The most common hazards are muscular stress due to lifting and handling, hitting moving objects and falls - which are also some of the major causes of fatalities. The key issues facing small businesses are mostly linked to understanding safety regulations, having access to information and ensuring that regulators consider their issues.

Description

The *Work health and safety and workers compensation small business strategy 2017-2019* was designed to provide a framework to enable small businesses to meet their OSH obligations. It is integrated into the National OSH Strategy, links with the *Work Health and Safety Roadmap for NSW 2022,* and is in line with the NSW Government's small business strategy to encourage the start-up of businesses.

The strategy was developed by the State Insurance Regulatory Authority (SIRA) and the regulatory agency for monitoring and compliance SafeWork NSW, in collaboration with members of the Small Business Reference Group, established in 2013.

The purpose of the NSW strategy is to deliver improvements for OSH and workers' compensation outcomes for small businesses, according to the principle that fewer workplace accidents result in higher productivity. The strategy has a set of five priority areas - and specific programmes are developed to help small businesses make more informed choices about OSH.

A number of components of these strategies are discussed in detail in tables A.1 – A.4 below. They include:

- Initiatives to strengthen the regulatory framework and labour inspection;
- Provision of information, awareness raising;
- Training support and access to benefits;
- Mentoring and coaching.

Results and evidence of impact

The NSW strategy is on track to improving OSH under the Australian Strategy. Recent NSW data show that, over the past 10 years, fatality rates, serious injuries and work-related musculoskeletal disorders (MSD) incidence rates have significantly decreased. Data and impact assessment reports do not specifically refer to small businesses, but to the NSW strategy as a whole. Nonetheless, the positive results obtained are due to a number of factors that also encompass the interventions on small businesses.

Conclusions

The *Small Employer Incentive Package* resulted in safer workplaces, because incentives were awarded for safety measures. In addition, businesses experienced greater sustainability as employers had more certainty in the procedures. The success of the reform also led to an extension of these incentives for medium- and large-sized enterprises, as recently announced by the government. The action implemented in remote areas helped develop economic growth in regional NSW by providing greater access to advisory and assistance services.

Factors that particularly contributed to the strategy's success were: the changed regulatory approaches, such as an enforceable undertaking as an alternative to prosecution; a focus on high-risk sectors; greater investment in regional community engagement rolling out initiatives in partnership with stakeholders; and greater investment in evaluating the effectiveness of initiatives.

Transferability

- Simplification of the regulations is a longstanding issue, not only for OSH.
- Joint approaches between various agencies are not feasible when there is a lack of inspectors and no agencies.
- Access to benefits in exchange for training may be a good system because small businesses are not only attracted by a rebate offer for upgrading systems but they also receive an induction on OSH as a token – thus being sensitized to the issue. However, such an approach may lose its appeal if there is a disproportion between the commitment required and the economic gain received: small businesses may not be interested enough to apply for the rebate if the training is too time-consuming.
- Covering remote areas is key - with inspectors being called to travel at the request of small businesses.

Table A.1. Simplification of regulation through incentives: *Small Employer Incentives Package*

Description	The package was introduced in 2013 within the *WorkCover NSW Small Business Strategy* (replaced by the strategy 2017-2019). It provided financial incentives for improved work health and safety and injured workers' return to work outcomes, and stable premiums for more employers. The aim was to increase premium certainty and to reduce the bureaucratic process and requirements or red tape for small businesses.[32] Roll-out and dissemination: the reform package automatically applied to all small business employers in NSW. The definition of small employers was also broadened to include 95 per cent of all NSW employers in the scheme.
Results and evidence of impact	The reform applied to 260,000 small business employers. Simpler, easier-to-understand premiums provided certainty in the procedures, halved administration costs, reduced claims and improved claim outcomes. The automatic application on all registered small enterprises entailed that the coverage was maximized (with the exclusion of the informal economy). In 12 months, the reforms showed that: ▶ there was a 15 per cent reduction in claims and injuries for small employers; ▶ the return to work rate improved by five per cent - from 82 to 87 per cent. The improvements in small employers' return to work rates were the highest across all sectors of the scheme; ▶ employer paperwork was cut by 50 per cent, reducing administration so that employers could focus on running their businesses; ▶ an annual $21 million in administrative savings were identified, as a result of cutting red tape; and ▶ disputes and appeals were dramatically reduced as reforms made premiums easier to understand and improved the customer experience.

32 https://www.safeworkaustralia.gov.au/book/incentives-small-business

Table A.2. Provision of information, awareness raising: *Safer Communities Safer Towns*	
Description	The *Safer Communities Safer Towns* initiative reaches out to small businesses - including in rural and remote communities - to provide them with free face-to-face practical advice on how to improve their OSH and promote economic growth. The programme seeks the collaboration of other NSW government departments and local business stakeholders, including the social partners, in streamlining services and reaching out to more young workers and businesses.
Results and evidence of impact	According to a report on the NSW approach to OSH regulation, the authority adopts an open and transparent approach when engaging with a reference group, and has worked with members to increase the capabilities of their respective customers. The scope of these types of intervention is very broad as the national authority interacts annually with over 1.5 million people through workplace visits, e-mails, calls, and by issuing rebates and licences. The initiative supports economic growth in regional NSW by providing remote businesses with greater access to advisory and assistance services.
Conclusions	These initiatives fall under action area 1 of the NSW strategy, which offers "proactive priority programs to support healthy, safe and productive working lives". Simple, tailored advice provides concrete help to small businesses that can be time and resource poor.

Table A.3. Training support and access to benefits: Small Business Rebate Program[33]	
Description	A rebate of up to $500 is available for small business owners who buy and install eligible safety items to address a safety problem in their workplaces. To apply for a rebate, the business owner needs to attend an eligible SafeWork NSW safety workshop, webinar, programme, event, or have an advisory visit from a SafeWork NSW safety officer. Key target groups of this initiative are priority industry sectors, businesses with high regulatory burdens, businesses with enforceable undertakings, and peer-to-peer companies (e.g., *Uber, AirTasker, Airbnb*).
Results and evidence of impact	In recent years the initiative has registered a 25 per cent process improvement and 31 per cent increase in customer uptake, owing to the procedure's digitalization. To further increase performance, an online tracker for customers to self-monitor their application will be built into the app. The programme so developed can be transferable across any rebate initiative.
Conclusions	This rebate programme combines participation in training in exchange for access to financial credit. All services and events are free of charge, so the only commitment required of small businesses is in terms of the time they devote to attending this induction. The online procedure for registering in the programme allows enterprises easy application. Implementing education programmes, as well as providing tailored advice and promoting workplace consultation, encourages small businesses to consult with workers, thus increasing awareness on OSH matters at the workplace.

33 https://www.safework.nsw.gov.au/health-and-safety/how-we-can-help/small-business-rebates

Table A.4. Mentoring and coaching	
Description	The programme pairs small businesses with safety experts who are willing to share their expertise and best practice. A commitment time is decided between mentees (up to 20 business employees) and experienced mentors - from three to six months. Mentors visit their mentee's workplace at least once. Mentees receive expert advice from mentors on all aspects of OSH. Together they develop an action plan to develop solutions for the mentees' business.
Results and evidence of impact	Previous participants showed appreciation for the programme. Safety leaders gave their time to freely assist over 300 businesses.[34]
Conclusions	SMEs participating in the mentoring programme as mentees may apply for financial assistance to implement OSH improvements (eligibility for benefits and privileges). They can also seek expert advice and assistance from SafeWork NSW. Mentors improve their communication and business skills. Both mentors and mentees also improve the reputation of their business (mechanisms for reward and recognition), and have access to networking with like-minded businesses.

34 SWA. 2017. *Mid- term review of the Australian Strategy*

Relevant other state-level initiatives on OSH for small businesses

A common type of initiative is the provision of OSH advisory services by specialized consultants, which is adapted to the specificities of the various states and territories. These programmes have key features in common: they are tailored to the workplace, they are free of charge; and the consultants are independent of the labour inspection authorities.
In addition, many websites of the various OSH authorities provide simple information packages in the form of a step-by-step guide, to help small businesses improve their knowledge of OSH requirements.

Northern Territory

Table A.5. Small Business Safety Program (SBSP)

Typology	Provision of information, awareness raising and training support
Target group	Small businesses
Description	The programme aims at empowering small businesses to manage their own health and safety systems. The programme is confidential, free of charge, and allows business owners to consult with Small Business Safety Advisors. The programme started in 2016. The SBSP is available to small businesses throughout the Territory. At the employer's request, advisors come to the workplace and provide advice on the way the business might manage its own work health and safety processes, including understanding OSH requirements, identifying actions to improve OSH, developing or assisting in maintaining OSH-MS, and suggesting improvement strategies. During the presentation of the programme, it is made clear that, because they are not inspectors, such advisors have no powers under OSH legislation. This ensures confidentiality and helps build trust among the small businesses. They know that they can seek advice and assistance without the risk of these discussions leading to enforcement action. As advisors travel to regional and remote areas to assist small businesses, employers are not required to move from the workplace. Also, the typology of consultation varies among a range of options: face-to-face consultations, group coaching sessions, presentations or workshops. Employers are therefore encouraged to request help from the advisors, knowing that this will be tailored to their needs and not require investing in extra time and effort.
Results and evidence of impact	In 2016-2017 a total of 114 businesses accessed the SBSP. These businesses covered a wide range of industry sectors including building and construction, tourism and hospitality, agriculture, retail, manufacturing, and personal services. The initiative received positive feedback from the companies who benefited from it.

Queensland

Table A.6. *Small Business Program*

Typology	Provision of information, awareness raising and training support
Background	Queensland hosts a high proportion of MSMEs, given that one out of five small businesses in Australia is based in the state. Indeed, small businesses in Queensland account for 97.4 per cent of all businesses, with an increase in recent years, especially in the construction, real estate and professional sectors. Queensland's OSH authority uses a broad range of mechanisms such as the provision of information, guidance education and advice to obtain compliance. Recently, emphasis has been placed on the need to improve the performance of labour inspection, as opposed to acting on the consequences of unmanaged risks. To tackle these issues, a cooperative approach has been adopted in the Small Business Program, designed to provide workplaces with information that is practical, relevant and easy to use for their specific industry.
Target group	Small businesses with less than 20 employees.
Description	The *Small Business Program* focuses on providing on-site visits, during which the business's existing OSH-MS is reviewed and discussed - and opportunities for improvement are identified. In addition to these visits, it also helps with toolbox talks and presentations, and provides ongoing support by phone or in person, as well as a suite of information and tools. These include a self-assessment and advisory pack, web-based information, guides and templates. Delivery mechanism: applications requesting visits are submitted online. Advisors coming to the workplace cannot sign off on a business system or write a system for the enterprise, but they can show owners and managers how to write, manage and maintain systems themselves free of charge. Online self-assessment tools can anonymously help enterprises compare OSH performance with others of similar size.
Results and evidence of impact	Safety workshops help build skills in managing OSH, such as risk management, basic OSH-MS, hazardous chemicals, safe work procedures, injury management and return to work.

Table A.7. *Healthier. Happier. Workplaces*

Typology	Mechanisms for reward and recognition.
Description	This initiative provides Queensland businesses of all sizes with free access to information, resources and tools to help improve their workers' health. Employers can also apply for official recognition: bronze, silver and gold medals depending on their involvement in health and well-being. Recognized companies receive certificates and a logo to promote their achievement in their communications and become part of a growing community of Queensland organizations.
Results and evidence of impact	As of 2018, over 50 workplaces had achieved recognition.

Table A.8. Industry Partnership Program (pilot)	
Typology	Collaborations, engaging with private/public/civil society actors.
Target group	Small businesses in construction services, particularly electrical services.
Description	The programme consisted of delivering targeted services and tools to small electrical businesses through partnering with industry groups. It aimed to increase businesses' productivity, reliability, and reputation through improved work health and safety. Mechanism: the programme was piloted in 2014-15, when the Queensland WorkSafe authority (WSHQ) partnered with Master Electricians Australia (MEA). A first phase consisted of conducting workshops on ways to develop a basic OSH-MS, during which participants developed simple action plans identifying priority areas. Advisors could then visit the electricians on site to help implement the action plan, and provide future services such as individual support or group coaching sessions - as needed. Roll-out and dissemination: WHSQ Small Business Safety Advisors and MEA Safety and Operations Coordinators conducted three pilot workshops, most participants being sole traders and business owners employing fewer than ten people.
Results and evidence of impact	The programme was described by the partner company as a good opportunity for the electrical industry to assist in "lifting the level of understanding of work health and safety requirements for small to medium sized electrical businesses across Queensland". Prior to the workshop, around 65 per cent of participants reported that OSH-MS was either being developed - or developed but not well implemented in their current workplace. After the workshop, around 75 per cent of attendees reported that their practical understanding of how to implement OSH-MS had increased and that they intended to develop action plans for improving and implementing it. . A similar proportion of attendees also said that they intended to participate further in the partnership programme. Valuable feedback from the pilot workshops was used to improve the materials and approach used. Places for the second round of five workshops filled within one week and additional workshops were scheduled to meet demand in some locations. WHSQ and MEA view this as an indication that the programme fulfilled a need for targeted and simple tools for small businesses in Queensland.

South Australia (SA)

Table A.9. Workplace Advisory Service	
Typology	Provision of information, awareness raising and training support.
Background	Employers, workers and OSH representatives. The service is tailored to a workplace's industry, size, risk and complexity.
Target group	Advisors deliver tailored face-to-face support and practical advice on improving OSH systems, practices and general approach to safety. Support starts with a one-on-one discussion with an advisor - and, if required, further advice is provided to the workplace.
Description	Since 1 July 2016, 2007 businesses have asked for help. Ninety-three per cent of the service's customers have found the service very useful for their businesses. Positive feedback from testimonial small businesses underlined the benefits received in terms of compliance with regulations, which led them to increased productivity and access to contracts from larger companies through implementing safety procedures and obtaining licences.
Results and evidence of impact	Advisors have no inspectorate powers; therefore small businesses are comfortable inviting them to the workplace without fear of being prosecuted.

Tasmania

Table A.10. Consultation programme	
Typology	Provision of information, awareness-raising and training support.
Background	*WorkSafe Tasmania's Strategic Plan* sets out tangible goals to achieve safer and healthier workplaces, including working with employers and workers to influence their attitudes towards safety and empower change towards positive behaviour.
Target group	This service primarily targets small-to medium-sized businesses (up to 200 employees)
Description	The consultation programme provides businesses that contact them with the option of contacting helpline inspectors, who can then refer them to a safety advisor or an inspector. Safety advisors provide practical tools to help identify hazards at the workplace, implement affordable solutions, and follow up with checks that the safety plans and policies in place are on track. Mechanism: helpline inspectors are the first point of contact, can answer questions about safety, and refer to an advisor or an inspector. Through the website, small entrepreneurs can request a free visit from an advisor. The service is free and confidential and carries no threat of enforcement or fines. Until 2016, Work Health and Wellbeing Advisors provided specific advice on developing a health and well-being programme, monitoring and reviewing the programme outcomes, and making links with health organizations, providers and services.
Results and evidence of impact	The Health and Safety Advisory Service conducted over 440 information presentations, visits and other consultations. The Health and Wellbeing Advisors supported over 1,000 businesses in developing sustainable well-being programmes.

Table A.11. Better Work Tasmania	
Typology	Mentoring and coaching.
Description	The programme ran for eight to nine months and included an open event for mentors and mentees to meet, onsite visits, workshops and seminars, and a concluding ceremony when participants were awarded a certificate of participation. Training courses and online materials were also available. This project adopted an innovative approach towards supporting and improving workplace health and safety. Its initiatives included networking events, mentoring and peer support, and an online virtual meeting place.
Results and evidence of impact	The project ended in June 2017. By becoming a *Better Work Tasmania* member and joining a networking and/or mentoring group, companies could have access to local experiences and solutions, and meet and talk to other businesses to find solutions to safety issues. Advantages that made the programme interesting for SMEs were: Free membership of the mentoring programme upon registration on the website; Opportunity to improve an enterprise's image by sharing information and circulating its logo; Possibility of becoming and meeting Champions; Talking with others and sharing challenges to find solutions; Networks and the mentoring program were divided between the various industry sectors, so as to share experiences with similar enterprises.

Victoria

Table A.12. WorkSafe OHS Essentials Program	
Typology	Provision of information, awareness raising and training support.
Background	*The Victoria WorkSafe Strategy* targets all enterprises and aims to improve the way in which services are delivered to workers. Public awareness campaigns and the use of digital and social media are encouraged as being an effective way of delivering safety and prevention messages across the community. The 2030 Strategy, launched at the end of the previous cycle, recognizes health care, agriculture and construction as priority sectors. Within the strategy, the *OSH Essentials Program* provides free and independent safety consultation services to small and medium-sized enterprises.
Description	Simple steps to safety guidance Upon application by an enterprise, an independent OSH consultant comes to the workplace to help identify hazards and put in place a practical safety action plan. The consultant also follows up after the on-site visit to see how the company is coping with the plan. WorkSafe does not employ OSH consultants (although the programme is funded by this institution), so their recommendations remain completely confidential. Application requirements for the programme and follow-up visits differ depending on the size of the company (small is defined as fewer than 20 employees and medium as fewer than 200). *Safe Towns* programme This programme includes an information session for local employers to help them prepare for a visit from an inspector. They are given advice on how to comply with the state's OSH laws and how to fix any safety breaches. The information session gives employers some time to fix potential problems before inspectors arrive for a blitz visit. Roll-out and dissemination: the programme runs approximately three times per year at different locations across the state.

Western Australia (WA)

Table A.13. *ThinkSafe Small Business Assistance Program*	
Typology	Provision of information, awareness raising and training support.
Background	The small business sector is an important contributor to the Western Australia economy, creating jobs and providing products and services to communities. About 210,000 small businesses operated in Western Australia in 2013, accounting for about 97 per cent of all businesses in the state, and employing about 43 per cent of the Australian workforce.
Target group	Small businesses, indigenous people and farmers.
Description	*ThinkSafe* was a joint initiative between WorkSafe and WorkCover WA. The programme offered free workplace visits by independent consultants to small businesses. Three industry safety projects were also funded as part of the programme, including the *ThinkSafe Indigenous Project*, *Shed Safety Assessment Project* and *Farm Safety Project*.
Results and evidence of impact	Under the initiative about 3,500 assistance inspections were conducted between 2007 and 2014. Due to cuts to WorkSafe's budget, funding for the programme has ceased. No more business applications for the programme were accepted after December 2013, and it officially closed down in March 2014.

Campaigns focusing on mental health and well-being

The *Heads Up* national campaign

The *Heads Up* campaign provides information on and assistance for workplace well-being, including stress, mental disorders, bullying and suicide prevention. It includes a section dedicated to small enterprises and sole traders, offering advice on how they should take care of themselves and their staff while juggling the many demands of a small business.

A section of the campaign's website is reserved for case studies and personal stories of small businesses that have successfully improved mental health at work through initiatives and assistance from SafeWork, and the challenges they face looking after their staff.

Mental health programme – South Australia (SA)

South Australia has a programme focusing on mental health in the workplace, conducted in association with a local small business organization, to encourage enterprises to learn about simple, practical actions to promote a mentally healthy workplace.

The programme also features a training package as a free resource to assist workplaces, including a 90-minute training session delivered to managers, and brochures and posters for display.

Mates in construction – NSW, Queensland, WA and SA

Mates in Construction is a charity established in 2008 to reduce the high level of suicide among Australian construction workers. It is owned and controlled by the Australian Building and Construction Industry.

The Mates programme combines training and support for businesses, as one without the other is insufficient. The training events are used as a tool for raising awareness on suicide and its contributing risk factors. Support is then provided through clear pathways for assistance, case management processes and on-site visits.

The initiative runs in partnership with tier 1 and tier 3 companies and trusts to expand services that aim to reduce suicide rates among construction workers.

The programme benefits from being integrated into state strategies, as in the case of Queensland, where a budget has been allocated within the national strategy on priority disorders – with a particular focus on smaller businesses.

Altogether the programme has so far reached out to over 140.000 people through training, and 7,200 cases have been handled under the programme.

A qualitative impact assessment on the effectiveness of the programme shows positive results among the participants in training events. In particular, focus group discussions have raised awareness of the magnitude of the issue, and contributed towards removing stigma and raising confidence in participants. This has resulted in a flow-on effect of helping others.

The assessment shows that the model can be replicated for other sectors. It works because of its simplicity, which makes it easier to implement and enable both the offering and receiving of help. The programme's visibility - and the ensuing engagement with workers – was an effective driver of change.

Campaigns focusing on the construction sector

OHSE SubbyPack - NSW, Australian Capital Territory (ACT) and WA

The NSW and Victorian Construction Safety Alliances, with the support of industry stakeholders, have developed the OHSE *SubbyPack* – which is designed to assist smaller operators by providing a basic, generic approach to developing OHSE management arrangements. The Pack is not intended to be a substitute for specific legal advice.

The project has involved extensive consultation with a range of OHS professionals from building and construction organizations, as well as with representatives from the Australian Constructors Association and WorkCover NSW. The package is available online and circulated not only through the OSH authority websites, but also in many other ways: collaborative networks, civil society organizations and other ministries (e.g., the Department of Education and the Department of Jobs and Small Businesses), which encourage wide dissemination and adoption.

Strategy 2: Japan

National context

OSH in Japan has a long tradition and national plans have been formulated since 1958. The number of occupational fatalities has been steadily declining over time, although numbers remain high and occupational accidents have been increasing in the tertiary industry – especially in the manufacturing sector.

During the period 2009-14, the number of small businesses in Japan declined, as many of them increased in size and become medium-sized enterprises.[35]

National OSH strategy

The 13th Occupational Safety and Health Program, undertaken by the Ministry of Health, Labour and Welfare, stresses the need to raise OSH standards for MSMEs, which have high occupational accident rates. It therefore seeks to reinforce support for these small businesses through better guidance on workplace reform by OSH management officers, and to revitalize OSH activities.[36]

The JISHA programme

Commissioned by the Ministry, the Japan Industrial Safety and Health Association (JISHA), whose membership consists of employers' associations, has, from 2006 onwards, been adopting measures

35 National Association of Trade Promotion for SMEs. 2017. *White paper on small and medium enterprises in Japan.*

36 See https://www.mhlw.go.jp/content/11200000/000341159.pdf

to help small businesses in the manufacturing and tertiary sectors – by, inter alia, providing free advice and practical support on OSH matters for the workplace.

Provision of consultation services

Within the Tampopo (Dandelion) Project, OSH experts offer guidance and assistance, supply funds necessary for the activities of the various groups, provide OSH education, and gauge the working environment in enterprises with fewer than 50 employees.

In addition, JISHA provides MSMEs that are members of the Tampopo Project (or accredited to another project by the local Prefectural Labour Office director(s)) with financial subsidies for the improvement of their machinery or working conditions.

The programme is developed in collaboration with the local Prefectural Labour Offices of the Ministry. The service is offered upon the employer's request

JISHA supports small businesses and tertiary industries (i.e., retailing, social welfare facilities, restaurants etc.). It provides basic/practical training for staff concerned with improving OSH situation in the workplace.

In 2016, JISHA held five training courses for a total number of 95 participants.[37]

OSH certification

Since Japan's 2014 fiscal year (FY2014), JISHA has started two new services: an "OSH certification for SMEs"; and the so-called "JISHA Good Safety Company (GSC)" service, which evaluates basic OSH activities and sustains them in supporting the autonomous efforts of SMEs to improve their OSH activities and status; it certified 37 enterprises in 2016.

Participating SMEs stated a number of reasons for deciding to take part in the programme. Their first significant reason was the "push from mother companies" to keep good records in OSH performance. In contrast, another SME aimed to "be independent of the OSH system/guidance of its mother companies and develop its own OSH system". Not surprisingly, another key reason was to ensure "law enforcement". For SMEs needing to export their products abroad, "international trade pressure" was also a reason. They felt obliged to demonstrate their efforts in improving OSH. Another very interesting point was "to keep good quality of workers", since particularly young workers do not like the so-called 3D[38] jobs even if the salary is good.

Raising awareness

The Zero-accident Campaign, based on the philosophy of respect for human beings, places high priority on OSH prevention. All top managers, supervisors and employees participate in industrial accident prevention activities at their workplaces, striving to find solutions to problems and to realize "zero accidents" as their ultimate goal.

To promote Zero-accident Campaigns across the country, JISHA organizes a set of seminars for managers, and for the training of trainers.

A key feature of the campaign are the Zero Accident awards, given each year to enterprises that demonstrate outstanding results in their OSH improvements. Small businesses are encouraged to participate in this system.

37 *JISHA Annual Report, 2017.*

38 3D = dirty, difficult and demeaning

In FY2016, over 200 training courses involving 8,300 participants were organized under the Campaign. The most popular training course concerned hazard prediction.

During the annual ceremony, awards were granted to 182 SMEs.

The Small and Medium Enterprise Agency

According to the policy guidance of the Council for the Future of Small and Micro Enterprises, the national management support system needs to be restructured to respond to new management problems which are becoming increasingly complicated, sophisticated and specialized. The guidance recommends improved knowledge support and better-prepared advisors. The idea is to increase the expertise of management consultants so as to enable a mechanism whereby "SMEs which have trouble with management can easily consult with more experienced managers with similar experience and persons who have experience in management support, etc. on the web".[39]

Provision of consultation, sharing of best practices

The Small and Medium Enterprise Agency, a government body under the Ministry of Economy, Trade and Industry, provides funds to support SMEs (and by extension microenterprises) and second-tier companies in the construction sector. Recognizing the growing pace of technical innovations in SMEs, the agency disbursed ¥60 million in FY2017.

The programme enlists the help of experts - including HR development specialists, SMEs consultants, engineers, and occupational safety consultants - to support SMEs, microenterprises, and second-tier construction enterprises, by providing advice and other consultation support. Among the initiatives addressing these issues, "priority support (step-up support)" is to be provided to those serving as model examples.

The programme's main goal is to ensure the sustainable growth of small businesses and second-tier construction companies by effectively sharing best practices in "priority support (step-up support)" throughout the industry.

Strategy 3: Singapore

National context

Since 2005 Singapore has undertaken a major reform of its OSH system with a view to achieving a significant improvement in the safety and health of its workers. As a result, a comprehensive law, the Workplace Safety and Health Act (WSHA), was adopted in 2006, and expanded in 2011 to cover all workplaces. The WSHA constitutes the leading OSH legislation in Singapore to enforce OSH principles.

Under the WSHA, all companies must conduct risk assessments for every work activity and process carried out at their workplace. All worksites and manufacturing industries employing more than 100

39 See http://www.chusho.meti.go.jp/sme_english/miraikaigi/report.pdf

employees are required to implement an OSH-MS (or WSH MS). Other subsidiary legislation, in the form of regulations, provides more detailed rules with regard to Singaporean OSH standards.[40]

The Industry Capability Building (ICB) department leads OSH capability building efforts within enterprises and staff. It helps to raise OSH standards in enterprises through its flagship programmes bizSAFE and CultureSAFE. The department also oversees that managers, supervisors and operatives support the delivery of OSH at all levels.

In 2017, SMEs accounted for 99 per cent of enterprises in Singapore, producing half of total enterprise value and employing 65 per cent of the workforce.[41]

National Programme on OSH and SMEs

The WSH 2018 Vision defines the national strategy for improving OSH in all workplaces. Its overall objective, as announced during the World Congress on Safety and Health, held in Singapore in 2017, is to reduce the workplace fatality rate to below 1.0 per 100,000 by 2028.

The strategy components intersect with the various programmes targeting SMEs (and microenterprises), which are described below. The government has allocated specific funds for smaller businesses, and particular efforts are being devoted to creating a community of enterprises and other stakeholders around OSH through the dissemination of various complementary packages. The strategy's initiatives have a dual approach: they focus on building capacities for conducting risk assessment and implementing management systems (bizSAFE, startSAFE, Safety Compliance Assistance Visits Plus), and on raising awareness and spreading a safety culture among SMEs (CultureSAFE, WSH Advocates, awards).

Evidence of impact

General figures (and not only those pertaining to small businesses) show that as a result of the collective efforts of the government and industry, Singapore's workplace fatality rate was down to 1.2 per cent in 2017, much less than the 4.9 per cent of 2004. Also, trends in occupational accidents and diseases indicate a decrease over recent years.[42]

Singapore's success in significantly reducing accidents and fatalities at the workplace is the result of a long-term strategy composed of various means and tools for enforcement, engagement and promotion, and its capability building for achieving a safe and healthy workplace.

As part of this investment and policy effort, the government has, since 2005, strongly backed the growth of SMEs, which have benefited from targeted government measures in a few areas such as access to finance, development of HR, and the internationalization of SMEs operations.[43]

No proper impact assessment has been conducted to date to find a causal relationship between these schemes and the possible decrease in accidents. Nevertheless, a survey conducted among both the company owners and the procurement agencies revealed that they found the process to have

40 See: https://www.ilo.org/dyn/legosh/en/f?p=14100:1100:0::NO:1100:P1100_ISO_CODE3,P1100_SUBCODE_CODE,P1100_YEAR:SGP,,2016:NO

41 *2017 Statistics,* available at: https://www.singstat.gov.sg/modules/infographics/economy. SMEs are defined as enterprises with operating receipts of not more than $100 million, or employing not more than 200 workers.

42 See: https://www.mom.gov.sg/~/media/mom/documents/safety-health/reports-stats/wsh-national-statistics/wsh-national-stats-2017.pdf?la=en; and National OSH profile Singapore , available at: https://www.ilo.org/wcmsp5/groups/public/---ed_protect/---protrav/---safework/documents/policy/wcms_187822.pdf

43 See: https://www.oecd.org/dev/asia-pacific/Singapore.pdf

been beneficial. With more than 30,000 businesses involved, the bizSAFE programme has proved invaluable in enhancing their competitive edge. In particular, companies in traditional sectors such as construction, marine and manufacturing find that bizSAFE improves their safety credentials.[44]

Transferability

The programme works because of its multi-focus approach on different types of incentives that together build a culture of safety and health at work. The replicability of such a complex scheme may be demanding in developing contexts. However, a good basis is inclusion in a scheme that combines a capacity-building component and sensitization action.

An interesting component of the strategy is that it promotes the bizSAFE brand as a guarantee of good OSH in the workplace. Both larger and smaller companies are aware that this certification is the only one officially recognized by the Ministry of Manpower (MOM,) and of the benefits that this brings in its wake. Such an operation may nonetheless be difficult to implement in a more fragmented and bigger country, in which competing certifications and the difficulty of reaching out to a large proportion of MSMEs may prevent the spread of the brand as a unique testimony of quality and competitiveness.

44 WSHC FY2011-2012 report. See: https://www.wshc.sg/files/wshc/upload/infostop/attachments/2014/IS2012071700700/WSH_Council_AR_FY2011_12_Full_Report.pdf

Details on the initiatives composing the strategy

Table A.14. bizSAFE: An Enterprise WSH Capability Building Programme

Typology	Certification scheme upon completion of programme.
Target group	Companies with fewer than 50 employees and a turnover of less than S$ 1 million (approximately US£ 734,000) in high-risk sectors such as construction, marine, metal, oil and gas, and chemicals.
Description	The scheme is designed to promote the implementation of Risk Management (RM) and the Workplace Safety and Health Management System (WSHMS) at the workplace. The five-step programme involves all t levels of management and is structured as it follows: ▶ Level 1: A three-hour workshop is held for CEOs/Top Management (it can also be attended online). Upon completion, the Top Management receives a "Certificate of Attendance". ▶ Level 2: The company nominates a RM Champion to attend the level 2 course: "Develop and Implement a Risk Management Plan", which lasts two days. At the end of the course, the RM Champion will be able to understand the concept of RM and legal requirements under OSH Regulations. The participant will attain a "Statement of Attainment". ▶ Level 3: This is an important step towards complying with the requirements in the WSHA on risk assessment. In order to attain bizSAFE Level 3 status, the enterprise must engage a MOM-approved OSH Auditor to assess the company's implementation of the RM. ▶ Level 4: The company must select a WSH-MS Programme Lead to attend the four-day bizSAFE level 4 course on WSH MS. After completing a WSH MS Plan, the business may apply for the certificate. ▶ Level 5 (Star): To achieve bizSAFE STAR status, the company must obtain a certification issued by accredited certification bodies - accompanied by a RM Implementation Audit Report completed by the MOM Approved WSH Auditor. The government recognizes that certified companies comply with RM regulations. Throughout the programme and upon completion of the levels, enterprises benefit from the expertise of mentors, are authorized to to apply for bizSAFE Partner company tenders, and to participate in the selection of awards and other recognitions. Roll-out and dissemination This initiative began with a fund of around S$ 24 million spent over eight years. Each SME was entitled to S$ 6,000 for training and auditing. With the extension of the WSH Act and the continued demand for RM assistance, the Risk Management Assistance Fund (RMAF) was topped up with an additional S$ 11 million in 2011. At the end of March 2012, S$ 14 million of the RMAF had been disbursed to 2,513 companies. For an upgrade on the security component, the MOM recently announced funds for industry associations in five sectors - food and beverage, retail, entertainment, hotels and transport – and its intention to allocate between S$25,000 and S$55,000 to each of these associations. These funds will help the beneficiaries get SMEs to appoint MOM-registered representatives for developing training and raising awareness on the security component. To promote bizSAFE, WSHC reached out to the companies through active marketing with business federations and associations, who then sought the involvement of the member enterprises. The idea behind the programme is to build a community around it, composed of enterprises and service providers that work together to improve OSH in SMEs. To do so, WSHC initially lured larger companies on board with strong OSH capability and leadership by engaging large public and private procurement agencies.

	The Council worked with these large procurers and enlisted them as Mentors and Partners. bizSAFE Partners helped to raise overall industry OSH standards by encouraging their contractors and vendors to participate in bizSAFE, while bizSAFE mentors shared their best practices and systems to guide participating bizSAFE enterprises on their OSH journey. The programme is also promoted through the use of advertisements in specialized magazines and on the website, e.g., the iWSH Newsletter to educate workers on what they can do to keep themselves safe and healthy at work through case studies and good practices. A monthly issue published by the WSHC features the latest OSH updates on initiatives, events and publications. For instance, there was a recent campaign on hand-injuries prevention at the workplace. It also includes advertisements from consulting companies and mobile apps for reporting accidents to MOM, and showcases good practices of enterprises that have embraced OSH as part of their workplace and won bizSAFE awards. "Branding" is an important issue in Singapore. For example, a government certificate gives a good image to the certified companies. A characteristic of bizSAFE is therefore the potential to promote itself through the use that participants make of the brand, as it attracts many SMEs to increase their image and seek more customers. Organizers also emphasize the participation of civil society by launching national challenges, campaigns and awards that aim to keep the attention of the general public high.
Results and evidence of impact	bizSAFE has created a community around the programme by involving companies, service providers and other actors that act as Partners and Mentors for the programme. The programme has grown since its launch in 2007, guiding enterprises with little knowledge on OSH towards implementing comprehensive OSH-MS. As of December 2017, there were 18 Mentors, 391 Partners, and a pool of 18,000 accredited trainers. As a result of the success of bizSAFE Mentors and Partners in getting their contractors and sub-contractors on board to improve their OSH standards, the bizSAFE community expanded from 10,000 companies in 2011 to almost 30,000 companies in 2017, representing over a third of the total workforce. A list of the members of the bizSAFE community may be found online.

▶ Box A.1 bizSAFE Partner and Mentors

Example of a bizSAFE Partner
PSA Corporation Ltd - as a bizSAFE Partner - will be making it a requirement for all companies participating in contracts where services and works are carried out on its premises to have a minimum of bizSAFE level 3 certification. Companies with equivalent certification are also required to have the minimum bizSAFE level 3 certification.

Example of a bizSAFE Mentor
City Developments Limited (CDL) is a Singapore-listed international real estate company operating in 26 countries. As one of the leading property developers in Singapore, CDL has leveraged its position to promote OSH in the building and construction industry. As a bizSAFE Mentor since 2008, CLD shares its experiences and best practices through OSH forums, briefings and site visits, and conducts training workshops focusing on OSH management practices and techniques. Over the years CDL has also introduced various initiatives and programmes to develop a strong OSH culture at the workplace. At its annual CDL 5-Star EHS Awards in 2016, it gathered key partners in its supply chain to support the WSHC Construction Industry Action Plans, which entailed a recommitment to reduce workplace fatalities by 25 per cent annually to 1.8 per 100,000 workers by 2018. The pledge followed two similar rounds of pledge signing initiated by CDL for zero accidents, zero injuries and zero environmental pollution in 2010, and the pledge of a commitment to uphold workers' well-being, safety and health in 2014

Table A.15 StartSafe	
Typology	Provision of consultation services through funds.
Target group	Very small enterprises employing 10-15 workers that are non-bizSAFE-certified.
Description	StartSafe consists of two visits made by OSH consultants to reach out to hard-to-reach small companies, which are not part of BizSafe. Before starting the programme, potential enterprises are identified by means of previous accident reports and contacted with a stern letter to ensure serious collaboration. A third-party resource then calls the company and a visit is arranged. The first visit is complimentary, and the participating company can obtain the level 1 bizSAFE certification upon completion. The visit lasts two hours, and during that time a safety inspection is conducted, and the SME is advised on what is required to address any issues identified. The second visit is optional. Participating companies are encouraged to accept a second visit by co-paying only 10 per cent of the cost. Participation in the programme enables companies to attain bizSAFE level 2, recognized upon completion of the second visit. This potentially increases their competitiveness by putting them in line with other companies that are pursuing bizSAFE certification. The low cost of the visits makes the programme attractive.
Results and evidence of impact	The programme had approached 1,200 companies as of December 2017. These companies were hard to reach and fell outside the range of programmes such as bizSAFE. Through the programme, they received basic training on OSH and understood the importance of OSH - not only for preventing accidents but also for making their business more profitable.

Table A.16 Safety Compliance Assistance Visits Plus (SCAV+)	
Typology	Free provision of consultants.
Target group	SMEs that need and require help in OSH.
Description	SCAV+ is a free OSH engagement service provided by the WSHC to help SMEs build up OSH capabilities in their workplaces. It provides on-site customized compliance assistance by certified WSH professionals, who assess the workplace jointly with the employers and supervisors to identify OSH lapses and recommend relevant control measures. bizSAFE companies may also apply for SCAV+, and the information is disseminated through the bizSAFE channels. The visits are offered free of charge.

Initiatives on promotion of OSH awareness

Table A.17 CultureSafe: cultivating the right OSH mindset and attitudes in every employee	
Typology	Voluntary training and funding scheme.
Target group	All companies, particularly SMEs.
Description	CultureSAFE is a voluntary programme launched in 2012, which is attached to a WSH Culture Fund. Its aim is to help companies implement a preventative programme at their workplaces. The programme consists of a one-stop platform for companies to embark upon an OSH culture-building journey. There is a one-time Management Engagement Session, followed by a five-step cyclical approach. During the Management Engagement Session, the company receives an induction on awareness, internal alignment and the importance of OSH culture, and is invited to reserve time and resources for the programme. A series of OSH culture-building initiatives are then proposed by the WSHC to improve the company's culture gaps. **Raising awareness on OSH** Based on a perception survey taken on the online platform, the organization's Culture Index is determined at the beginning of each learning cycle; thereafter, it identifies strengths and areas of improvement (diagnostic and reporting). After the first steps, companies are encouraged to develop action plans through a project management template (action planning), execute the initiatives identified - including recording of progress (implementation) - and monitor the results of the implementation (review & evaluation). The initiatives work on the attributes used to define the Culture Model. Developed by the WSHC, it consists of six attributes for both companies and stakeholders,: Leadership and commitment; Governance; Work management system; Competent and learning organization; Ownership and teamwork;, Communication and reporting. The Model offers a series of criteria against which the company self-assesses its Index during the perception survey. There are several threads that workers and employers at the concerned enterprise can follow to improve their knowledge. One package specifically designed for SMEs is the Start Guide, which contains information on how to set up an OSH committee, conduct a risk assessment, develop an OSH policy and list of safety procedures, and monitor progress in OSH performance. An enterprise with a positive OSH culture would be driven by the perspective of progressively increasing its OSH responsibilities to perform all its duties diligently, thereby transforming the compliance mindset; it would cease to consider rules and regulations as a burden and appreciate them as indispensable tools to prevent accidents and diseases at work. A good OSH culture, according to the information available on the programme, is therefore one in which OSH becomes a natural and integral part of daily operations. **Mechanisms for reward and recognition** The organizations that complete step 1 are recognized as participating companies – and, in that capacity, they can obtain free use of the Model for assessment and are part of the CultureSafe community. Companies are also awarded Certificates of Commendation upon completion of the five-step cycle. They are also featured in a list specifying their project, industry sector and date of attainment within the online portal. The CultureSAFE Index is a useful tool for assessing the company's cultural profile, reflecting the strengths and gaps in its OSH culture. It is quantified on a scale from 1 (reactive, where top-down management coordinates OSH initiatives) to 5 (exemplary, whereby OSH is internalized as a non-negotiable value). As it may be used to compare the performances of various companies, achieving a high Index gives the company a good image.

	Access to financial credits, grants and loans Culture Fund is a Government grant to encourage SMEs to establish, maintain and sustain progressively a safety culture in their workplaces. A S$8 million WSH Culture Fund was set up to help SMEs implement the CultureSAFE programme. On 1 Oct 2013, the proportion of costs that SMEs could claim from the Fund to implement CultureSAFE was revised from 70 to 90 per cent, with the cap limit remaining at S$30,000 for each SME. Small businesses can use the Fund to cover both consultancy and implementation costs. **Provision of consultation services** Businesses can perform a self-diagnostic assessment (Steps 1-2) by using the e-Tool developed by the WSH Council to assess their cultural status. If the company wishes to engage a WSH Culture consultant to embark on the CultureSAFE programme, they may refer to the approved list of CultureSAFE consultants.
Results and evidence of impact	The CultureSAFE programme has helped organizations build and sustain a progressive and pervasive WSH culture by cultivating the right OSH mindset and attitudes in every employee. The programme drives employee engagement and social cohesion within the organization by encouraging participants to be part of the CultureSafe community, serving as role models and mentoring other companies on ways to improve WSH practices and behaviours. In addition, companies actively involved in the CultureSAFE cycle may be included in the *iWSH* portal (after completion of step 1) and receive a commendation certificate (after completion of all five steps). The CultureSAFE cycle involves specific management activities that companies are encouraged to implement. At the end of the cycle, there is a review of the intervention as a whole, providing feedback for the company - which helps refine the plan in terms of sustainability and start the cycle again for improving other areas of OSH. In 2013, about 150 companies had signed up for the programme. As of 31 December 2017, 296 non-SMEs and 644 SMEs had joined the CultureSAFE programme, the majority of which were in the construction sector.

Table A.18 WSH Advocate Programme

Typology	Voluntary mentoring programme.
Target group	This programme suits enterprises from all industries and of any scale — from sole proprietors to multinational corporations (MNCs). However, the WSH Council would like to encourage more SMEs to kick-start their WSH journey through the WSH Advocate Programme.
Description	The initiative aims at encouraging everyone in the company to be involved in OSH. It consists of meetings, workshops and other events that bring advocates and interested companies together. Mechanisms for reward and recognition The mechanism used to support OSH improvements in the company is based on voluntary participation: However, companies might be encouraged because they can receive a positive feedback from the national authority and the Workplace Safety and Health Council (WSHC), which issues participation attestations and provides access to a community of companies that actively promote employees' involvement. A company that adopts the programme has first to identify suitable employees and then empower them to engage their peers to improve WSH. The WSH Advocates influence their colleagues to be more aware of all the issues involved.. Commitment is ensured through workshops, forums and exclusive membership of the OSH community. SMEs are not the only recipients of this initiative, although participating in this programme may be beneficial in improving their visibility among other businesses. Mentoring and coaching The idea behind the programme is that a positive OSH mindset can be achieved by means of " a lead-by-example" approach at all levels within the organization. The programme is voluntary, free of charge and fairly flexible, as there is no need for the Advocates to be officially trained.This may make it attractive for MSMEs, which tend to have a less formalized structure than larger companies.. WSH Advocates can be anyone in the company - from workers to supervisors and managers - who are committed to demonstrating safe and healthy behaviour to others within the company, and who share best practices and information with other companies. The Advocates actively participate in forums to obtain and share information on success stories in employee engagement. WSH Advocates devote extra efforts to keeping their work environment safe and healthy. In so doing, they influence their colleagues in being more aware of OSH. A positive feedback from the WSHC recognizes the enterprise's commitment to OSH in the form of certificates, membership of an exclusive community, and opportunities to share and learn some of the industry's best practices.
Results and evidence of impact	As of August 2018, 108 companies had participated in the community (the list of WSH Advocate Companies in on the website).

Awards and competitions

As part of the strategy, the MOM particularly encourages small businesses to take part in competitions, which promote benefits and recognize best practices. This is particularly attractive to SMEs, because it ensures that larger and more highly resourced companies do not overshadow their efforts and improvements in OSH.

The awards ceremonies take place in important venues, which attract hundreds of participants and are well covered by the media. This helps raise the awareness of the general public and also gives SMEs the opportunity to showcase their results and network with other businesses.

The following are the main awards and competitions relevant for MSMEs:

- National WSH Awards. The annual WSH Awards celebrate the best in WSH. They recognize companies and individuals at national level for their commitment and outstanding performance in WSH.
- bizSAFE Awards. bizSAFE awards recognize bizSAFE enterprises for their commitment to making workplaces safer and healthier.
- Safety Starts with Me Competition. The annual “Safety Starts with Me (SSWM)” competition is aimed at increasing WSH awareness among the industry and public - by encouraging them to look at workplace safety in a wide variety of situations.

Appendix III. List of interviews with key ILO and external specialists

#	Name	Department/Office
	ILO specialists	
	Headquarter (Geneva)	
1	AMARA, Uma	RESEARCH
2	BEYTULLAYEV, Elvis	SECTOR (Forestry Agriculture Construction Tourism)
3	DUMAS, Laetitia	LABADMIN/OSH
4	DUPPER, Ockert	LABADMIN/OSH
5	ELKIN, Michael	ENTERPRISES, SME (SCORE)
6	ESTRUCH PUERTAS, Elisenda	SECTOR (Construction)
7	HALIM, Grace	LABADMIN/OSH
8	HAMED, Yousra	ENTERPRISES, Social Finance
9	HARTRICH, Steve	ENTERPRISES, SME (Value Chain)
10	KATAJAMAKI, Waltteri	SECTOR (Forestry)
11	LAISNE-AUER, Frédéric	LABADMIN/OSH
12	LEVINTOV, Nick	LABADMIN/OSH
13	LOISELLE, Claude	LABADMIN/OSH
14	MUCHIRI, Frank	LABADMIN/OSH
15	NUTZ, Nadja	ENTERPRISES (SIYB)
16	PINTADO NUNES, Joaquim	LABADMIN/OSH
17	SIEVERS, Merten	ENTERPRISES, SME (Value Chain)
18	SOHO, Alex	FPRW
19	TESSIER, Lou	LABADMIN/OSH
20	TILLIER, Justine	LABADMIN/OSH
21	WISKOW, Christiane	SECTOR (Health)
22	ZHU, Changyou	LABADMIN/OSH

	AFRICA	
23	CHINOMWE, Adolphus	CO-Harare
24	CHRISTENSEN, Jens	DWT/CO-Pretoria
25	DeConinck, Sophie	CO-Abidjan
26	HAMZAOUI, Halim	CO-Algiers
27	KAMBALE, Kavunga	CO-Abidjan
28	MANDORO, Limpho	DWT/CO-Pretoria
29	MOSHY, Edmund	CO-Dar Es Salaam
30	PES, Roberto	DWT/CO-Yaounde
31	SAMAILA, Ibrahim	DWT/CO-Yaounde
32	SOLEDAD, Giovanni Cesar	Accra, GHANA
33	TON THAT, Khai	DWT/CO-Dakar
	Americas	
34	CARDONA, Italo	ILO-Bogota
35	OROZCO, Olga	DWT/CO-Lima
36	TREVISI, Carolina	ILO-Bogota
37	VIDAL, Diana	ILO-Bogota
	Arab States	
38	AL-WREIDAT, Amin	DWT-Beirut
	Asia and the Pacific	
39	BAJRACHARYA, Roojaa Darshan	CO-Kathmandu
40	BIRD, Jonathan	ILO-Yangon
41	BRIMON, Katherine	CO-Manila
42	HASSAN, Khalid	CO-Manila
43	INFANTE, Mariana	ILO-Yangon
44	JULIA, Lusiani	CO-Jakarta
45	KAWAKAMI, Yoshi	DWT/CO-New Delhi
46	LINGGA, Gita	CO-Jakarta
47	MIYAMOTO, Michiko	CO-Jakarta
48	RUSTANDIE, Januar	CO-Jakarta
49	SALVAI, Paolo	ILO-Yangon

50	SANTOS, Francisco	DWT-Bangkok
51	SHAILENDRA, Jha	CO-Kathmandu
52	ULRICH, Stephan	CO-Hanoi
53	ZHANG, Xubiao	CO-Beijing
	Europe and central Asia	
54	HIROSE, Kenichi	DWT/CO-Budapest
	International Training Center	
55	MARTIN-DAZA, Felix	ITC-ILO Turin
	External specialists	
56	BING, Chen	ILO Consultant (China)
57	BOQUIREN, Marian	ILO Consultant (Philippines)
58	FOE, Bernard	ILO Consultant (Cameroon)
59	GHORBEL, Henda	ILO Consultant (Tunisia)
60	IVANOV, Ivan	WHO (Geneva)
61	REFSLUND, Bjarke	EU-OSHA, SESAME Project
62	ROJAS, Renan	ILO Consultant (Colombia)
63	SANO, Yumi	Researcher and ILO WISE trainer (Japan)
64	TEJAMAYA, Mila	ILO Consultant (Indonesia)

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