





European Platform tackling undeclared work

Intervention Toolbox

Netherlands

	Summary <p>The Intervention Toolbox supports and guides labour inspectors to identify which target groups may potentially be involved in undeclared work, their motive(s) for non-compliance, and combines these with appropriate interventions. Interventions may range from inspections, research, exerting pressure on certain actors, or providing information.</p>
Title of the practice in original language	<i>Interventietoolbox</i>
Name(s) of authorities/bodies/organisations involved	Labour Inspectorate (<i>Inspectie SZW</i>)
Sectors	All
Target groups	<ul style="list-style-type: none"> • Project managers and labour inspectors (directly targeted); • Workers involved in undeclared work (indirectly targeted); • Employers engaged in undeclared work (indirectly targeted).
Purpose of measure	Prevention

	Aims and objectives <p>Using measures based on risk-assessment, evidence and best practice in a given context, the Intervention Toolbox helps project managers and labour inspectors to identify the most appropriate interventions to tackle undeclared work.</p>
Background context	<p>The Intervention Toolbox was introduced in 2015. It was opened to labour inspectorate staff in 2016, and subsequently to all departments of the national government in 2018.</p> <p>A key aim of the Toolbox is to support the labour inspectorate to improve efficiency in the use of its resources. The Toolbox is used by the labour inspectorate across 17 different programmes, some focusing on a specific sector (e.g. construction) and some having a</p>




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	<p>thematic focusⁱ, for example, its programme on the exploitation of labour. The Toolbox helps to raise the impact of interventions used by the labour inspectorate by identifying innovative solutions for, among other things, tackling undeclared work based on evidence and best practice.</p> <p>From 2018, each of the 17 programmes has a researcher or advisor who facilitates and guides the use of the Intervention Toolbox. Staff may also sign up for workshops on the use of the Intervention Toolbox.</p>
Key objectives of the measure	<p>General Objective:</p> <ul style="list-style-type: none"> To combine different evidence-based intervention tools likely to have the largest effect or impact on undeclared work or current issue. <p>Specific Objectives:</p> <ul style="list-style-type: none"> Structuring and prioritising information, leading to educated and informed choices concerning appropriate interventions; Implementing the Toolbox into the regular work processes of the labour inspectorate.
Main activities	<p>With the introduction of the Intervention Toolbox, the process for choosing an effective intervention to deal with an issue is much better structured than previously.</p> <p>The steps include the following:</p> <ol style="list-style-type: none"> 1. Selecting the target group and/or specific risk. The Toolbox offers a set of choices, depending on current knowledge of the risk, the economic sector or the viewpoints of stakeholders. Each tool comes with additional information, explanations, and best practices; 2. Understanding the target groups and their motives to potentially engage in undeclared work. The Toolbox supports project managers and inspectors to understand the motives of the target group. What may explain non-compliance? Is there a lack of knowledge, or do groups consciously refuse to comply? Tools differ in terms of the number of target groups they address, the internal and external stakeholders involved, work style, time investment, degree of information required, and results; 3. The Toolbox can identify a selection of certain interventions based on the available information. For each target group, it offers information on the intervention and possible results it may generate; 4. The programme manager sets up a plan of action that includes a mix of suitable interventions. For example, the fast-food industry is at-risk of hiring cleaning companies that employ undocumented workers. An appropriate intervention would be not only to inspect companies in the



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	cleaning sector, but also to speak with companies in the fast-food sector. The inspectorate may give fast-food companies the message that they should only do business with <i>bona fide</i> cleaning companies. This helps to increase compliance.
Funding/organisational resources	Funding for the Toolbox is national. Its development was outsourced. A national government-wide shared service platform is used to host the website.

	<p>Outcomes</p> <p>The Intervention Toolbox has been in full operation since 2018 as an integrated aspect of the labour inspectorate. While its impact on undeclared work will not be known until full evaluation is completed, take-up of the Toolbox has been strong and effective at increasing the efficiency of the inspectorate.</p>
Achievement of objectives	<p>The Intervention Toolbox is integrated into the primary process of the labour inspectorate and is therefore in full operation and use. There have been no evaluations of the Intervention Toolbox itself.</p> <p>Each of the 17 programmes, all of which use the Intervention Toolbox to identify effective measures, usually run for four years and will be evaluated mid-term and at the end of the programme. The evaluation will include the goals of the programme, trends in risks, and the effectiveness of interventions. The learning from the evaluations will become part of the Intervention Toolbox. The outcomes of these evaluations will also be used in the annual report for Parliament.</p> <p>In relation to the Inspectorate's Programme on the exploitation of labour, this programme has only just been formulated in 2019 (part of a long-term plan 2019-2022) and therefore it is also too soon to be evaluated.</p> <p>Outputs since 2018:</p> <ul style="list-style-type: none"> • Around 30 reports have been produced of sessions in which labour inspectorates have used the Toolbox, at times with external experts, to investigate, for example, the motives of a particular target group for engaging in undeclared work; • So far, 50-100 evaluations of single interventions have been included in the Toolbox database; • 10-20 introduction training courses in the use of the Intervention Toolbox have been conducted;



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	<ul style="list-style-type: none"> 18 updated summaries have been prepared, containing information about the effectiveness of each intervention.
Lessons learnt and success factors	<ul style="list-style-type: none"> To keep it up-to-date, effective and relevant, the Toolbox must be developed and adjusted constantly. Evaluations of interventions included in the Toolbox database are crucial to its success and need to be continuously added to and updated with appropriate, evidenced-based measures.
Transferability	<p>While the toolbox is transferable, a number of resources need to be in place, or put in place, for it to work effectively including:</p> <ul style="list-style-type: none"> A similar web-based application that acts as a database for the most effective interventions in the Member State for the given target group; A supply of evidence-based practices for the toolbox database; Training courses and workshops on how to use the Toolbox need to be resourced; Staff resources to set it up and keep it running.

Further information	
Contact	<p>Inspectie SZW (Dutch Labour Inspectorate)</p> <p>Email: interventietoolbox@inspectieszw.nl</p>
Useful sources and resources	<ul style="list-style-type: none"> Inspectie SZW, Meerjarenplan 2019–2022, The Hague: Inspectie SZW. Inspectie SZW, Inspectiebrede Risicoanalyse 4.0 Meerjarenplan 2019-2022, Eindrapport, The Hague: SZW. PWC (2018), Evaluatie handhaving arbeidswetten Beschrijvende foto en krachtenveldanalyse, The Hague: PWC/Ministry SZW. Toezone (2017), Van acties uitvoeren naar impact hebben: Inspectie SZW lanceert interventietoolbox, 10 January 2017.

ⁱ Thematic programmes focus, for example, on the compliance with collective agreements, working with asbestos, or on unequal treatment/discrimination