



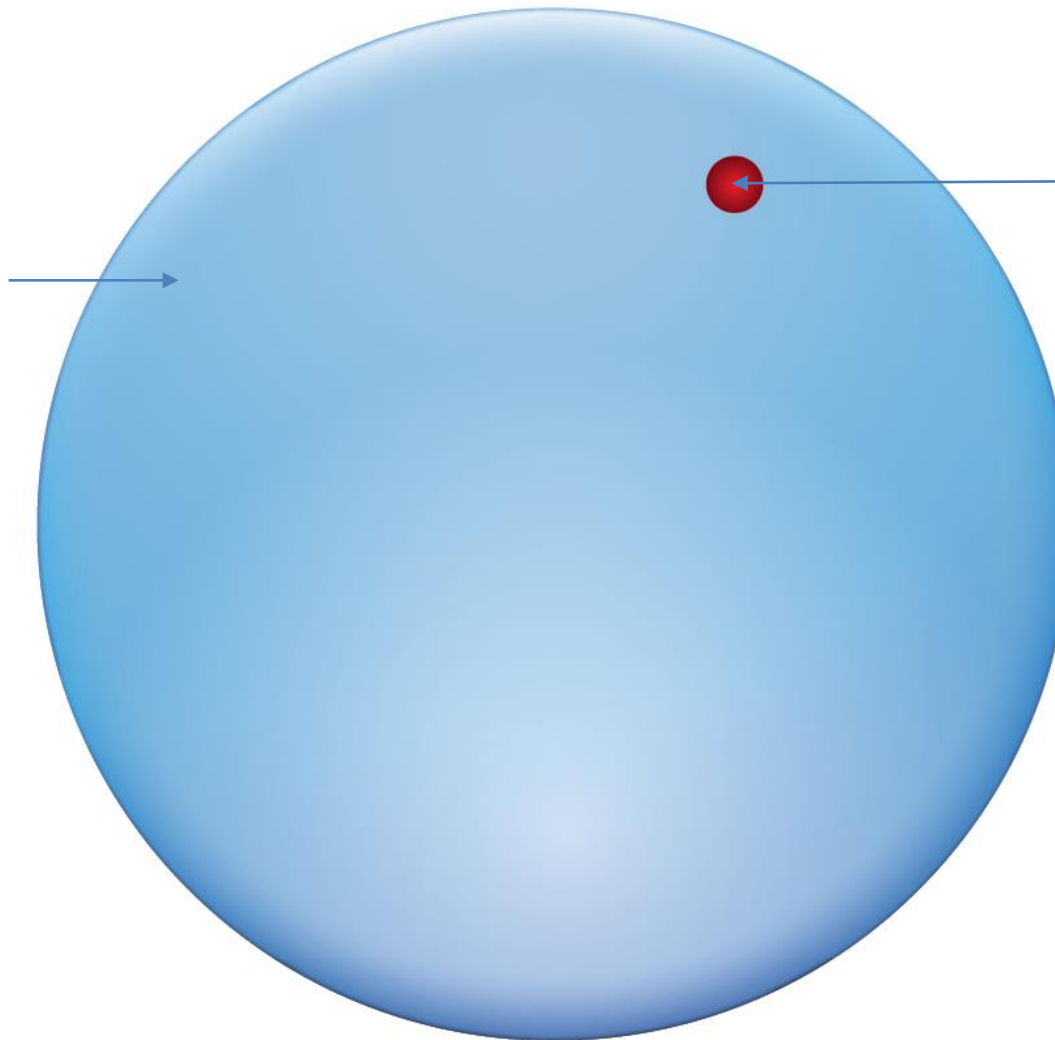
STRATEGIC COMPLIANCE PLANNING



Traditional Enforcement Model

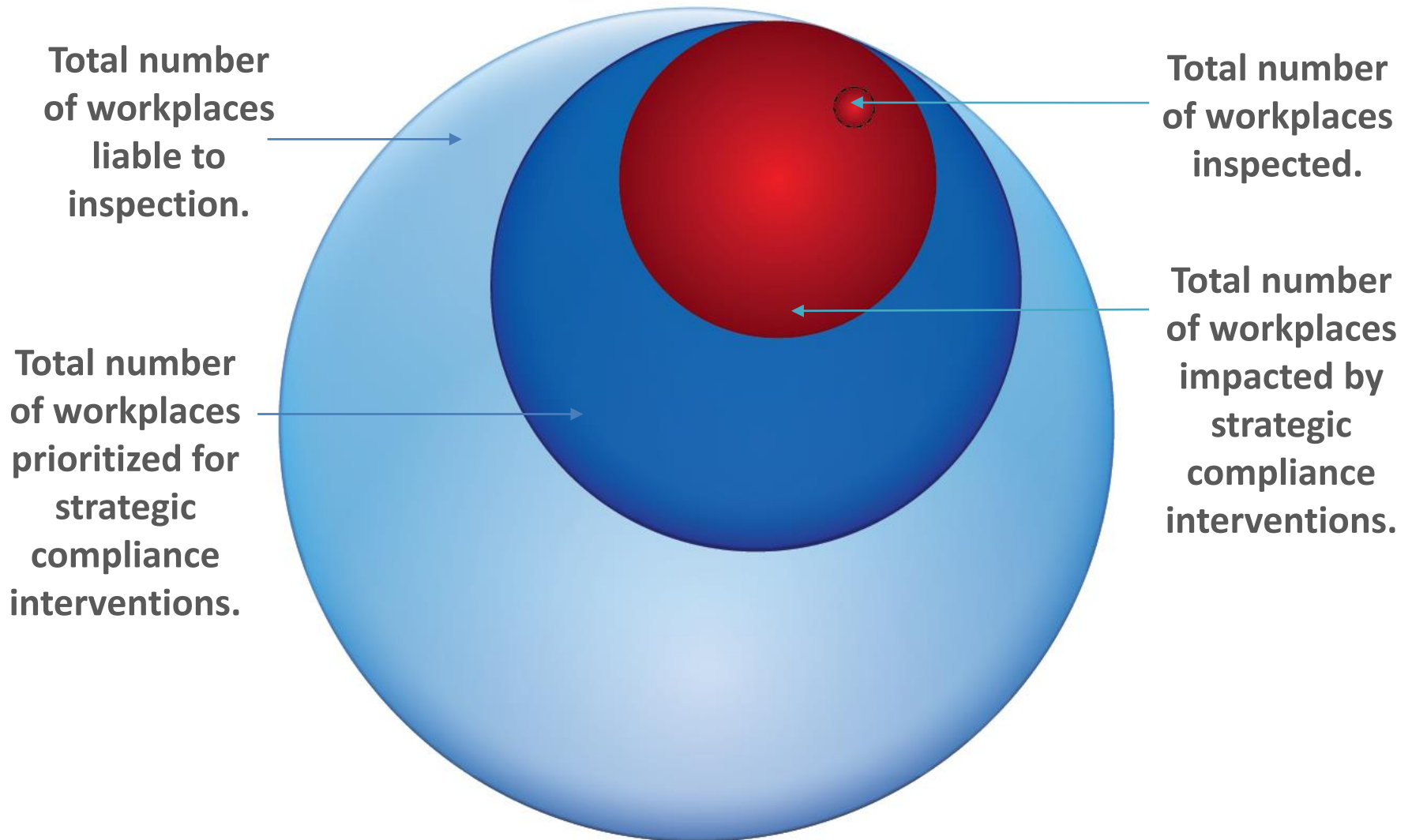


**Total number
of workplaces
liable to
inspection.**



**Total number
of workplaces
inspected.**

Strategic Compliance Model



Traditional Enforcement Model vs Strategic Compliance Model



	Traditional Enforcement Model	Strategic Compliance Model
Aim	Enforcement	Enforcement + Compliance
Approach	Reactive (often complaint driven) and routine	Proactive (labour inspectorate driven), targeted, and tailored based on a diagnosis of the causes of non-compliance
Interventions	Enforcement Education Communication	Enforcement Education Communication Political Systemic
Stakeholders	Workers and their organizations Employers and their organizations	Workers and their organizations Employers and their organizations Government entities Non-governmental entities (...) Any and all others who can and should influence compliance
Implementer(s)	Labour Inspectorate	Labour Inspectorate + Stakeholders
Performance Measures	Effective and efficient enforcement	Effective and efficient enforcement and sustained compliance

Strategic Compliance – Examples



USA



Strategic Compliance – Examples



UK



Say what you will do.
Do what you said you
would do.



Strategic Compliance – Examples



Colombia



Strategic Compliance – Examples



Trinidad and Tobago



Trinidad and Tobago

SPOTLIGHT!

*The labour inspectorate leveraged social media to engage the public to detect instances of child labour leading to **90** actionable sightings of potential cases of child labour.*



Government of the Republic of Trinidad and Tobago
Ministry of Labour

CHILD LABOUR IN TRINIDAD AND TOBAGO SURVEY



HELP PROTECT OUR CHILDREN

labour.gov.tt

Strategic Compliance – Examples



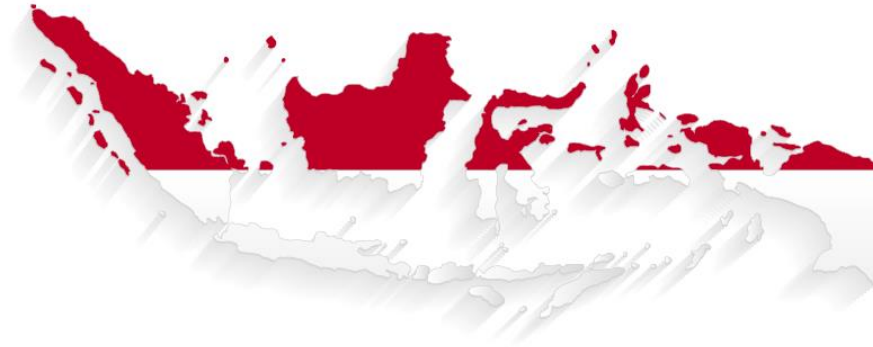
Namibia



Strategic Compliance – Examples



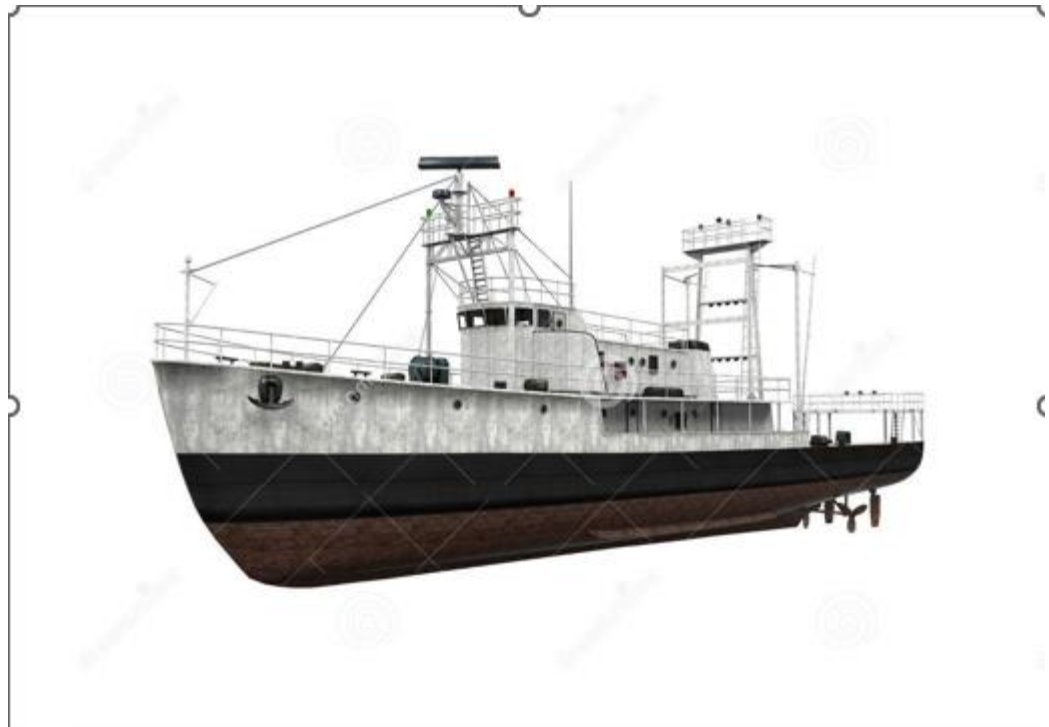
Indonesia



Strategic Compliance – Examples



Thailand



Madagascar



SPOTLIGHT!

*In Madagascar, the labour inspectorate convinced employers to create new bipartite OSH committees, not currently required under law, in **56%** of the economic units targeted.*

Strategic Compliance – Examples



Occupied Palestinian Territory



Occupied Palestinian Territory

Spillover effect

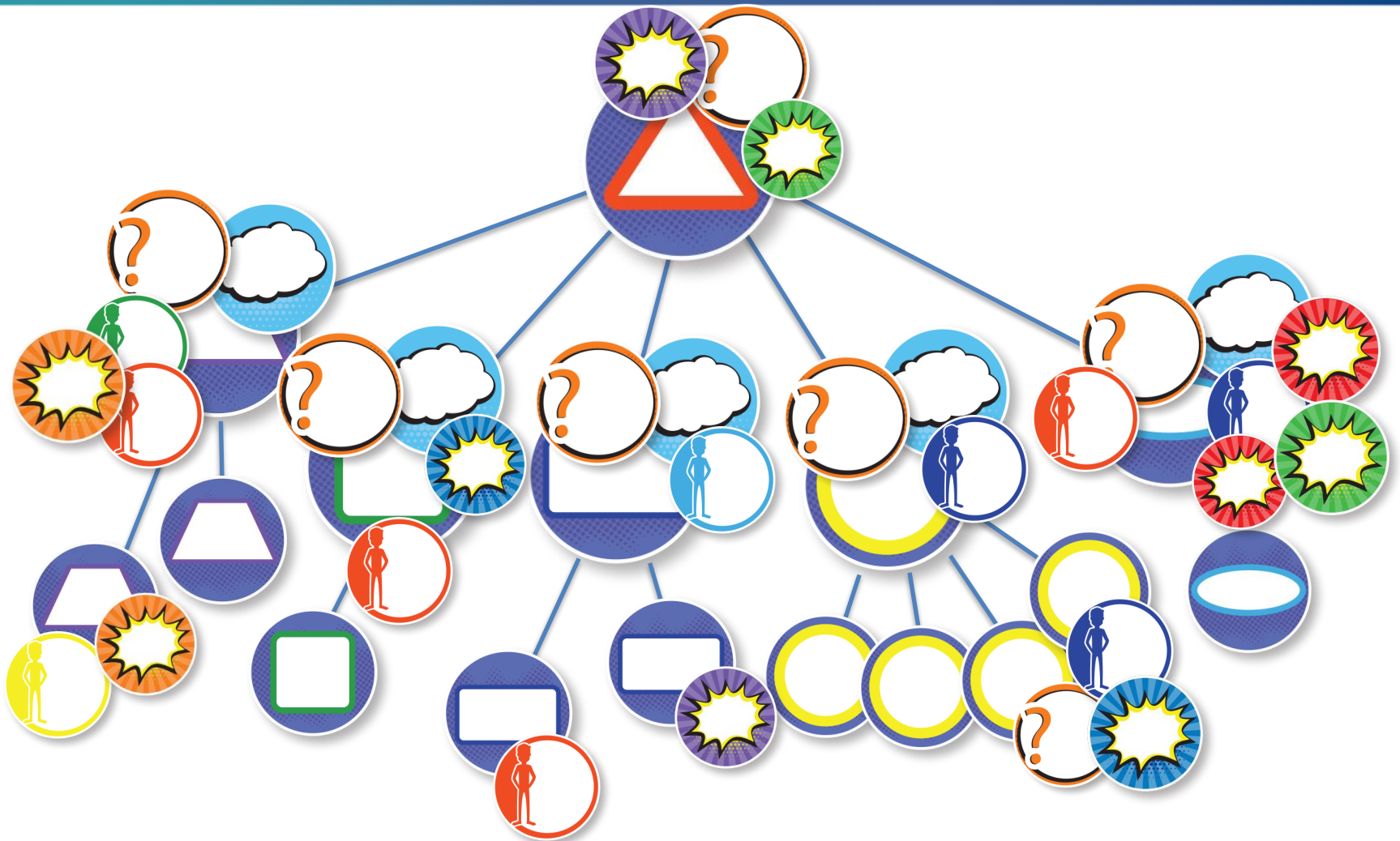


SPOTLIGHT!

*In the Occupied Palestinian Territory, a strategic partnership with the Ministry of Education, led to the identification of over **700** kindergartens previously unknown to the labour inspectorate, allowing them to reach **6,500** workers, versus the approximately **300** they would have reached using only their internal enterprise list.*

Strategic COMPLIANCE Planning





1.1 Brainstorm
Mandates

1.2 Brainstorm
Resources

1.3 Brainstorm
Enforcement &
Compliance Data

01 Explore
the Labour
Inspectorate

**Explore
Labour
Inspectorate**

Brainstorm Mandate



Legal:

- Obligations derived from laws, regulations, and case law.



Policy (Internal):

- Expectations derived from inspection plans, work plans, and performance indicators.

Political (External):

- Expectations derived from public agendas of the administration and political asks of stakeholders.





Enforcement Data:

- Quantitative information about enforcement derived from internal sources such as number and types of complaints, inspections, infractions, and sanctions.

Compliance Data:

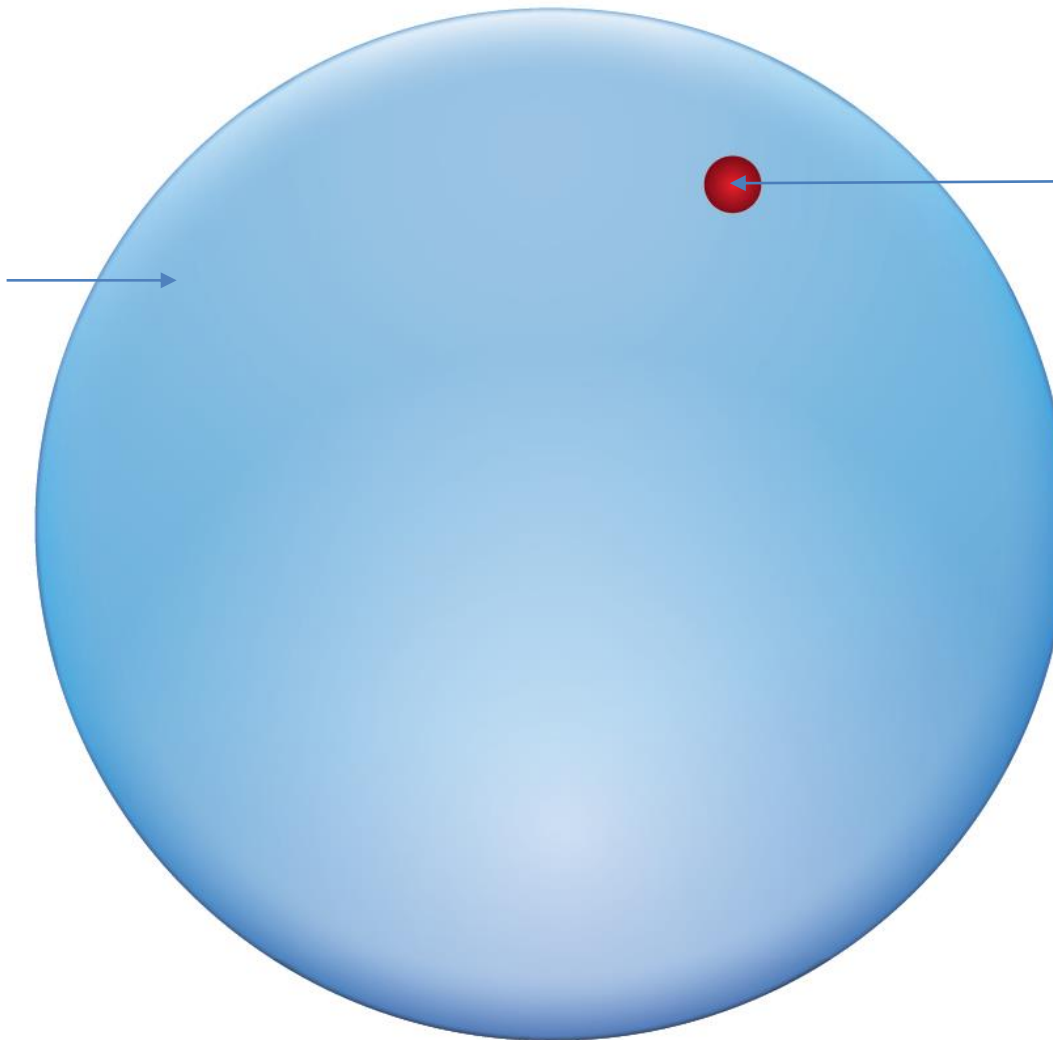
- Qualitative information about compliance derived from external sources such as studies or reports by third-parties (e.g. media, academics, and workers' and employers' groups).



Traditional Enforcement Model



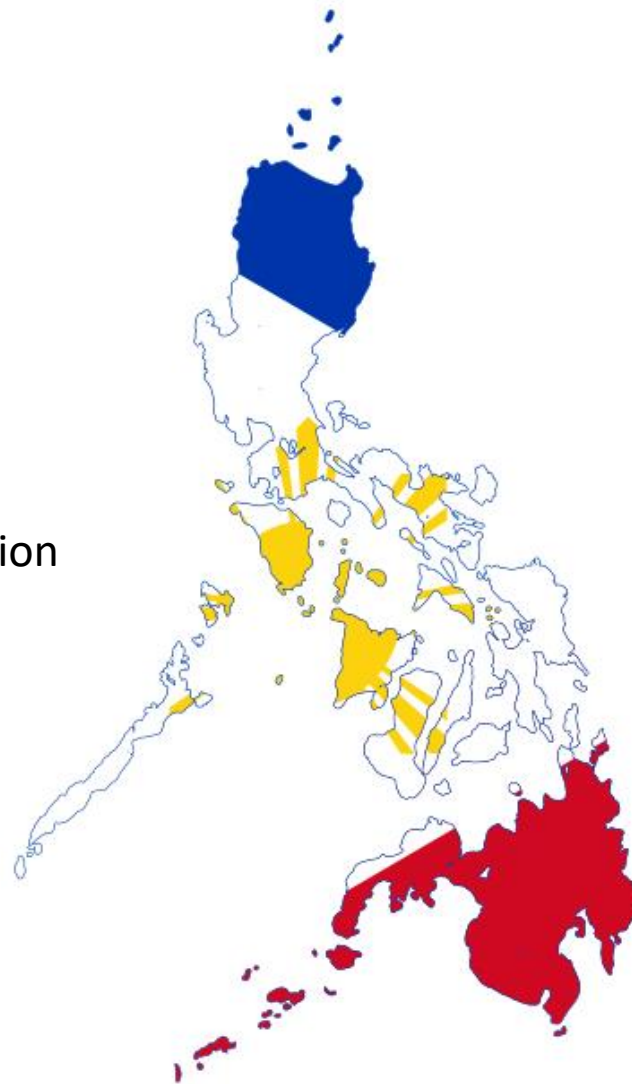
**Total number
of workplaces
liable to
inspection.**



**Total number
of workplaces
inspected.**

Philippines

Labour Inspection Management Information
System (LI MIS)



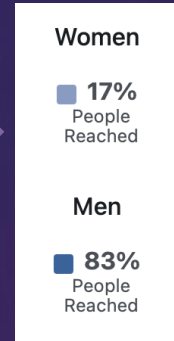
Trinidad and Tobago: Social Media Polls



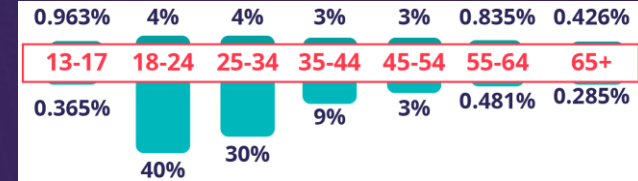


About Facebook Page Hosting the Chatbot

TRABAJO DECENTE
en la
Caficultura
MEXICANA



Average ages



Prioritized Municipalities



City	People reach
Oaxaca de Juárez, Oaxaca	35,753
Tuxtla Gutiérrez, Chiapas	14,981
Xalapa, Veracruz	10,498
Veracruz, México	7,996
Córdoba, Veracruz	7,478
Tapachula, Chiapas	6,866
Orizaba, Veracruz	5,936
Coatzacoalcos, Veracruz	5,232
San Cristóbal de las Casas	4,927
Comitan, Chiapas	3,745

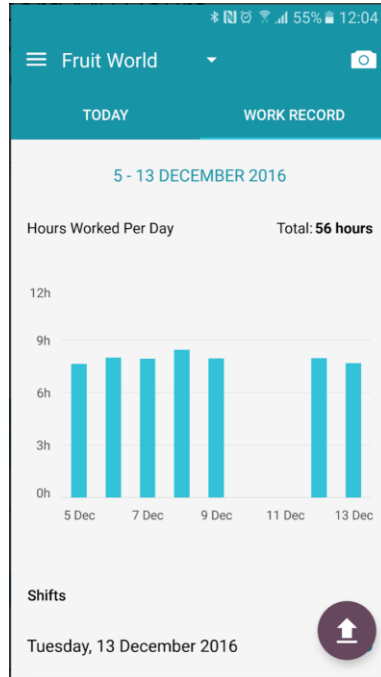


International
Labour
Organization



**SAFETY
+ HEALTH
FOR ALL**

Australia: Record My Hours



Edit Job

Job name (max 20 characters)
Fruit World

Business name
Fruit World Pty Ltd

Workplaces

Address
29 Doggett Street

Workplaces will be used to automatically track your time at work. You can have more than one workplace for a job.

[ADD NEW WORKPLACE](#)

Hours

Type of employment Casual

Your usual unpaid break
30 min

Add New Workplace

Search by address

42 Chester Street
(-27.455427, 153.042605)

GPS boundary size

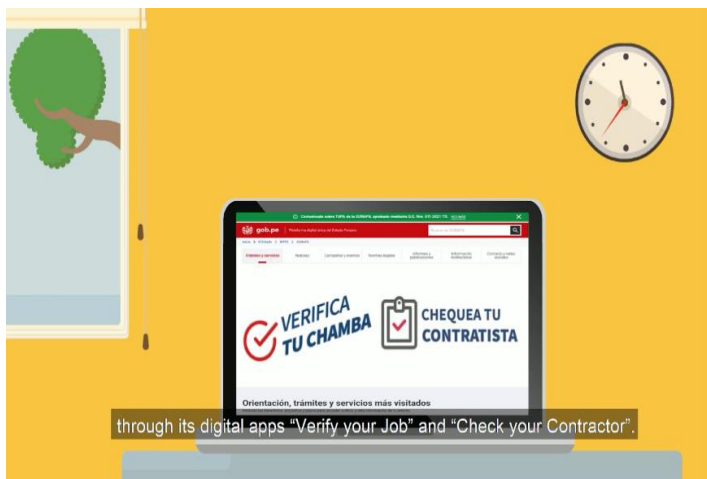
Small or medium area
e.g. a house or office building

Large area
e.g. a shopping centre or farm

Record My Hours

- Today
- Work Record
- Jobs
- Roster
- Gallery
- Export All
- Backup
- Notifications

Peru: Verifica tu Chamba



Explore Issues & Targets



Brainstorm Issues & Targets



Targets



- Employers and worksites in priority regions, sectors, or business models (areas of greatest concern based on mandate and compliance data).

Issues



- Priority legal provisions (areas of greatest concern based on mandate and compliance data) relating to conditions of work and protection of workers while engaged in their work enforceable by the labour inspectorate.

3.1 Brainstorm
Underlying
Causes

3.2 Identify Positive
& Negative
Influences

03 Explore
Influences

Explore Influences

Just as a doctor must **diagnose** the **cause or causes** of an **illness** before prescribing a **treatment ...**

... the Labour Inspectorate must **diagnose** the **underlying cause or causes** of **compliance** and **non-compliance** before prescribing a **compliance intervention**.

Why do enterprises comply?

- What influences have a positive impact on compliance?

Why don't enterprises comply?

- What influences have a negative impact on compliance?

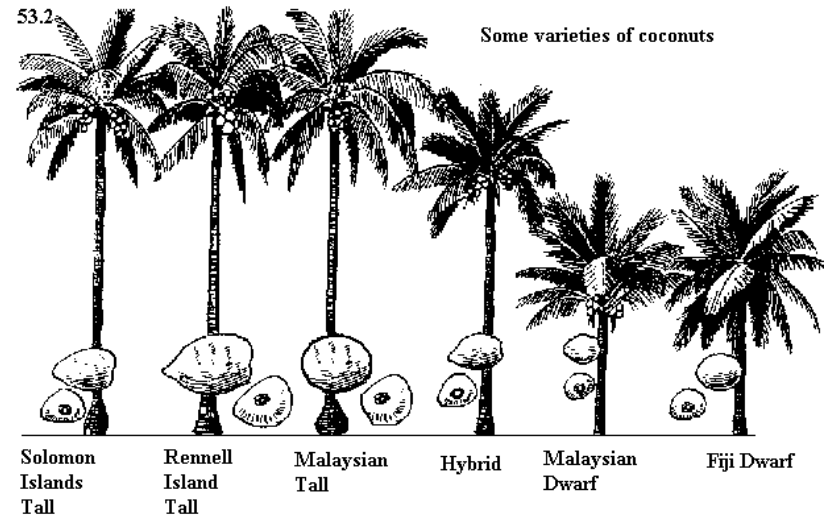
Lesotho



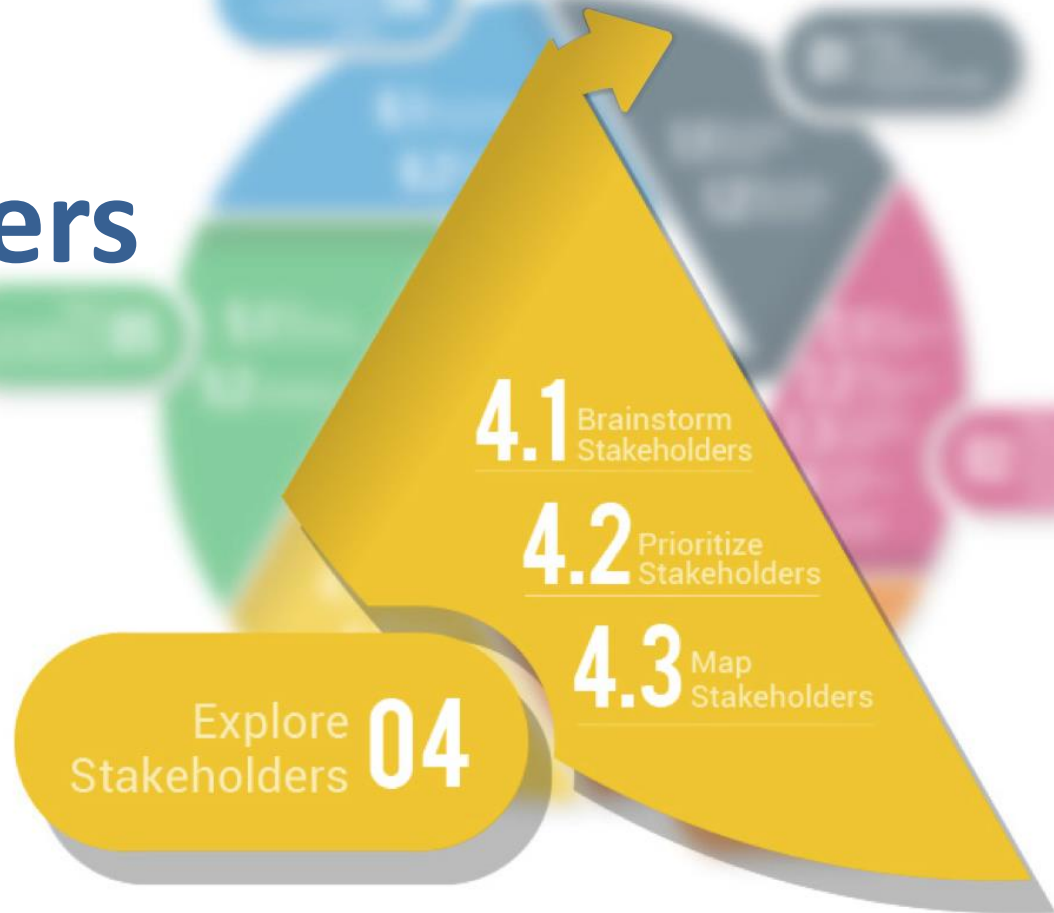
Indonesia

53.2

Some varieties of coconuts



Explore Stakeholders



Why do enterprises comply?

- Who wields or could wield the influence?

Why don't enterprises comply?

- Who wields or could wield the influence?

THE DATA PROTECTION AUTHORITY
OF HAMBURG

**FINED H&M
GERMANY FOR
€35.2 MILLION**

FOR FOR GDPR VIOLATIONS

Verifica tu Chamba/Verifica tu Contratista



Tanzania



Brainstorm Stakeholders



Workers and their Organizations:

- Enterprise unions, sectoral unions, federations, confederations, guilds.



Employers and their Organizations:

- Chamber of commerce, national or international sectoral/industry groups, owners, key management personal.



Non Governmental Organizations:

- Community groups, women's groups, issue specific group (environment, vulnerable populations, rights based).



Government Entities

- Tax, social protection, environmental protection, licensing, and export authorities.



Media:

- Traditional media (radio, TV, internet) and social media (Facebook, Twitter).



(...):

- International organizations (WTO, World Bank, ILO, OECD), private compliance initiatives, certifiers, sources of raw materials, providers of services, buyers of end products, stakeholders, investors, lenders, political/community connections, and any other entity that does not fit in the other categories.



Explore Interventions **05**

5.1 Brainstorm Interventions

5.2 Prioritize Interventions

5.3 Map Interventions

Explore Interventions

Why do enterprises comply?

- How can positive influences be enhanced or added?

Why don't enterprises comply?

- How can negative influences be diminished or eliminated?

Madagascar



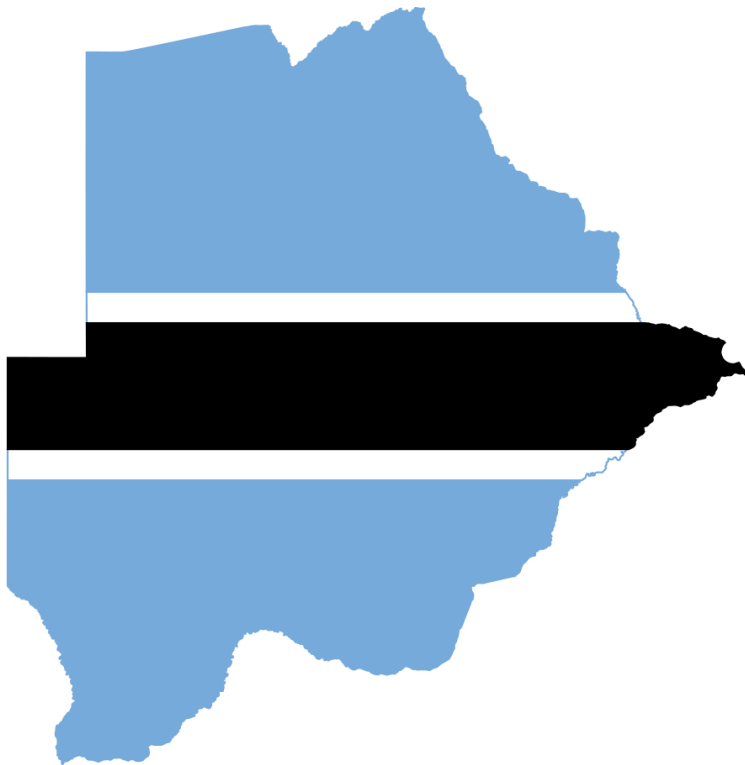
SPOTLIGHT!

*In Madagascar, the labour inspectorate convinced employers to create new bipartite OSH committees, not currently required under law, in **56%** of the economic units targeted.*

Uzbekistan



Botswana



Jordan



Brainstorm Compliance Interventions



Enforcement:

- Enforcement actions through government enforcement agencies: Administrative/criminal penalties, workplace closures, suspension/revocation permits/licenses, written improvement notices with force of law...

Education:

- Education actions: Training (in person or online), on the spot advice/guidance...

Communication:

- Awareness raising actions: Social/traditional media campaigns, name and shame/name and acclaim campaigns...



Systemic:

- Legal/procedural/policy change actions: Amendments to labour inspection guidelines or standard operating procedures, creation/expansion of barriers or access to permits/license, public procurement, legal interpretations, law reform...

Political:

- Behavioural nudge actions: Leveraging access to private certification schemes. corporate social responsibility initiatives, due diligence programs, membership to exclusive associations/clubs, access to influencers (actors, sports stars, politicians)...

Operationalize Strategic Compliance Plan

Operationalize
Strategic
Compliance Plan **06**

6.1 Map Strategic
Compliance Plan

6.2 Chart Strategic
Compliance Plan



Target



Issue



Influences



Intervention



Stakeholders



Resources



Thank you!