



International
Labour
Organization

VISION ZERO FUND



STRATEGY

2019–2023

COLLECTIVE ACTION
FOR SAFE AND HEALTHY
SUPPLY CHAINS



“The Vision Zero Fund will help prevent and reduce the unacceptable number of workplace-related deaths, injuries and diseases. Gaining access to global supply chains can be an important part of strategies for poverty reduction. The Fund will help to make this route safer.”

**ILO Director-General
Guy Ryder at the meeting of
the G7 Ministers of Employment,
Labour, Social Affairs, International
Cooperation and Development**

Berlin, October 2015



1. Introduction

The Vision Zero Fund aims to eliminate severe or fatal work related accidents, injuries and diseases in global supply chains (GSCs). It is an initiative of the G7, and has been endorsed by the G20. The International Labour Organization (ILO) administers the Fund, and implements its projects. VZF is a central component of the ILO's Safety and Health for All Flagship Programme.

In 2016, the VZF Steering Committee adopted the strategy *"Vision Zero: Achieving a world without fatal or serious occupational accidents and diseases"* (2017-2021), which provided a solid basis for its inception phase. Since then, the VZF refined its strategic approach and intervention framework, established a sound governance structure and financial footing, and developed a portfolio of country projects, successfully engaging multinational corporations leading important GSCs as well as reaching some of the most vulnerable women and men working in the world's least developed countries. Contributions to the VZF are accepted from governments of Sovereign States, intergovernmental or nongovernmental organizations, and from private sources

including companies, foundations and individuals. Current and past donors include the European Commission, Germany, France, Sweden, Norway, the United Kingdom, and the United States. In 2017, Siemens became the first private sector donor to join the Fund.

"Achieving a world without fatal or serious occupational accidents and diseases."

2016

- VZF Secretariat established
- Governance structure formalized
- Country and sector selection criteria finalised
- Potential pilot countries identified; first country project (Myanmar) approved by the VZF Steering Committee
- Strategy and implementation plan approved
- First donors (Germany, US) join VZF

2017

- M&E framework established
- Projects in Ethiopia, Lao PDR, Madagascar approved
- First country projects commence (Myanmar; Madagascar)
- New donors join VZF (EC [DG DEVCO], France, Norway, Siemens, Sweden)
- Unique tool to assess drivers and constraints for OSH improvement developed and piloted in Myanmar and Madagascar

2018

- Project activities in Lao PDR commence
- New donors (UK, EC [DG EMPLOYMENT]) join VZF
- First knowledge products published
- Independent evaluation of VZF inception period completed
- Regional project in Latin America (Colombia, Honduras and Mexico) approved
- First global stakeholder event held in Geneva

2019

- Project activities in Ethiopia and regional project in Latin America commence
- Revised VZF strategy adopted, including new M&E framework
- New governance structure with participation of global social partners established
- First stakeholder event involving global buyers in the ginger value chain convened in Myanmar

Milestones of the Vision Zero Fund's foundational phase

The VZF is currently in its consolidation phase, which places greater focus on linking country project implementation to generating knowledge and learning, and in sharing and disseminating that knowledge to accelerate the development of policies at global, regional and national levels.

The emphasis is on piloting new or improved gender-sensitive tools and approaches for driving occupational safety and health (OSH) improvements, measuring results (including impact assessments), and disseminating good practices through a renewed communication strategy. The potential for projects with a regional focus is being explored, thereby enhancing opportunities for South-South learning. In line with the ILO Policy on Gender Equality and its Action Plan for Gender Equality 2018- 2021, a more strategic approach to gender equality and women's empowerment is adopted in all of the VZF's activities. Finally, resource mobilization is being prioritized, in particular engagement with the private sector.

The revised Strategy, entitled "Collective Action for Safe and Healthy Supply Chains", proposes an ambitious agenda, in line with its bold vision, mission and strategic outcomes. It recognises that achieving the Fund's vision requires the strong commitment, collective action, influence and resources of a wide range of stakeholders, including global companies, national- and transnational- level suppliers, governments in developed and developing countries, international financial and labour organizations, workers and trade unions, civil society, private philanthropy, and development agencies.

The Strategy is fully aligned with the 2030 Agenda for Sustainable Development Goals (in particular SDG 3 and SDG 8), and with ILO's Programme of Action 2017-2021 on Decent work in Global Supply Chains.

2. Addressing a Critical Global Need

According to the latest OSH global estimates, every day 1,000 people die from occupational accidents and a further 6,500 from work-related diseases. Diseases are the cause of the great majority of work-related deaths (2.4 million deaths or 86.3 per cent), in comparison to fatal occupational accidents (which make up the remaining 13.7 per cent). Together, these account for 5 to 7 per cent of deaths globally. There are 34 developing countries without an employment injury insurance system and approximately 60 per cent of the world's labour force lacks protection if they are injured or become ill as a result of their work. In economic terms, the ILO estimates that almost 4 per cent of the world's annual gross domestic product (GDP) is lost as a consequence of work-related injuries and diseases.

About 60 per cent of global trade today is organized within so-called GSCs. While the contribution of GSCs to global economic growth and job opportunities is evident, their impact on the living and working conditions and the safety and health of workers in developing countries raises important concerns. As the ILO has noted,

“Failures at all levels within global supply chains have contributed to decent work deficits in the areas of occupational safety and health, wages, working time, and which impact on the employment relationship and the protections it can offer.”

Paradoxically, however, while evidence indicates that supply chain relations can negatively impact or maintain poor OSH outcomes, it also suggests that they can create opportunities to ameliorate these effects and contribute to supporting improvements in arrangements and outcomes for safety and health for workers. Many companies have adopted codes of conduct and monitoring programmes aimed at improving labour conditions (including OSH) in their primary suppliers. Others have focused on capacity building initiatives to improve suppliers' technical expertise and internal management systems, which would enable suppliers to enforce labour standards and improve working conditions on their own. Some companies have also joined together in initiatives that set and enforce labour standards across companies in the same industry and that establish mechanisms for enforcing these standards. Finally, there have been instances where private compliance initiatives have combined efforts with public regulatory authorities (such as labour inspectorates) to improve working conditions.

While these approaches have undoubtedly yielded episodic improvements, persistent gaps have remained: where improvements have been made, they have been uneven (improvements have been made in some areas but not in others such as freedom of association and excessive working hours) and unstable (many workplaces cycle in and out of compliance over time). Even at their most successful, these private initiatives have created “islands of compliance”, where the rights of workers depend on the strength and commitment of the companies involved. While private compliance initiatives should no doubt continue to play a role in improving labour standards among primary suppliers in each multinational company's operations, it has become clear that in order to address the root causes of the most serious and entrenched violations of labour rights, including OSH, requires a new paradigm – one that involves the collective action of all major stakeholders in global supply chains.

We encourage governments, social partners, local and international companies as well as NGOs to

TAKE PART IN COLLECTIVE ACTION

for the prevention of work place accidents... within the framework of the Vision Zero Fund

G20 statement on the Vision Zero Fund, May 2017



3. The Model of Collective Action for Safe and Healthy Supply Chains

The VZFs mandate is ambitious. Unsafe and unhealthy working conditions often result from a combination of underlying causes, such as governance gaps, a deficient legislative framework, insufficient knowledge and resources, and unsustainable business practices. One actor (such as the state) alone cannot address all these underlying conditions. All major stakeholders need to work together and assume responsibility (consistent with their respective mandates) to address systemic issues that lie at the root of poor OSH outcomes. That is why the VZF pursues an approach that mobilizes all relevant stakeholders to act collectively to address the underlying root-causes of workplace accidents, injuries and diseases. This approach is encapsulated in the phrase collective action for safe and healthy supply chains, which can be defined as follows:

“A multi-stakeholder approach that involves governments, workers and trade unions, employers and their organisations, multilateral organisations, civil society and development agencies, working together so that each meets its responsibilities consistent with organizational roles, to implement an agreed plan or set of actions to reduce severe or fatal work accidents, injuries or diseases in global supply chains.”

The approach consists of four components:

Component 1 Ensuring commitment to and participation of constituents, global companies and other relevant stakeholders in VZF actions that promote collective action at global and country levels.

Component 2 Creating and sharing a transparent knowledge base on OSH in close collaboration with constituents, global companies and other stakeholders.

Component 3 Based on the transparent knowledge base, facilitating social dialogue for collective action on OSH amongst constituents, global companies and other stakeholders, resulting in the development of action plans, or other agreements to which constituents, global companies and other relevant stakeholders express commitment.

Component 4 Supporting the implementation of such action plans or agreements through the development and expansion of the knowledge base on OSH in GSCs, the provision of technical support, the facilitation of social dialogue, and promotion of sectoral or local leadership.



Garment worker in Ethiopia, ILO 2019

Component 1

Ensuring the commitment of stakeholders to a process of collective action under the VZF framework

All VZF actions, whether at global or country level, are based on a process of consultations with constituents and other important stakeholders. The goal of the consultations is to raise awareness of and facilitate commitment to participate in a process of collective action to address OSH challenges in the supply chain(s) of focus.

At country level, the joint commitment of constituents to the project is a precondition for the start of each VZF project. The results of the consultations shape the project strategy and identify intervention areas and activities.

During this initial phase, VZF teams evaluate the commitment of constituents and global buyers to contribute to the project's goals and the willingness of constituents and stakeholders to participate in the collective action approach

for a safe and healthy GSC. The expectation is that this consultation process would result in the adoption of a tri-partite or multi-partite prevention action plan or similar document that should specify the activity/activities envisaged and the time-frame for implementation.

The commitment of stakeholders to such an outcome is therefore evaluated from the start. It informs both the decision of whether to start a VZF project in the country and, if so, it determines whether to start a VZF project in the country and the project's priorities and activities.

At global level, a comparable process is pursued. Sector- or industry-wide actions under the framework of the VZF require a similar level of awareness of and commitment to VZF's model of collective action among stakeholders. It is imperative that stakeholders recognize the value of a collective action approach and express some form of commitment to the joint development of action plans, global compacts or similar agreements prior to participation in VZF actions at global level.

Component 2

Building a transparent knowledge base on OSH drivers and challenges

While it is understandable that many multinational companies restrict the scope of their efforts to address social and environmental factors to tier-one suppliers with whom they have the greatest leverage (and who are likely to have the greatest resources and ability to meet labour, environmental and social standards), existing data indicates that OSH risks on second, third and even lower levels of the supply chain are much greater than in the primary tiers.

Greater visibility into all tiers of a supply chain will result in a more comprehensive understanding of the scale and nature of particular safety and health issues, and at which points in production these issues arise throughout the supply chain (including both formal and informal suppliers) which, in turn, can be an entry point for the protection of the most vulnerable workers, and ultimately contribute to benefiting all workers in producing countries.

In order to facilitate a comprehensive understanding of the scale and nature of particular safety and health issues, VZF has adopted a systematic approach to assess drivers and constraints for OSH improvement in GSCs.

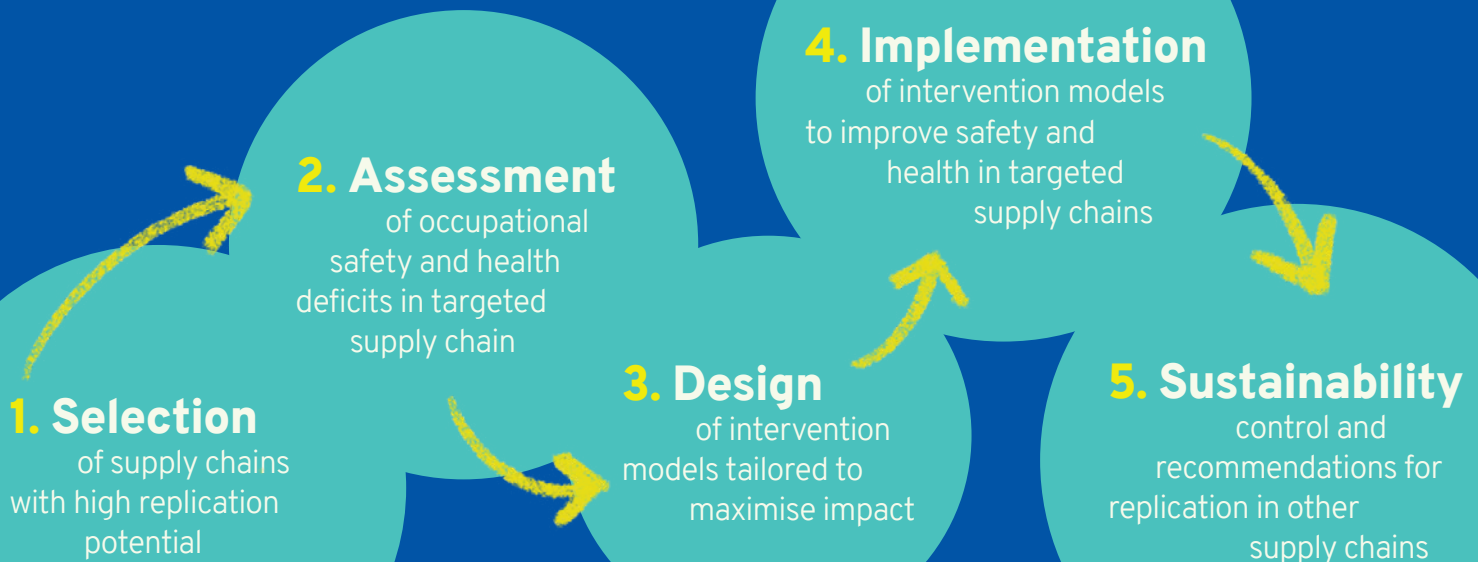
This assessment provides:

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

By involving constituents and other stakeholders in the assessment process, VZF country projects strengthen relationships, build trust, and facilitate commitment to a process of collective action.

At the global level, VZF uses the data gathered at country level to inform the implementation of the collective action model at global level. The bottom-up approach ensures that actions are evidence led and driven by real data rather than on assumptions about OSH risks and hazards and constituent needs. VZF intends to conduct regular synthesis reviews of data emerging from VZF country projects to identify common drivers and constraints for OSH improvement in the different supply chains and use that as the basis for multi-stakeholder actions at global level.

Synopsis of the Methodology



Component 3

Informing collective action through social dialogue processes

The goal of the process of social dialogue is to develop an agreed to action plan or similar agreement in which all relevant stakeholders play an active role to address the root causes of OSH risks in the relevant supply chain. This goal is pursued at global level and in all VZF project countries. At country level, the VZF project team plays an essential facilitation role and stimulate social dialogue between the tripartite constituents and other stakeholders to build trust, commitment and ownership and facilitate sector-wide agreements.

In VZF project countries, the meetings with constituents to validate the results of the assessment of drivers and constraints provide an opportune moment for the development of the action plan. These meetings provide an opportunity for a discussion of the findings of the assessment and the development of a set of joint solutions to address the root causes of the OSH deficits, which could include an articulation of the role that each stakeholder can play in the process of implementing the action plan. Where appropriate, the project supports constituents and stakeholders to formulate a vision for the GSC in which safe and healthy working conditions is a central component. This helps to establish a shared direction and facilitate coordinated actions.

The collective action plans at global and country level are based on a thorough consultation process with stakeholders and thus reflect shared priorities, commitments, and actions.

However, in light of VZFs mandate and framework for action (see below in part 4), the priorities revolve around the following broad categories:

- Direct interventions at factory/production/enterprise level;
- Research and knowledge generation;
- Legal and policy support and development;
- Knowledge sharing and awareness raising;
- Capacity building;
- Institutional development.

At country level, the process of social dialogue is adapted to the specific country context.

In countries in which the process of social dialogue is either absent or in its infancy, projects engage in one-on-one meetings first, before bringing different stakeholders together in a multi-stakeholder setting.

The timeframe for validating the assessment results, agreeing on intervention models, and incorporating an agreed set of commitments into an action plan is not fixed, and depends on a number of factors, including the capacity of constituents, the level of trust among all stakeholders, and the complexity of the issues under discussion.

In VZF countries, it should become clear during the implementation of this component who could assume local leadership for coordinating the implementation of the action plan and how the VZF project can support this leadership role. Regardless of who assumes that leadership role, the project advisory committee (PAC) for each country project plays an important role. PAC's can serve as the forum for the discussion of progress on the implementation of the action plan. Since it is possible that the stakeholders involved in implementing the action plan will extend beyond the membership of the PAC, VZF project teams will determine how this process can be managed to achieve optimal outcomes. For example, this could include placing the "action plan" on the PAC agenda as a standing item or organizing separate meetings between PAC members and the other stakeholders involved in the action plan. In certain countries, where leadership or membership of the PAC is weak, projects can opt for a separate mechanism, but it will be important to involve PAC members and keep the PAC informed.

At both global and country level, the VZF teams play an important role to support constituents and stakeholders to identify concrete actions for incorporation in the action plan, and to establish timeframes and indicators for success. Finally the official endorsement of the plan by all stakeholders is encouraged, as is the organization of a launch or kick-off event. This increases visibility and commitment and promotes accountability.



Component 4

Support the implementation of the plan

VZF teams play an important role in the development and implementation of action plans, whether at global or country level. First, VZF uses its convening power (as part of the ILO) to bring together stakeholders through the process of social dialogue described above. Second, VZF facilitates both the development and implementation of the action plan, but does not lead it. It is important that the collective action plan is stakeholder driven and led. Depending on the context, the role of the VZF teams includes some (or all) of the following:

- At country level, implementing specific activities that have been identified in the plan to fall under the responsibility of the project, for instance, capacity building activities, policy and legal reform, and research;
- Providing information on and promote ILO OSH Conventions and other relevant international standards;
- Facilitating dialogue around the implementation of the collective action plan amongst the stakeholders involved in the plan;

- Where necessary, raising new resources from donors, private sector, global buyers and national actors in support of the implementation of collective action plan;
- Communicating and sharing knowledge of results, successes and lessons learned.

Finally, at country level, the VZF project team play an ongoing role to support local leadership in the implementation of the plan. The exact scope of this role differs between countries, but may include the following: i) collecting data on progress, indicators and activities; ii) reporting progress to all stakeholders; iii) organizing multi-stakeholder meetings to discuss progress; and iv) supporting additional research.

4. Driving Impact: The VZF Framework for Action

Intervention 1 Linking Research to Policy

Strategic Outcome 1

Strengthened global, regional and national enabling environments for the promotion of safe and healthy working conditions in targeted GSCs.

VZF works to improve coordination among academics, researchers and policy institutions of knowledge on OSH in GSCs and organizes global, regional and country level, public and private stakeholders' meetings to design and implement industry and/or country-wide strategies to foster compliance with OSH standards along the targeted GSCs.

Key Performance Indicators

- a. Number of industry-wide plans, statements, strategies and/or similar documents adopted by stakeholders, including those from the private sector, at global, regional and/or national level supported by the VZF, disaggregated by level
- b. Number of joint initiatives by academics, research and/or policy institutions on GSCs referencing the importance of OSH that can be linked to VZF

Intervention 2 Strengthening Legal and Policy Frameworks

Strategic Outcome 2

Improved legal and policy frameworks to promote and enforce OSH protection, prevention and compensation in targeted GSCs.

VZF carries out assessments on the drivers and constraints for OSH improvements in targeted supply chains, including their legal and institutional environment in selected producing countries. Findings are used to develop tailor-made interventions to strengthen policy makers' capacity to collect and analyse data and reinforce the country's legal and policy frameworks that impact OSH outcomes.

Key Performance Indicators

- a. Number of laws, regulations and policies partially or completely addressing OSH and decent work gaps identified by the VZF, disaggregated by country
- b. Percentage of economic units where OSH infringements detected through labour inspection were fully or partially corrected, disaggregated by country
- c. Number of VZF countries with established or substantially improved systems for collection and analysis of sex-disaggregated OSH data, particularly in GSCs
- d. Number of VZF countries where reforms of employment injury protection schemes aiming at improving their inclusiveness for workers in targeted GSCs were implemented

Intervention 3 Accelerating Workplace Improvements

Strategic Outcome 3

Improved application of OSH prevention, protection and compensation mechanisms for women and men working in targeted GSCs.

Workplace level activities support country level efforts, and pilot innovative, small-scale improvement models. Through capacity development activities and technical assistance, VZF seeks to improve employers' and workers' capacities and mechanisms to promote OSH, and to empower workers to significantly engage in the promotion of such issues. When possible, activities are implemented jointly with other ILO initiatives such as the Flagship Programme on OSH, Better Work, and SCORE.

Key Performance Indicators

- a. Number of employers in GSCs that have taken concrete and documented actions to improve OSH, disaggregated by target country and GSC
- b. Number of OSH mitigation measures adopted to reduce exposure of female and male workers to occupational hazards and risks in selected GSCs in targeted countries
- c. Number and percentage of workers and employers in selected GSCs with access to injury compensation and occupational health services (OHS), disaggregated by sex and type



Worker accommodation around Hawassa Industry Park in Ethiopia, ILO 2018.



Theory of **CHANGE**

VISION



Zero severe and fatal work related accidents, injuries and diseases in global supply chains (GSCs)

IMPACT

Sphere of Interest

Reduced exposure of women and men working in targeted GSCs to occupational safety and health (OSH) hazards at the workplace

OUTCOMES

Sphere of Influence



Global Stakeholders

Strengthened global, regional and national **enabling environments** for the promotion of safe and healthy working conditions in targeted GSCs



Governments

Improved **legal and policy frameworks** to promote and enforce OSH protection, prevention and compensation in targeted GSCs



Employers & Workers

More effective **OSH prevention, protection and compensation mechanisms** for women and men working in targeted GSCs



OUTPUTS

Sphere of Control

Improved coordination among academics, research and policy institutions on OSH knowledge

Enhanced industry-wide, commitment to improve compliance with OSH standards

Improved capacity of governments to collect and analyse data

Improved public capacity to promote and enforce OSH standards

Improved access of workers to compensation mechanisms

Improved capacity of employers and workers' organizations to promote OSH at the workplace

Improved mechanisms to promote OSH at the workplace

Empowerment of workers to engage in promotion of OSH



5. Focus: Selection of Countries and Supply Chains

SELECTION OF BENEFICIARIES	VZF receives requests/ recommendations from:	Assessment of relevance, need and demand for improved OSH	Assessment of the feasibility and sustainability of the intervention
COUNTRIES	<ul style="list-style-type: none"> i. National governments, employers' and workers' organizations, ii. Private sector stakeholders with industries in the specific country, iii. VZF Steering Committee, or the Global Tripartite Advisory Council on OSH (GTAC-OSH), and iv. ILO or other development partner or institution working on OSH 	<p>Development status of the country (Least Developed Countries, Low-Income Country, Low-to-Middle Income Country)</p> <p>Analysis of the country's trade profile, with a focus on the role and size of GSCs for the country's economy and labour market, including share of jobs in sectors contributing to GSCs OSH profile (including data and statistics)</p>	<p>Commitment and existing capacity of government and/or social partners to apply principles of ILO OSH standards and to engage in social dialogue processes</p> <p>Potential synergies and complementarities with existing ILO interventions and or other activities already in existence or planned by development partners</p>
GLOBAL SUPPLY CHAIN	<ul style="list-style-type: none"> i. Private sector stakeholders active in the sector, ii. Employers' and workers' organizations, iii. VZF Steering Committee, or GTAC-OSH, and iv. ILO and/or other relevant institutions working on OSH. 	<p>Analysis of current decent work deficits in the industry, in particular OSH deficits</p> <p>Evidence that proposed sector is part of employment-intensive GSCs</p> <p>Relevance of sector to national and international companies' responsible business practices</p>	<p>Feasibility of intervention, including identification of stakeholders at global, regional and national level to be involved, their capacity, priorities and willingness to improve OSH</p> <p>Opportunity for market growth within the global market (or within specific countries)</p> <p>Assessment of potential impact of intervention in specific GSC on OSH conditions</p>

Requests or recommendations are submitted to VZF in writing at vzf@ilo.org. Proposals in compliance with the criteria outlined above are presented to the Steering Committee for discussion and approval.

6. Research

Using a highly participatory approach, VZF implements a comprehensive, gender-sensitive research strategy to improve the knowledge base on OSH and GSCs, particularly in VZF project countries and targeted GSCs. Research findings serve to identify entry points for the development of effective strategies to ensure safer and healthier supply chains, and identify persistent research gaps.

7. Governance

The global governance structure consists of three main components namely the **VZF Steering Committee**, the **VZF Advisory Committee**, and the **Global Tripartite Advisory Committee for the Flagship Programme on OSH** (GTAC-OSH).

In addition, a high-level VZF Forum will be convened on a regular basis to raise the political profile and visibility of the VZF, and inform VZF's overall strategic direction.

7.1 Steering Committee

The Steering Committee (SC) is the VZF's only decision making body. It approves work plans and reports (including progress reports and budgets), considers and approves proposals from the VZF Secretariat for new projects (including country and sector selection), and oversees the implementation of the VZF Strategy. The SC comprises of six (6) members made up of major donor representatives, representative drawn from amongst the government members of potential recipient countries serving on the ILO Governing Body, and ILO representatives. The SC meets at least twice a year.

7.2 Advisory Committee

In order to allow the social partners to play a meaningful role in the governance of the VZF, a **VZF Advisory Committee (AC)** has been established. While not a decision-making body, the Committee allows the social partners to

influence and shape the strategic direction of the VZF and to provide input into items that will require the formal decision of the VZF Steering Committee, including VZF's expansion into new countries, sectors and supply chains. Meetings of the VZF Advisory takes place prior to Steering Committee meetings to allow discussions to inform deliberations of the Steering Committee.

7.3 Global Tripartite Advisory Council on OSH

As part of the ILO's Safety and Health for All Flagship Programme, the VZF will also participate in the Global Tripartite Advisory Council (GTAC-OSH).

The GTAC-OSH consists of no more than twelve (12) individuals drawn from the following: Employers' and Workers' Groups, partner governments where the Flagship is implemented, and partner governments who are resource and / or development partners to then Flagship Programme. The GTAC-OSH meets annually.

7.4 High Level Forum

While not officially part of the VZF governance structure, a **"VZF High-Level Forum"** will be convened on a regular basis, with the objective of raising the political profile and visibility of the Fund.

The event will be widely publicised, but specific invitees will include: representatives of employers' and sectoral organizations at both national (VZF project countries) and international level (e.g. IOE); representatives of leading firms (multinationals; global buyers) in the supply chains covered by VZF; representatives of workers' organizations at both national and international level (for example, ITUC, IUF); high-level representatives (ideally at the Director-General or Ministerial level) of the donors; members of the GSC; potential new donors and partners to the Fund; representatives from the current chairs of the G-7 and G-20; other international organizations active in the areas of OSH, such as ISSA, WHO, OSHA, IOSH, and EU-OSHA; National Contact Points from adherents to the OECD MNE Declaration; and prominent academics / researchers / research institutions working in the fields of global supply chains, OSH, labour inspection, and social protection.



BODY	VZF Steering Committee	VZF Advisory Committee	Flagship Programme G-TAC
MAIN OBJECTIVE	A decision-making body that provides strategic oversight and direction to the VZF Secretariat.	An advisory body that provides strategic advice to the VZF Secretariat and VZF Steering Committee on the implementation of the overall VZF Programme.	An advisory body that provides guidance to the Flagship Programme Management team on the overall Flagship Programme.
MEMBERSHIP	A total of 6 members coming from VZF donors (nominated by the donors to the Fund), government members of potential recipient countries serving on the ILO Governing Body, the Director of the ILO's Governance and Tripartism Department.	Consists of the members of the VZF Steering Committee and the following representatives of the social partners: <ul style="list-style-type: none"> • 2 representatives of the International Organization of Employers (IOE) • 1 representative the International Trade Union Confederation (ITUC) • 1 representative of a Global Union Federation 	A total of 12 members from the Secretariat of the Employers' Group, the Secretariat of the workers' Group, partner governments where the Flagship is implemented, partnered governments who are resource and / or development partners to the Programme.
KEY FUNCTIONS	To approve the VZF work plans and reports (including progress reports and budgets), consider and approve proposals from the VZF Secretariat for new projects (including country and sector selection), and oversee the implementation of its strategy.	To advise the VZF Steering Committee and the VZF Secretariat on the implementation of the overall VZF Programme, specifically with regard to strategic directions, strategic partnerships and key developments in the area of safety and health in global supply chains; and to consider questions referred to it by the Steering Committee or other such issues that its members consider to be important for the further enhancement of the VZF Programme.	To provide advice on overall Flagship Programme effort, consider questions requested by Programme Management Team or other such issues considered by members for the further enhancement of the Programme.
CHAIR	Chief of the ILO's Labour Administration, Labour Inspection and Occupational Safety and Health Branch (LABADMIN /OSH)	Chief of the ILO's Labour Administration, Labour Inspection and Occupational Safety and Health Branch (LABADMIN/OSH)	The Director of the ILO's Governance and Tripartism Department
SECRETARIAT	VZF Secretariat	VZF Secretariat	Flagship Programme Management Team
FREQUENCY OF THE MEETINGS	Twice a year, directly following the ILO GB meetings in March and November; additional meetings (as needed) via email, VC, exchange of documents.	Twice a year, in conjunction with (but prior to) VZF Steering Committee meetings; additional meetings (as needed) via email VC, exchange of documents.	Once a year

In addition, the VZF Secretariat will also organize **regular smaller, thematic events** to further strengthen political support, and **explore opportunities in the margins of other national and international events** to organize VZF-specific forums or activities to increase the Fund's visibility.

National Governance

National VZF Tripartite Project Consultative Committees (PCC) are established in each country where VZF operates to ensure continued engagement and ownership by national stakeholders and dialogue on the approaches to be taken. The role of each PCC is to:

- promote the adoption of the goals of the VZF by national policy-makers and business leaders;
- monitor and report to the VZF Steering Committee on progress, achievements, obstacles and lessons learned;
- provide guidance to national stakeholders.

8. Monitoring, Evaluation & Learning

Monitoring data is gathered on a continuous basis at global and country levels, allowing for a constant evaluation of planning and actual developments, which, if needed, ensures that problems are identified and corrected in a timely manner. In addition, it captures lessons learned from project design and implementation, which informs the design of new country level initiatives.

Progress reports are prepared and submitted to the Steering Committee every 12 months. Reports include a summary of the activities carried out at global and country levels, analysing progress made by the Fund towards its strategic outcomes, compiling lessons learned, and describing next steps. Reports include, where relevant, results on gender equality and women's empowerment in a consistent and coherent manner.



9. Sustainability

The programmatic sustainability of the results to be achieved through the VZF activities has been a key consideration since the inception of the Fund. At the country level, the joint public-private commitment of businesses, government, social partners and other relevant stakeholders is one of the main eligibility criteria. Country level projects' are designed through a participatory process, with key stakeholders having a lead role in the development of the assessment of the drivers and constraints for OSH improvement. By combining workplace, industry, institutional and policy interventions, VZF country-level activities ensure institutional learning and strengthened capacity, both of which are key requirements for sustainability, replication and/or scale-up.

Global level activities ensure coherence and consistency between country level interventions. Data gathered through the M&E framework help to better understand which approaches work best for preventing and reducing workplace related accidents and deaths. Research studies and tools are disseminated at both global and country levels, with the aim of improving OSH-related interventions being implemented by the ILO and other organizations.

The VZF strategy requires sustained support, whether financial or in-kind. Contributions to the VZF are accepted from governments of Member States, intergovernmental or non-governmental organizations, and from private sources including companies, foundations and individuals. It is envisaged that the implementation of this Strategy will facilitate the attraction of new private sector donors to the Fund, including companies and private foundations.



10. Communications and Visibility

As part of this Strategy, VZF has adopted a more comprehensive and systematic approach to communication, with the following three objectives:

- 1. Increased awareness** of global, regional, and national public and private stakeholders, as well as consumers, of the urgency of improving OSH in GSCs;
- 2. Increased commitment** from global, regional, and national public and private stakeholders to work together to address the most pressing OSH challenges across targeted GSCs;
- 3. Increased visibility** of the work and achievements of the VZF among global, regional, and national public and private stakeholders.



VISION ZERO FUND

Vision Zero Fund

Labour Administration,
Labour Inspection and
Occupational Safety and
Health Branch

International Labour Organization

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The Vision Zero Fund is part of Safety & Health for All, an ILO flagship programme building a culture of safe, healthy work.



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