



International Labour Organization

iTrack

Evaluation

ILO EVALUATION

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This evaluation has been conducted according to ILO's evaluation policies and procedures. It has not been professionally edited, but has undergone quality control by the ILO Evaluation Office

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LIST OF ACRONYMS AND ABBREVIATIONS

AIJPIR	ASEAN-ILO/Japan Project on Industrial Relations
ALM	ASEAN Labour Ministries
APINDO	<i>Asosiasi Pengusaha Indonesia</i> /Indonesian Employers' Association
ASEAN	Association of South East Asian Nations
BAPPENAS	<i>Badan Perencanaan Pembangunan Nasional</i> /Ministry of National Development Planning of Indonesia
BINALATTAS	<i>Pembinaan Pelatihan dan Produktivitas</i> /Training Development and Productivity
Biro KLN	<i>Biro Kerjasama Luar Negeri</i> /Bureau of International Cooperation
BWI	Business Watch Indonesia
CPO	Country Programme Outcomes
DCPR	Development Cooperation Progress Report
DWCP	Decent Work Country Program
GGGI	Global Green Growth Institute
IBCSD	Indonesia Business Council for Sustainable Development
InSIGHT	Industries and Workplaces for Sustainable and Inclusive Growth through Tripartite Dialogue
ILO	International Labour Organisation
KADIN	<i>Kamar Dagang dan Industri Indonesia</i> /Indonesian Chamber of Commerce and Industry
K-SPSI	<i>Konfederasi Serikat Pekerja Seluruh Indonesia</i> / Confederation of All Indonesian Workers' Union/Trade Union
MoM	Ministry of Manpower of Indonesia
OSH	Occupational Safety and Health
P&B	ILO Programme and Budget
PHI	Perselisihan Hubungan Industrial/Industrial Relations Dispute
TU	Trade Union

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EXECUTIVE SUMMARY

This report outlines an independent final evaluation of the InSIGHT/*Industries and Workplaces for Sustainable and Inclusive Growth through Tripartite Dialogue* project in Indonesia and ASEAN region. The project was implemented by ILO Regional Office for Asia Pacific and Indonesia country office from the period of April 2015 to June 2018 with a budget of US\$ 1,760,511 provided by the Ministry of Labour, Health and Welfare of Japan. The independent evaluation was held at the end of August to September 2018.

Evaluation mandate, purpose and scope

The evaluation was mandated by the ILO's Evaluation Policy Guidelines for result-based evaluation which states that all projects over US\$ 1 million and/or lasting more than 30 months must undergo at least one independent evaluation. The evaluation will be managed by an evaluation manager who has no prior involvement in the project and will be conducted by an independent evaluation consultant. The independent final evaluation will be guided by the ILO Evaluation Policy (2017) and will adhere to UNEG Norms and Standard (2016).

There are two purposes of this final evaluation, namely: 1) to promote accountability to the tripartite constituents, the donor and key stakeholders; and 2) to promote learning within ILO and among key stakeholders. Meanwhile the specific objectives of the evaluation are to:

- Assess the project implementation effectiveness including the progress in achieving its intermediate objectives and results (including intended and unintended, positive and negative results), and effectiveness of management arrangements.
- Assess the project implementation efficiency.
- Assess the impact and sustainability and Identify factors (including challenges, opportunities) that enable the sustainability, particularly of the national stakeholders in Indonesia.
- Provide recommendations and describe lessons learned and good practices that could be replicated.

The evaluation covers the three years project implementation period, from April 2015 to June 2018, with two immediate objectives and nine outcomes components. In addition, it focuses at the country level in Indonesia and the work at the regional level. The evaluation also addresses overall issues of relevance and strategic fit of the programme, the achievement and effectiveness, adequacy and efficiency in the use of resource, as well as effectiveness of the programme management arrangements, impact and sustainability. In addition, the evaluation also examines the programme's performance in relation to the ILO's cross-cutting issues on gender, non-discrimination, social dialogue, and environment.

The evaluation covers the full range of stakeholders and beneficiaries of the project through in-depth interviews and focus group discussions in Jakarta.

Evaluation Methodology

The evaluation adhered to UN System Evaluation Norms and Standards and applies OECD/DAC Evaluation Quality Standards, and addressed key evaluation questions. It was conducted also in compliance with ILO Policy Guidelines for Results-based Evaluation. While maintaining independence, the evaluation was based on a participatory approach, seeking the views and assessments of all stakeholders.

Data collection methods ranged from desk reviews (relevant national strategy and development plans, ILO project and programme documents, progress reports, etc.) to individual stakeholder interviews, focus group discussions and observation. To avoid biased and subjective approach, the evaluator applied triangulation of sources, methods, data, and theories. In addition, a stakeholder workshop was conducted at the end of the field mission to present, review and discuss preliminary findings with the relevant project staff and implementing partner.

Country background

In 2017, Indonesia had 131.5 million labour force, of which 120.7 million were employed. The majority of the labour force was working in agriculture, industry and construction sectors (Ministry of Manpower, 2017). Meanwhile, in terms of labour disputes and strikes, the Ministry of Manpower claimed that there has been a significant decline in recent years due to various factors (Ministry of Manpower, 2017).

Moreover, the country has ratified all of eight ILO's conventions specifically on standards of:

1. Freedom of association and the effective recognition of the right to collective bargaining.
2. The elimination of all forms of forced or compulsory labour.
3. The effective abolition of child labor.
4. The elimination of discrimination in respect of employment and occupation.

(ILO, 2018).

Apart from the ratification, the Indonesian government has implemented varied programs and policies on labour, industrial relations and social dialogue. Therefore, it is anticipated that companies will comply with policies related with industrial relations, labour standards, and decent workplace which include minimum wage, social security programmes (death, accidents, pension schemes), and freedom of association. In addition, since 2007, companies and small and medium enterprises who have business activities in Indonesia have been obliged to perform their corporate social responsibility as set out in the Corporate Social Responsibility Act No.40/2007 (BWI, 2010; Ministry of Manpower, 2018).

Nevertheless, not all of Indonesian-based companies and or enterprises are able to comply with the mandated CSR Act due to varied factors. For instances, limited knowledge and skills among labour, small and medium enterprises, companies, and associations on sustainability and green issues; high rate of natural resources degradation; and lacking of technical skills and capacities on environment management and sustainability (BWI; 2010; ILO Self Study, 2017).

Project Background

The InSIGHT Project aims to promote practical approaches and mechanisms that will help industries and workplaces become drivers of sustainable and inclusive growth in the Asian region. The introduction of the Sustainable Development Goals (SDGs) combined with the anticipated growth and consolidation of the ASEAN region, means that engaging the ILO's tripartite partners in relevant regional discourse, agreements and actions, is key. The project is expected to foster a broad-based understanding of the implications and challenges created by economic growth, the environment and the need for social inclusion, in the context of decent work.

The project works towards initiating the process of adapting jobs and workplace practices to greener, resource productive, socially responsible & 'future-oriented' ways of doing business, while mainstreaming social dialogue and harmonious Industrial Relations. This approach provides mutual benefits to workers and employers, and aligns with industry development efforts to stay globally competitive. The project also fosters a broad-based understanding of the implications and challenges created by economic growth, the environment and the need for social inclusion, in the context of decent work. The Project works at both regional and national level, with activities that encompass the ASEAN region, initiating national-level interventions in Indonesia, as it also prepares to replicate experiences in other countries. Starting up in Indonesia is a strategic way to contribute to impacts relating to ASEAN, considering that Indonesia accounts for about 50% of the labour force in ASEAN region.

The project has taken forward from the lessons learnt and good practices from the previous ILO Japan funded projects, Greener Business Asia phase I and II (in Thailand and the Philippines), and also the ASEAN-ILO/Japan Project on Industrial Relations (AIJPIR), and the ILO/Japan Occupational Safety and Health in Hazardous Work in Southeast Asia (OSH) Project. The project development objective is to contribute to promoting industries and workplaces that drive sustainable and inclusive growth in the ASEAN region. The project has 2 immediate objectives:

Immediate Objective 1 "To strengthen policy dialogue and institutional capacities for promoting workplaces and industries that contributes to sustainable and inclusive growth".

There are six outputs under this objective as follows:

- 1.1. National and Regional Industrial Relations Policy Development are compiled and disseminated.
- 1.2. At least two position papers on ASEAN IR Policy of relevance to the constituents are produced and delivered to decision makers.
- 1.3. Annual regional Industrial Relations (IR) seminars are organised.
- 1.4. Knowledge resources on Industrial Relations themes are widely shared and promoted through ILO's web platforms and other mechanism.
- 1.5. Regional and national seminars on promoting workplaces and industries for sustainable and inclusive growth are organised.
- 1.6. Good practices and lessons learnt in public policies for supporting workplaces and industries that drive sustainable and inclusive growth are mapped and consolidated.

Activities conducted under this objective are, among others, forums and technical workshops for the government and social partners around the promotion of sustainable and responsible

business practices, green jobs, sustainable enterprises, addressing concerns relevant to ASEAN region.

Immediate Objective 2 "Local tripartite structures and support systems form fostering sustainability and competitiveness of sectors and workplaces are strengthened".

This objective has three outputs as follow:

- 2.1. Industry level vision and priority actions is affirmed in a tripartite forum.
- 2.2. Industry support system are upgraded through the utilization of practical tools and approaches that assist workers and employers in making improvements in productivity and environment management, and workplace conditions.
- 2.3. Practical changes and learning from the industry experience are documented and consolidated to contribute to national and international policy forums.

The majority of activities conducted under the second immediate objective are aimed to demonstrate the application of decent work principles, green jobs, skills and sound industrial relations at industry and workplace level actions. As a logical consequence, the project supports capacity building approaches and action-learning initiatives for the tripartite partners and key stakeholders.

Project formulation and inception phase

Project formulation started in April 2015. However, the project activities only started to be implemented in 2016 as 2015 was mainly used to prepare an effective project implementation at regional and national levels through coordination and communication with relevant stakeholders in Indonesia and other ASEAN countries.

Relevance

The project design and deliverables were fully aligned with regional and national priorities and plans. In addition, the project design has also supported varied sustainable initiatives on industrial relations, social dialogue and green growth implemented in the region and Indonesia. For examples, the *ASEAN Labour Ministers' Work Programme (2010-2015)* which performs as the regional guideline for labour cooperation and industrial relations with prioritised topics; the *ASEAN Guidelines on Good Industrial Relations (IR) Practices*; *ASEAN Labour Ministers/ALM Work Programme (2010 – 2015)* which focuses on four priorities on legal foundation, institutional capacities, social partnership, and lastly, labour markets and the workforce development as well as the *Manila Declaration (2017)* where ASEAN countries agree "to build a sound and stable industrial relations system in each ASEAN Member State, and in the ASEAN, based on the foregoing framework and principles of partnership in industrial relations".

At the national level, the project is aligned with national sustainability context and initiatives such as the Indonesia's Decent Work Country Programme, specifically as follows:

- ‘Employment creation for inclusive and sustainable growth’ is supporting the achievement of IDN129 ‘improved policies and programmes on entrepreneurship, business and cooperative development for job creation including financial inclusion’.
- ‘Sound industrial relations in the context of effective employment governance’ is supporting the achievement of IDN152 ‘tripartite constituents effectively engage in social dialogue to apply labour regulations and international labour standards’.
- ‘Strong and representatives employers’ and workers’ organisations influencing economic, social and governance policies’ is supporting IDN801 ‘Strengthened institutional capacity of employers’ organisations; IDN802 ‘Strengthened institutional capacity of workers’ organisations;
- IDN803 ‘Increased capacities of employers’ and workers’ organisations to participate effectively in the development of social and labour policies.

In addition, the project was also relevant with the Ministry of Manpower National Program 2015 – 2019 named *Nawa Kerja Ketenagakerjaan*, specifically number 5 “Strengthening productive entrepreneurship’ and number 6 “*Creating a sound and productive industry*’. Moreover, the InSIGHT project links to the ILO Strategic Framework and Results 2010 – 2015, specifically on:

- *Outcome 3: Sustainable Enterprises; Sustainable enterprises create productive and decent jobs.*
- *Outcome 12: Social dialogue and industrial relations; Tripartism and strengthened labour market governance contribute to effective social dialogue and sound industrial.*

Effectiveness

The project was effective in meeting its two immediate objectives and nine outputs. By the end of the InSIGHT project in June 2018, the project had accomplished almost all of the outputs with exception of one meeting of ASEAN-ILO/Japan Project Cooperation Committee (PCC) which has not yet conducted when the evaluation took place. Therefore, the results of this meeting were exempted from the coverage of the report.

Further, most of outputs under Immediate Objective 1 were delivered on timely basis as validated through varied documents and reports.

Output 1 was delivered as evidenced by project technical reports and activity reports.

Output 2 was largely delivered as validated by the issuance of two position papers on ASEAN IR Policy which were disseminated to relevant authorities and stakeholders.

Output 3, which aimed at organising annual regional Industrial Relations (IR) seminars, which were held on timely basis.

Output 4 on dissemination of Industrial Relations themes are widely shared and promoted through ILO’s web platforms and other mechanism.

Output 5 on promoting workplaces and industries for sustainable and inclusive growth are met through the organisation of numbers of national and regional seminars.

Output 6 on mapping and consolidation of good practices and lessons learnt in public policies for supporting workplaces and industries that drive sustainable and inclusive growth are largely met as validated by the presence of research reports on such issues.

In addition to that, as indicated by the available data, the ILO-ASEAN policy component on IR, skills on green jobs regional seminar/forums were effective due to various reasons. Among others, it has provided the platform for the tripartite partners in region; strengthened partnership, coordination and cooperation amongst ASEAN members as well as enhanced knowledge, skills and capacities of targeted stakeholders and institutional capacity of tripartite constituents.

As stated in the latest InSIGHT Progress Report (2017), some of major achievements have been highlighted through this project. *First*, the 8th ILO-ASEAN Regional Tripartite Seminar on Industrial Relations which provides the platform for the tripartite partners in region. *Second*, Regional Workshops on Skills for Green Jobs and country level follow-up activities which provide content support to the Green Jobs initiatives in the region. *And third*, the integration of national vision of ‘sustainable, inclusive and greener’ development in the ‘Mid-Term Development Plan (RPJMN) process. In terms of project outputs, this project has produced all agreed outputs.

The project has also provided an efficient platform to involve all tripartite constituents and other stakeholders. And since this project combined regional and national approaches, it allows effective information sharing amongst ASEAN country members. While in Indonesia, project beneficiaries such as the governments, associations of employee, association of employers, non government organization, etc, have enhanced knowledge, skills and capacities on the ILO-ASEAN policy component on industrial relations, skills on green jobs delivered through varied activities.

At the enterprise level, the supporting activities on Green Skills / Skills for Green Jobs were effective as topics discussed were relevant with the needs and context. ILO partnered with keys institutions such as Ministry of Manpower (specifically IBCSD, and two industrial parks located in Bekasi and Karawang in implementing the above mentioned activities (InSIGHT Annual Report, 2017).

Efficiency

ILO has implemented the project efficiently. The operational planning of the project has made by means of successive annual work plans in which activities were agreed between all stakeholders and the corresponding budgets defined. However, the first year of implementation was rather slow due to varied factors as a result of project complexity in terms of coverage areas, coordination and coordination with relevant stakeholders in ASEAN countries. This circumstance, however, changed significantly in the second year.

Meanwhile, less than 10 persons of ILO staff members in Bangkok and Jakarta office were assigned for the management of the project. ILO’s relatively streamlined organisational structure in the two offices helped the organization to make accurate and responsive decision making and problem solving. In addition, the placement of ILO Project Officer in Jakarta has also contributed significantly to efficient implementation of the program.

ILO has extensive experience in managing projects funded by various organisations that it has the knowledge, skills, and capacity in managing project funded by Japan government. In addition, ILO also has good management, operational and monitoring systems. This was evident from the availability of standard operational procedures, complete project documents, and office regulations.

Impact and Sustainability

It was too early to make a full assessment of the project impact and sustainability resulted from the InSIGHT project. Nevertheless, there are some visible impacts resulted from this project. For instance: 1) the presence of an efficient platform to involve all tripartite constituents and other stakeholders; 2) the presence of an effective information sharing amongst ASEAN country members resulted from multi level approach applied by the project and 3) enhanced project beneficiaries knowledge, skills and capacities on the ILO-ASEAN policy component on industrial relations, skills on green jobs and social dialogue through delivery of designated activities.

Sustainability was one of the major aspects that ILO was concerned about in the implementation of the project. Therefore, ILO had prepared various supporting mechanisms to ensure the sustainability of the project activities among beneficiaries after the project ended. Further, ILO had developed good phase-out strategies that were evident from the following indicators:

- a) Mechanisms for communication and coordination were in place between stakeholders on the objectives, benefit, and types of project activities at the regional and national levels to ensure common knowledge and perspective of the project among all stakeholders at regional and national levels.
- b) The tripartite approach, the policies and practices developed, enhanced partnership, skills and knowledge will contribute to the improvement of future industrial relations, social dialogue and green jobs at regional and national levels.
- c) Relevant stakeholders had been involved and consulted since the beginning. Therefore, this project has a robust ownership and participation of governments, partners, and key stakeholders, including women.

I. PROJECT BACKGROUND

1.1 The economic, political, social, cultural, historical context of ASEAN and Indonesia

ASEAN is one of the most open economic region in the world, with total merchandise exports of over \$1.2 trillion – nearly 54% of total ASEAN GDP and 7% of global exports. Further, with population of more than 600 million people, it is predicted that ASEAN's potential market is larger than the European Union or North America. The region also performs as a major manufacturing hub and has the fastest growing consumer market which makes up the seventh-largest economy in the world (Brown, 2018).

Despite its economic potential, the region is experiencing a significant sustainability issues such as environment and social issues recently revealed by the United Nations (2017). Further, the organization claimed that the region has failed to achieve two thirds of the Sustainable Development Goals, with carbon-locking forests degradation among the key concerns. As home to some of the world's largest and most biodiverse forests and marine ecosystems, the ASEAN region has significantly lost its nature diversity due to unsustainable practices resulted from human and development activities.

The majority of environmental problems are faced in developing countries such as Bangladesh, Indonesia and Kenya whose poverty rate is already high (Banerjee 2003). Despite efforts made by global communities – such as NGOs, intergovernmental panels, multilateral agencies, government institutions or individuals - poverty rate and environmental problems in developing countries remain high (Anonuevo 2005).

Forms of environmental degradation and externalities resulting from unsustainable human activities vary such as the Green House Gas/GHG emissions, global warming, climate change, deforestation, water and air pollution, and many more. The increased numbers of environmental and natural resources problems due to human activities have become a global concern after the worldwide publication of the Brundlandt report in 1987. The report provided the basis for the Rio Earth Summit in 1992 and subsequent environmental policies, including Agenda 21 which discusses a comprehensive sustainability objectives and recommendations over social, economic and environmental issues (Thomas 2005).

The most significant recommendations from Agenda 21 were related with natural resources and environmental management and cooperation with the affected groups in governing the environment such as NGO, women, youth, government and so on. Agenda 21 is a document that was developed by a range of stakeholders, including civil society organisations, non-government organisations (NGO) and government agencies that provides guidance and recommendations for a better environmental governance towards sustainable development. The Agenda is divided into four sections namely social and economic dimensions, conservation and management of resources for development, strengthening the role of major groups, and means of implementation (Pranasari, M., 2012).

Apart from environmental issues, the ASEAN region also faces a significant problem in terms of labour market, specifically related with the integration of ASEAN Economic Community/AEC 2015. As stated by ASEAN's 10 member economies, comprising of Brunei, Cambodia, Laos, Indonesia, Malaysia, Myanmar, the Philippines, Singapore, Thailand and Vietnam, the AEC is perceived as the "realization of the end goal of regional economic integration" which aims to transform ASEAN into a region with "free movement of goods, services, investment, skilled labour and freer flow of capital," which is based on four components that consist of : 1) a single market and production base; 2) a highly competitive economic region; 3. equitable economic development; and 4. full integration into the global economy (Asian Development Bank, 2014 as cited In Brown, C., 2017).

However, the integration of ASEAN Economic Community has also influenced the labour market within this region, for example in the increased feminization of labour where women, specifically migrant workers, are more easily subjected to abuses; - the increased number of migrant workers across the ASEAN region as well as the emergence of fourth industrial revolution.

Faced with the combined social and environment sustainability issues specifically related with industrial relations, all of ASEAN members agree that economic growth should be balanced with environment and social aspects. As a consequence, varied sustainable initiatives on industrial relations, social dialogue and green growth issues have been implemented in different ASEAN countries since the last decade. Among others:

- The adoption of the ASEAN Labour Ministers' Work Programme (2010-2015) which performs as the regional guideline for the labour cooperation and industrial relations with prioritised topics consisting of promotion of best practices in labour policy and laws; protection and promotion of labour rights, including migrant workers' rights; capacity building in the enforcement of labour rights and labour laws; capacity building in workplace dispute resolution and administration of labour justice; and strengthening of tripartite cooperation.
 - The issuance of ASEAN Guidelines on Good Industrial Relations (IR) Practices in 2012.
 - The presence of ASEAN Labour Ministers/ALM Work Programme (2010 – 2015) comprised of four specific strategic priorities related with legal foundation, institutional capacities, social partnership, and lastly, labour markets and The workforce development.
 - The issuance of Manila Declaration (2017) where ASEAN countries agree "to build a sound and stable industrial relations system in each ASEAN Member State, and in the ASEAN, based on the foregoing framework and principles of partnership in industrial relations" (Manila Declaration, 2017).
 - Some of ASEAN countries have signed several legal and non-binding instruments relevant to industrial relations, including ratification of the ILO core Conventions, such as the Freedom of Association and Protection of the Right to Organize Convention, 1948 (No. 87) and the Right to Organize and Collective Bargaining Convention, 1949 (No. 98).

- The adoption of two ASEAN Guidelines on Good Industrial Relations Practices and Corporate Social Responsibility on Labour by ASEAN ministers in 2010 and 2016.
- The adoption of four major principles of industrial relations issue in the ASEAN region. They are: 1) sound legal framework guaranteeing the basic rights of employers to manage their business and of workers to just and decent working conditions; 2) fundamental rights of employers and workers; 3) genuine bipartite cooperation and collaboration; 4) tripartite partnership and social dialogue; and 5) labour dispute settlement mechanisms that are effective and provide for conciliation, mediation, arbitration, and adjudication that are fair, affordable and acceptable to all the parties]
- (ASEAN-ILO/Japan Industrial Relations Project, 2015; Brown, C., 2016).

Apart from the regional based initiatives, each ASEAN member has also initiated country based initiatives to support regional objectives. For example, the Singapore government has initiated ASEAN for green investments by 2030. Meanwhile, the Philippines government released the Green Jobs Act to support industries in their transition to low-carbon sectors in 2017.

While related with Indonesia, the country is categorized as one of the most populated country in the world after China, India and the United States. In 2017, the Indonesian population reached 267,146,992 million people, of which 133.9 millions were below 30 years old. With such circumstance, Indonesia has an extensive labour force in the South East Asia region. In this country, labour force composition, in both informal and formal sectors, is relatively balanced between male and female. Nevertheless, female participation within industrial relations issues is relatively limited due to varied reasons (World Bank, 2017; United Nations, 2018).

Meanwhile, the Gross Domestic Product/GDP per capita in Indonesia in 2017 was US\$ 4,130.66 US dollars, which was equivalent to 33 percent of the world's average as illustrated by the graph below:

Figure 1 Indonesia GDP per capita



In terms of labour force, recent data published by the Indonesian Ministry of Manpower stated that the country has 131.5 million workers, of which 120.7 million are employed in year of 2017. The majority of labour force are working in agriculture, industry and construction sectors. While in terms of labour disputes and strikes, the Ministry of Manpower (2018) stated that there has been a significant decline in recent years due to various factors.

Since the last decade, the country has witnessed varied sustainability initiatives implemented in most sectors, including the industrial relations. These initiatives were conducted by varied stakeholders including the private sector, non government organizations and other civil society. Examples of the initiatives include ecological certification, the issuance of Corporate Social Responsibility Act No.40/2007 which outlined companies and small and medium enterprises obligation on corporate social responsibility, etc (BWI, 2010; Pranasari, M., 2012; IBCSD, 2018).

The Indonesian Ministry of Manpower has also implemented various sustainability programs and policies on labor, industrial relations and social dialogue. Further, it is anticipated that companies will comply with such policies on minimum wage; social security programmes (death, accidents, pension schemes), freedom of association and so on (Ministry of Man Power, 2018). However, not all of Indonesian based companies and or enterprises are able to comply with the CSR Act or implemented sustainability related activities due to varied factors. For example limited knowledge and skill among labour, small and medium enterprises, companies, associations on how to practice sustainability and green issues; high rate of natural resources degradation and many more (BWI; 2010; ILO Self Study, 2017).

1.2 Project's objectives

The project has 2 immediate objectives:

- *Immediate objective 1: To strengthen policy dialogue and institutional capacities for promoting workplaces and industries that contributes to sustainable and inclusive growth.*

This covers conducting forums and technical workshops for government and social partners around the promotion of sustainable and responsible business practices, green jobs, sustainable enterprises, addressing concerns relevant to ASEAN region.

- *Immediate objective 2: Local tripartite structures and support systems form fostering sustainability and competitiveness of sectors and workplaces are strengthened.*

This objective is to demonstrate how principles of decent work, green jobs, skills and sound industrial relations can translate into concrete industry and workplace level actions, the

project supports capacity building approaches and action-learning initiatives for the tripartite partners and key stakeholders.

1.3 Context and intervention logic of the project

The InSIGHT Project aims to promote practical approaches and mechanisms that will help industries and workplaces become drivers of sustainable and inclusive growth in the Asian region. The introduction of the Sustainable Development Goals (SDGs) combined with the anticipated growth and consolidation of the ASEAN region, means that engaging the ILO's tripartite partners in relevant regional discourse, agreements and actions, is key. The project is expected to foster a broad-based understanding of the implications and challenges created by economic growth, the environment and the need for social inclusion, in the context of decent work.

The introduction of the Sustainable Development Goals (SDG) combined with the anticipated growth and consolidation of the ASEAN region, means that engaging the ILO's tripartite partners in relevant regional discourse, agreements and actions, is key. The project is expected to foster a broad-based understanding of the implications and challenges created by economic growth, the environment and the need for social inclusion, in the context of decent work. The project work towards initiating the process of adapting jobs and workplace practices to greener, resource productive, socially responsible & 'future-oriented' ways of doing business, while mainstreaming social dialogue and harmonious Industrial Relations.

The project also fosters a broad-based understanding of the implications and challenges created by economic growth, the environment and the need for social inclusion, in the context of decent work. The Project works at both regional and national level, with activities that encompass the ASEAN region, initiating national-level interventions in Indonesia, as it also prepares to replicate experiences in other countries. Starting up in Indonesia is a strategic way to contribute to impacts relating to ASEAN, considering that Indonesia accounts for about 50% of the labour force in ASEAN region.

The project has taken forward from the lessons learnt and good practices from the previous ILO Japan funded projects, Greener Business Asia phase I and II (in Thailand and the Philippines), and also the ASEAN-ILO/Japan Project on Industrial Relations (AIJPIR), and the ILO/Japan Occupational Safety and Health in Hazardous Work in Southeast Asia (OSH) Project. The project development objective is to contribute to promoting industries and workplaces that drive sustainable and inclusive growth in the ASEAN region.

1.4 Project's funding arrangements (including the donor)

The Ministry of Labour, Health and Welfare of Japan funds the project with the total budget of US\$1,760,511. It is aimed to strengthen policy dialogue and institutional capacities to promote sustainable and inclusive growth in industries and workplaces in Asian region as well as enhancing local tripartite structure and support systems to foster sustainability, competitiveness and socially responsible business practices at sector and workplace levels.

1.5 Organizational arrangements for the project's implementation

The project is implemented by the ILO Regional Office for Asia and Pacific (ROAP) in Bangkok under the overall guidance of the Deputy Regional Director for Asia and the Pacific. Meanwhile the overall responsibility for the project is under ROAP in collaboration with the ILO/Japan Multi-bilateral Programme, and its Chief Technical Advisor, specifically in relation to ASEAN IR activities.

A regional Overall Programme Coordinator & CTACoordinator is responsible for regional coordination and technical oversight, with a particular focus on the regional and national seminars and the component on sustainable industries and workplaces. In addition, a Project Technical Officer based in Jakarta is responsible for country level activities in Indonesia. Administrative assistance is provided for regional and country level work in Bangkok and Jakarta respectively.

Technical backstopping is provided by the Environment and Decent Work Specialist in ILO ROAP whilst support on relevant technical areas is from technical specialists in the Decent Work Team for East and South-East Asia and the Pacific (DWT-Bangkok), particularly the specialist on Labour Administration and Labour Relations, specialist on Enterprise Development, the specialist on Occupational Safety and Health, and specialists on Employers' and Workers Activities. When relevant, collaboration with other units will be fostered, in particular ITC/ILO, LABADMIN/OSG, SECTOR.

Further, synergies has been sought between this project and other projects implemented at the regional and country levels, both in terms of technical collaborations and implementation arrangements. Given the project's emphasis on social dialogue, collaborations with and support to the Ministry of Manpower and Transmigration, APINDO and Indonesian national trade union confederations are part of the implementation strategy, both in terms of bilateral undertakings and tripartite forums and seminars.

1.6 Contributions, role of ILO, project partners and other stakeholders

At the regional level, the project contributes to Regional outcome RAS176 (Increased Member States' capacity to develop coherent policies and programmes on green employment in climate and environment challenged societies), and to outcome RAS126 (Increased knowledge and capacity in the region to promote coherent policies in support of decent work for all women and men). The project also contributes to RAS 101 (Mainstreaming Decent Work in Regional Integration and Partnerships in Asia and the Pacific).

The project also contributes to ILO Programme and Budget (P&B) Outcome 3 (Sustainable enterprises create productive and decent jobs) and Outcome 12 (Tripartism and strengthened labour market governance contribute to effective social dialogue and sound industrial relations). While in relation to Indonesia's Decent Work Country Programme and Country Programme Outcomes (CPO), the project contributes to the following CPOs:

- 'Employment creation for inclusive and sustainable growth' is aligned with IDN129 'improved policies and programmes on entrepreneurship, business and cooperative development for job creation including financial inclusion.
- 'Sound industrial relations in the context of effective employment governance' is supporting IDN152 'tripartite constituents effectively engage in social dialogue to apply labour regulations and international labour standards'.
- Strong and representatives employers' and workers' organisations influencing economic, social and governance policies' is align with IDN801 'Strengthened institutional capacity of employers' organisations; IDN802 'Strengthened institutional capacity of workers' organisations; as well as IDN803 'Increased capacities of employers' and workers' organisations to participate effectively in the development of social and labour policies.

The project Chief Technical Adviser who is based in Bangkok, oversees the overall coordination of the project. A project technical Officer who is based in Jakarta is responsible for providing technical and coordinating project activities in Indonesia. ILO Decent Work Technical support team in Bangkok provides technical support.

Major partners are the ASEAN Secretariat ,Ministry of Manpower (MoM) and social partners (K-SPSI: confederation of All Indonesian Trade Union (Rekonsiliasi and Kongres Jakarta), K-SPI-CITU: Confederation of Indonesia Trade Union, K-SBSI: Indonesian Prosperity Trade Union Confederation, and APINDO/Employers 'Association in Indonesia, Ministry of Environment, Global Green Growth Institute-Indonesia, Indonesia Business Council for Sustainable Development (IBCSD), Kamar Dagang dan Industri Indonesia (KADIN), Ministry of National Development Planning (BAPPENAS).

1.7 Brief description/review of the project's implementation

In 2017, a self-evaluation was conducted and found major findings such as:

- The thematic area and approach/strategy is relevant for the current situation in Indonesia.
- Industrial Relations are key issues that the tripartite constituents will always regard as important. However, it had to likewise develop and update its content so that it will be aligned to the current times.
- The 'Green' issue is a national agenda for Indonesia, especially for the current administration. However, the Ministry of Manpower has yet to acknowledge its importance in their mandate. With regards to anticipating labour market & industry impacts, which will then need solutions, which could include skills dimension, could be the link. With regards to Trade Unions, 'green' is not on their priority now, as they have yet to realize that it will have implications to the core advocacies that they are carrying forward like fair wages, standardizes employment contracts, etc.
- In order to gain more traction in its work, the project should continue to expand their partners, and in doing so, enhances the exposure and capacity of the tripartite partners to contribute meaningfully.
- With regards to opportunities, InSIGHT should maximize its engagement with ASEAN and using it as a platform not only for knowledge sharing, but also likewise for pursuing concrete collaboration with the respective countries. With regards to working in Indonesia, while manufacturing sector is very crucial to the growth of the economy, the emerging sectors which can also provide substantial impact when provided support includes services related sectors like tourism, transportation & logistics, and the digital/knowledge-based sectors. To date, most of the project outputs have been delivered (Technical Progress Report Dec 2017)

II. EVALUATION BACKGROUND

2.1 Purpose and primary use of the Evaluation

There are two major purposes of this final evaluation. **First**, to promote accountability to the tripartite constituents, the donor and key stakeholders **and secondly**, to promote learning within ILO and among key stakeholders. The evaluation findings will be used to inform similar interventions in the future. And as outlined by the Evaluation Terms of Reference, it has specific objectives as follows:

1. To assess the project implementation effectiveness, including the progress in achieving its intermediate objectives and results (including intended and unintended, positive and negative results), and effectiveness of management arrangements.
2. To assess the project implementation efficiency.
3. To assess the impact and sustainability and Identify factors (including challenges, opportunities) that enable the sustainability, particularly of the national stakeholders in Indonesia;
4. To provide recommendations and describe lessons learned and good practices that could be replicated.

Therefore, the external evaluation was needed and important for following reasons:

- To enable the program stakeholders to know the progresses those have been achieved.

- To be used to inform similar interventions in the future.
- To record the experiences and lesson learnt of the programs. The evaluation enables the program management and other parties know what has happened in the fields, what is changed, what factors influenced these changes, so that it obtains comprehensive experience/lesson.

2.2 Scope of the evaluation

The evaluation encompassed all activities and components of the project during the whole duration from April 2015 to June 2018. The evaluation focused at the country level in Indonesia and the work at the regional level.

The evaluation addressed the ILO evaluation criteria: intervention progress and effectiveness; efficiency of resource use; effectiveness of management arrangements; and impact orientation and sustainability of the intervention as defined in the ILO Policy Guidelines for results-based evaluation, 2017. The core ILO crosscutting priorities, such as gender equality and non-discrimination, promotion of international labour standards, tripartite processes, and constituent capacity development also considered in this evaluation. In particular, gender dimension considered as a crosscutting concern throughout the methodology, deliverables and final report of the evaluation

2.3 The clients of the evaluation and the main audience of the report

The primary clients are the ILO constituents at the regional and in Indonesia, ILO ROAP, the donor (Japan), ILO Decent Work Technical team in Bangkok, and ILO Jakarta. The secondary clients are ILO technical unit at HQ and other key stakeholders.

2.4 Dates, events and the operational sequence of the evaluation

The evaluation comprised the following phases:

- *A preparatory phase* to agree on objectives, scope and focus of the evaluation with ILO to specify evaluation questions and agrees on the main lines of the methodological design.
- *A fieldwork phase* that included meetings, interviews, focus group field visit, and workshop.
- *A desk study phase* for the in-depth analysis of evaluation results and preparation of an evaluation report.
- *A feedback and dissemination* of the evaluation results carried out by ILO as part of its evaluation follow-up.

The evaluation exercise was conducted from August to September 2018 with initial briefing held at the ILO ROAP Office in Bangkok at end of August 2018, followed by field mission in Jakarta-Indonesia over the period of 27 August to 4 September 2018. The timeframe for this evaluation was 25 working days, from August 9, 2018 to September 30, 2018.

III. METHODOLOGY

The evaluator elaborated a detailed methodology that included key and sub-question(s), detailed methods, data collection instruments, and data analysis plans that presented as a key element in the inception report. Moreover, the evaluator also assessed aspects of gender equality, monitoring and evaluation. Specifically gender dimension was given emphasis as a crosscutting concern throughout the methodology, deliverables and final report of the evaluation. Data collection during the evaluation process obtained the perspectives of both women and men.

3.1 ILO Evaluation Criteria and Questions

The evaluation complied with evaluation norms, standards and follow ethical safeguards, as specified in the ILO's evaluation procedures. The ILO adhered to the United Nations system of evaluation norms and standards as well as to the OECD/DAC Evaluation Quality Standards, which cover aspects as followed:

- *Development Effectiveness*, to assess the extent to which the project's objectives and intended results were achieved
- *Resource Efficiency*, to assess the extent with which resources were economically converted into results, including mention of alternative more cost-effective strategies when applicable.
- *Impact*, to assess positive and negative, intended and unintended long-term effects
- *Relevance*, to assess the extent to which project interventions met beneficiary requirements, country needs, global priorities and partners' and donors' policies.
- *Sustainability*, to assess the immediate benefits and probability of continued long-term benefits after the project has ended.

Further, the evaluation assessed project implementation using guiding questions outlined in the ToR as followed:

3.1.1 **Relevance and strategic fit**

- The extent to which the project has addressed the need of the tripartite constituents in ASEAN and in Indonesia on the industrial relations, social dialogue and green growth.
- Assess the constituents' perception of the ILO and the support it provided vis-à-vis other development partners, including the reasons they chose to work in certain thematic areas with the ILO over other areas (?).
- What are the current areas of interest of the constituents vis-à-vis project original theme – whether there have deviated from the original design. What could have contributed to changes, if any? To what extent the project has adapted to those changes

3.1.2 **Effectiveness (including achievement of objectives and project management)**

- To what extent has the project achieved its planned results (including intended and unintended, positive and negative)? And if not, why?

- 1) How effective were the ILO-ASEAN policy component on IR, skills on green jobs regional seminar/forums? To what extent it contribute to institutional capacity of tripartite constituents
- 2) How effective was the supporting activities at the enterprise level?
 - Assess/identify what appropriate methods for capacity development that work well with different constituents in Indonesia (methods preferred by the Employers and Trade Unions)
 - How effectively has the project interventions integrating gender?
 - To what extent do project management capacities and arrangements put in place support the achievement of the planned results?
 - To what extent have stakeholders, particularly workers' and employers' organizations been involved in project implementation?

3.1.3 Efficiency of (including resource use and value for money)

- To what extent has the project delivered value for money? Have resources (funds, human resources, time, expertise, etc.) been allocated strategically and efficiently to achieve expected results? Could they have been allocated more effectively and if so, how?

3.1.4 Impact Orientation including realized and prospective changes)

- Is there any visible impact on the implementation of this program either planned or calculated before (positive and negative)

3.1.5 Sustainability (including local ownership and stakeholder participation)

- What strategies has the project put in place to ensure continuation of actions initiated after the project support ends? To what extent the project outputs/benefits will be sustained
 - 1) What are the strongest indications of the degree to which the project results are likely to be sustainable
 - 2) Are the attained results permanent, long-term gains?
 - 3) May the project be replicated? Extended? How and where?
 - 4) The phasing out strategy, is it clear and feasible?

3.1.6 Cross cutting issue

- Gender equality and non-discrimination, promotion of international labour standards, tripartite processes, and constituent capacity development
 - 1) Did the project activities benefit women and men equally?
 - 2) Has the project supported governments to adopt gender-sensitive labour policies?
 - 3) Has the project been effective at addressing gender equality and non-discrimination, promotion of international labour standards, tripartite processes, and constituent capacity development
 - 4) Were risks to gender equality identified and appropriately managed?

3.2 Evaluation Methods and Data Collection Instruments

During project evaluation, the ILO, tripartite constituents and other parties engaged in the InSIGHT project implementation had equal opportunity to be interviewed, consulted as well as to share their aspirations and inputs.

The methodology for collection of evidences was implemented in four phases as follows:

1. *The First Phase: Preparatory and Inception Report Production*

Within this first phase, all project data and other relevant information were reviewed and collected through a desk review, including:

- InSIGHT project documents such as the project design document, mid-term and or yearly project reports, project briefs, activities and research reports, financial reports, project organization structure, publications, etc.
- Relevant ILO documents like the Decent Work Country Programmes; ILO Strategic Policy Framework 2010–2015; ILO Report of the Seventh Regional Seminar on Industrial Relations in the ASEAN Region Chiba, Japan, 2016; ILO Report of the Eighth Tripartite Regional Seminar on Industrial Relations in the ASEAN Region Hoi An, Viet Nam, 2017; ILO & ITUC, Social dialogue as a driver and governance instrument for sustainable development, 2017 and ILO Report of the Eighth Tripartite Regional Seminar on Industrial Relations in the ASEAN Region, 2016.
- Nationally and internationally published reports and studies.

During this first phase, the evaluator also developed data analysis methods for each evaluation question. In addition, different evaluation questions were combined in one tool/method for specific targeted groups as appropriate. Attempts have been made to collect data from different sources by different methods for each evaluation question and findings were triangulated to draw valid and reliable conclusions. Further, data were disaggregated by sex where possible and appropriate. The evaluator used the inception report to verify qualitative data gathered directly from stakeholders in the second phase fieldwork in Jakarta.

2. *Second Phase: Fieldwork and Stakeholder Workshop in Jakarta from August 8th to 16th, 2018*

During this stage, the evaluator applied qualitative and participatory approach where data and information were obtained through varied qualitative research methods as such field visits, interviews and focus group discussions with targeted project beneficiaries and implementing partners in Jakarta. Through this process, the ILO Country Office Jakarta, ILO ROAP Office, tripartite constituents and other stakeholder involved in the InSIGHT project had the opportunity to be consulted. Further, it was anticipated that opinions stated by relevant stakeholders would improve and clarify the data and information obtained from project documents. The interviewed project stakeholders comprised of ILO ROAP Office, ILO Jakarta Country Office, APINDO, Ministry of Manpower, IBCSD and Trade Unions. At end of the fieldwork, the evaluator shared preliminary findings to the relevant stakeholder through a workshop. It was anticipated that the stakeholders would provide substantiate inputs, clarification, as well as use the evaluation findings and lessons learnt, as appropriate.

3. *Third Phase: Data Analysis and Reporting*

Following fieldwork and stakeholder workshop, the evaluator formulated a draft final evaluation report to be submitted to ILO ROAP Office for internal ILO's project staffs feedback and dissemination.

4. *Fourth Phase: Feedback and dissemination of the evaluation results*

This has been carried out by ILO, as part of its evaluation follow-up. Once ILO agreed on the draft report, the evaluator will finalized the report for submission to ILO ROAP Office.

In addition to the above, the evaluator also applied the following methods:

- Review of key project documents, including the project design document, progress reports, evaluation reports, minutes of meetings, project publications, M & E guide, and varied references or literature related to programs.
- Desk review of relevant ILO programs documents, among others legislation and regulations as well as publications.
- Briefing with Regional M&E Officer (Mrs. Pamornrat Pringsulaka), meeting with CTA & Team, Specialists (Mrs. Cristina Martinez, Mrs. Akiko Sakamoto; Mr. Arun Kumar) in Bangkok, Thailand.
- Briefing with CO-Jakarta Project team, meeting with Country Office Jakarta Director, and meeting with project officers in Jakarta, Indonesia.
- Interview and meeting with Ministry of Manpower (comprised of IR Directorate, Training & Productivity Directorate, International Cooperation Bureau, ILO Cooperation Division) APINDO, external collaborator of InSIGHT Project (Ms. Laely P.), IBCSD, and Global Green Growth Institute and ASEAN Secretariat in Jakarta, Indonesia.
- FGD Session with Trade Unions.
- Discussion Session in Jakarta, Indonesia to present preliminary findings to relevant stakeholder.

3.3 Sources of Information

Major source of data were obtained from different stakeholders such as:

- Bangkok Project Team [Pamornrat Pringsulaka, Sho Sudo, ILO-Japan Team, Akiko Sakamoto, Cristina Martinez, and Workers/Emp Specialists].
- Jakarta Project Team [G Pascual (+ Project team), Michiko Miyamoto, Tendy Gunawan.
- Ministry of Manpower: IR Directorate and Delegates from IR Seminars, and Biro KLN.
- APINDO, IBCSD, ASEAN Secretariat, and GGGI.
- Trade Union

3.4. Evaluation Limitations and Potential Sources of Bias

A number of factors have affected the implementation of the project evaluation, specifically during the field mission in Jakarta. First, strategic project partners such as the ASEAN Secretariat and GGGI failed to participate in the evaluation processes due to varying reasons. Among others, person in charge from the ASEAN Secretariat Office Jakarta was in maternity leave when the evaluation took place and during her leave, none of the other staff members were capable of providing data and information related to InSIGHT project. Meanwhile, tight internal institutional schedule of activities at GGGI during the evaluation period and

unavailability of members of GGGI staff to provide related information concerning the InSIGHT project and GGGI collaboration was also perceived as evaluation limitations. Faced with such circumstance, the evaluator has instead relied on secondary data concerning INSIGHT project activities with ASEAN Secretariat Office Jakarta and GGGI.

The second limitation was related with the absence of field visit to companies and or industrial park implementing sustainability initiatives introduced by the InSIGHT project. Faced with this situation, the evaluator relied on secondary data from project reports, video, interviews and other related materials.

IV. MAIN FINDINGS

4.1 Overall Performance

The InSIGHT Project has contributed significantly to strengthened policy dialogue and institutional capacities for promoting industries and workplaces that contribute to sustainable and inclusive growth at ASEAN region as well as enhancing local tripartite structures and support systems for fostering sustainability and competitiveness of sectors and workplaces in Indonesia as indicated by varied evidences.

The project is highly relevant with both regional and national contexts and concerns on sustainability issues of environment, social, and economics with majority of activities at regional and national levels delivered on timely basis with an effective and efficient mechanism.

The InSIGHT project also positively impacted beneficiaries at both regional and national levels. For example, it has contributed to the development of an efficient platform for all tripartite constituents and other stakeholders; contributed to facilitate effective information sharing amongst ASEAN country members resulted from multi-level approach applied by the project; as well as enhance project beneficiaries' knowledge, skills and capacities on the ILO-ASEAN policy component on industrial relations, skills on green jobs and social dialogue through delivery of designated activities. Moreover, the project has also provided platform for the tripartite partners in region and strengthening partnership, coordination and cooperation amongst ASEAN members.

Upon project completion, the InSIGHT project has developed a relatively efficient platform, foundation and solid network on sustainability issues at national and regional levels. Such circumstance provides a significant opportunity for ILO to continue working on specific sustainability issues based on the existing platform, support system and experienced gained from the project.

4.2 Relevance and Strategic Fit

- *The extent to which the project has addressed the need of the tripartite constituents in ASEAN and in Indonesia on the industrial relations, social dialogue and green growth.*

ASEAN is one of the most open economic region in the world, with total merchandise exports of over \$1.2 trillion – nearly 54% of total ASEAN GDP and 7% of global exports. Further, with population of more than 600 million people, it is predicted that ASEAN’s potential market is larger than the European Union or North America. In 2016, ASEAN became Asia’s 3rd largest economy. The region also performs as a major manufacturing hub and has the fastest growing consumer market which makes up the seventh-largest economy in the world (ASEAN Secretariat, 2018; Brown, 2018).

Figure 2. ASEAN Economic Community



Despite its economic potential, the region is experiencing a significant sustainability issues such as environment and social issues recently revealed by the United Nations (2017). Further, the organization claimed that the region has failed to achieve two thirds of the Sustainable Development Goals, with carbon-locking forests degradation among the key concerns. As a home to some of the world’s largest and most biodiverse forests and marine ecosystems, the ASEAN region has significantly lost it’s nature diversity due to unsustainable practices resulted from human and development activities.

The majority of environmental problems are faced in developing countries such as Bangladesh, Indonesia and Kenya whose poverty rate is already high (Banerjee 2003). Despite efforts made by global communities – such as NGOs, intergovernmental panels, multilateral agencies, government institutions or individuals - poverty rate and environmental problems in developing countries remain high (Anonuevo 2005).

Forms of environmental degradation and externalities resulting from unsustainable human activities vary such as the Green House Gas/GHG emissions, global warming, climate change, deforestation, water and air pollution, and many more. The increased numbers of environmental and natural resources problems due to human activities have become a global concern after the worldwide publication of the Brundlandt report in

1987. The report provided a basis for the Rio Earth Summit in 1992 and subsequent environmental policies, including Agenda 21 which discusses a comprehensive sustainability objectives and recommendations over social, economic and environmental issues (Thomas 2005).

The most significant recommendations from Agenda 21 were related with the natural resources and environmental management and cooperation with the affected groups in governing the environmental such as NGO, women, youth, government and so on. Agenda 21 is a document that was developed by a range of stakeholders, including civil society organisations, non-government organisations (NGO) and government agencies that provides guidance and recommendations for a better environmental governance towards sustainable development. The Agenda is divided into four sections namely social and economic dimensions, conservation and management of resources for development, strengthening the role of major groups, and means of implementation (Pranasari, M., 2012).

Apart from the environmental issues, the ASEAN region also faced a significant problem in terms of labour market, specifically related with the integration of ASEAN Economic Community/AEC 2015. As stated by ASEAN's 10 member economies, comprising Brunei, Cambodia, Laos, Indonesia, Malaysia, Myanmar, the Philippines, Singapore, Thailand and Vietnam, the AEC, is perceived as the *"realization of the end goal of regional economic integration"* which aims to transform ASEAN into a region with *"free movement of goods, services, investment, skilled labour and freer flow of capital,"* which is based on four components consisting of: 1) a single market and production base; 2) a highly competitive economic region; 3. equitable economic development; and 4. full integration into the global economy (Asian Development Bank, 2014 as cited In Brown, C., 2017).

However, the integration of ASEAN Economic Community has also influenced the labour market within this region, for example in the increased feminization of labour whereas women, specifically migrant workers, are more easily subjected to abuses, and in the increased number of migrant workers across the ASEAN region, as well as the emergence of fourth industrial revolution.

Faced with the combined social and environment sustainability issues specifically related with industrial relations, all of ASEAN members agree that economic growth should be balanced with environment and social aspects. As a consequence, varied sustainable initiatives on industrial relations, social dialogue and green growth issues have been implemented in different ASEAN countries since the last decade. Among others:

- The adoption of the ASEAN Labour Ministers' Work Programme (2010-2015) which performs as the regional guideline for the labour cooperation and industrial relations with prioritised topics consisting of promotion of best practices in labour policy and laws; protection and promotion of labour rights, including migrant workers' rights; capacity building in the enforcement of labour rights and labour laws; capacity

building in workplace dispute resolution and administration of labour justice; and strengthening of tripartite cooperation.

- The issuance of ASEAN Guidelines on Good Industrial Relations (IR) Practices in 2012.
- The presence of ASEAN Labour Ministers/ALM Work Programme (2010 – 2015) comprised of four specific strategic priorities related with legal foundation, institutional capacities, social partnership, and lastly, labour markets and The workforce development.
- The issuance of Manila Declaration (2017) where ASEAN countries agree *“to build a sound and stable industrial relations system in each ASEAN Member State, and in the ASEAN, based on the foregoing framework and principles of partnership in industrial relations”* (Manila Declaration, 2017).
- Some of ASEAN countries have signed several legal and non-binding instruments relevant to industrial relations, including ratification of the ILO core Conventions, such as the Freedom of Association and Protection of the Right to Organize Convention, 1948 (No. 87) and the Right to Organize and Collective Bargaining Convention, 1949 (No. 98).
- The adoption of two ASEAN Guidelines on Good Industrial Relations Practices and Corporate Social Responsibility on Labour by ASEAN ministers in 2010 and 2016.
- The adoption of four major principles of industrial relations issue in the ASEAN region. They are: 1) sound legal framework guaranteeing the basic rights of employers to manage their business and of workers to just and decent working conditions; 2) fundamental rights of employers and workers; 3) genuine bipartite cooperation and collaboration; 4) tripartite partnership and social dialogue; and 5) labour dispute settlement mechanisms that are effective and provide for conciliation, mediation, arbitration, and adjudication that are fair, affordable and acceptable to all the parties] (ASEAN-ILO/Japan Industrial Relations Project, 2015; Brown, C., 2016).

Apart from the regional based initiatives, each ASEAN member has also initiated country based initiatives to support regional objectives. For example, the Singapore government has initiated ASEAN for green investments by 2030. Meanwhile, the Philippines government released the Green Jobs Act to support industries in their transition to low-carbon sectors in 2017.

Indonesia Context

Indonesia, a diverse archipelago nation of more than 300 ethnic groups, has charted impressive economic growth since overcoming the Asian financial crisis of the late 1990s which make the country positioned as the largest economy in South East Asia.

Further, the country is also ranked as the world’s 10th largest economy in terms of purchasing power parity, and a member of the G-20. An emerging middle-income country, Indonesia has made enormous gains in poverty reduction, cutting the poverty rate to more than half since 1999, to 10.9% in 2016. Indonesia’s economic planning follows a 20-year development plan, spanning from 2005 to 2025. It is segmented into 5-year medium-term plans, called the RPJMN (*Rencana Pembangunan Jangka Menengah Nasional*) each with different

development priorities. The current medium-term development plan (2015 to 2020) focuses on, among others, infrastructure development and social assistance programs related to education and health-care. Such shifts in public spending has been enabled by the reform of long-standing energy subsidies, allowing for more investments in programs that directly impact the poor and near-poor (Bappenas, 2018; The World Bank, 2018).

Today, Indonesia is the world's fourth most populous nation with population reached 267,146,992 million people, of which 133.9 millions were below 30 years old. With such circumstance, Indonesia has an extensive labour force in the South East Asia region. Labour force composition, in both informal and formal sectors, is relatively balanced between male and female.

In terms of labour force, recent data published by the Indonesian Ministry of Manpower stated that the country has 131.5 million workers, of which 120.7 million are employed in year of 2017. Nevertheless, female participation within industrial relations issues is relatively limited due to varied reasons. In addition, the slower pace of job creation is another challenge to efforts at reducing poverty, largely affecting the 1.7 million youth who enter the workforce each year (World Bank, 2017; United Nations, 2018).

The majority of labour force are working in agriculture, industry and construction sectors. While in terms of labour disputes and strikes, the Ministry of Manpower (2018) stated that there has been a significant decline in recent years due to various factors.

Meanwhile, the Gross Domestic Product/GDP per capita in Indonesia in 2017 was US\$ 4,130.66 US dollars, which was equivalent to 33 percent of the world's average as illustrated by the graph below:

Figure 3. Indonesia GDP per capita



Since the last decade, the country has witnessed varied sustainability initiatives were implemented in most sectors, including the industrial relations. These initiatives conducted by varied stakeholders including the private sector, non-government organizations and other civil society. Examples of the initiatives include ecological certification, the issuance of Corporate Social Responsibility Act no.40/2007 which outlined companies and small and medium enterprises obligation on corporate social responsibility, etc (BWI, 2010; Pranasari, M., 2012; IBCSD, 2018).

The Indonesian Ministry of Manpower has also implemented various sustainability programs and policies on labor, industrial relations and social dialogue. Further, it is anticipated that companies will comply with such policies on minimum wage; social security programmes (death, accidents, pension schemes), freedom of association and so on (Ministry of Man Power, 2018). However, not all of Indonesian based companies and or enterprises are able to comply with the Act due to varied reasons.

Further, as indicated through reviewed documents, the InSIGHT Project is highly relevant at both regional and national context. In addition, project objectives and activities to enhance knowledge, skills and capacities on the implications and challenges created by economic growth, transitioning into greener economies and the need for social inclusion are relevant at regional and national context (ILO, 2018).

The project also applied approaches/strategies that are appropriate with the context and need of the ASEAN and Indonesia labour sector, specifically in the context of decent work. In addition, the relevant stakeholders were encouraged to enhance policy dialogues; improve institutional knowledge, skills and capacities for promoting workplaces and industries that contribute to sustainable and inclusive growth as well as strengthen local tripartite structures and support systems for sustainability through designated activities.

At the national level, the InSIGHT project's objectives are supporting Decent Work Country Programmes (DWCPs), and the UN Development Assistance Framework (UNDAF). While

project activities contribute to four Country Programme Outcomes of Indonesia's Decent Work Country Programme namely:

- 'Employment creation for inclusive and sustainable growth' is supporting the achievement of IDN129 'improved policies and programmes on entrepreneurship, business and cooperative development for job creation including financial inclusion'.
- 'Sound industrial relations in the context of effective employment governance'. is supporting the achievement of IDN152 'tripartite constituents effectively engage in social dialogue to apply labour regulations and international labour standards'.
- 'Strong and representatives employers' and workers' organisations influencing economic, social and governance policies' is supporting IDN801 'Strengthened institutional capacity of employers' organisations; IDN802 'Strengthened institutional capacity of workers' organisations;
- IDN803 'Increased capacities of employers' and workers' organisations to participate effectively in the development of social and labour policies.

Whilst at the regional level, the project contributes to regional outcome as follows:

- Regional outcome RAS176 - *Increased Member States' capacity to develop coherent policies and programmes on green employment in climate and environment challenged societies.*
- Regional outcome RAS126 - *Increased knowledge and capacity in the region to promote coherent policies in support of decent work for all women and men.*
- Regional outcome RAS 101 – *Mainstreaming Decent Work in Regional Integration and Partnerships in Asia and the Pacific.*

The InSIGHT project also links to the *ILO Strategic Framework and Results 2010 – 2015* which provides the framework for delivering on the Decent Work Agenda over the planning period, specifically under *Outcome 3: Sustainable Enterprises*; Sustainable enterprises create productive and decent jobs. Sustainable enterprises are a principal source of growth, wealth creation, employment and decent work. In addition, this project also contributes to *Outcome 12: Social dialogue and industrial relations; Tripartism and strengthened labour market governance contribute to effective social dialogue and sound industrial.*

- *Assess the constituents' perception of the ILO and the support it provided vis-à-vis other development partners, including the reasons they chose to work in certain thematic areas with the ILO over other areas (?).*
- *What are the current areas of interest of the constituents vis-à-vis project original theme – whether there have deviated from the original design. What could have contributed to changes, if any? To what extent the project has adapted to those changes?*

Based on ILO's project documents and reports studied by the external evaluator, the constituents perceived ILO's InSIGHT project support and thematic areas as important and highly relevant with the local context. In addition, project activities also align with government and project partners policies and priorities on social dialogue, industrial relations and social inclusion in working place.

Moreover, the organization is highly respected and accepted by varied stakeholders, including the governments, private sector – companies, small and medium enterprises, employee associations, project partners as well as labour unions and labour. The ILO is the only tripartite United Nations agency in that it brings together representatives of governments, employers and workers to jointly shape policies and programmes and is in a unique position for promoting policy dialogue among these stakeholders (ILO, 2018). Thus, ILO is in ideal place to implement the InSIGHT project.

In terms of project changes, as reported in InSIGHT Project Self Evaluation Study (2017), there are some lesson learned by the implementing agency, among others:

- The significance to optimize regional platforms rather than just focusing on another country for effectiveness in the final year.
- The importance to consider context and priorities of the Ministry of Manpower (MoM), and the partners (Trade Unions and APINDO)
- The significance to expand partnership with key actors in sustainable development like IBCSD, BAPPENAS, Ministry of Environment, Global Green Growth Institute, etc.
- The significance to maximize joint work and linkages within key ILO themes for Indonesia (i.e. Skills, Green Jobs, Industrial Relations & ‘Future of Work’) to deliver relevant support.

4.3 Effectiveness (including achievement of objectives and project management)

- *To what extent has the project achieved its planned results (including intended and unintended, positive and negative)? And If not, why?*
 - *How effective were the ILO-ASEAN policy component on IR, skills on green jobs regional seminar/forums? To what extent it contribute to institutional capacity of tripartite constituents*
 - *How effective was the supporting activities at the enterprise level?*
- *Assess/identify what appropriate methods for capacity development that work well with different constituents in Indonesia (methods preferred by the Employers and Trade Unions)*
- *How effectively has the project interventions integrating gender?*
- *To what extent do project management capacities and arrangements put in place support the achievement of the planned results?*
- *To what extent have stakeholders, particularly workers’ and employers’ organizations been involved in project implementation?*

As indicated by the reviewed documents, the project has achieved the planned results and two objectives on timely basis. In addition, the InSIGHT project has implemented activities based on current circumstances and challenges faced by project beneficiaries at national and regional areas. This project also received support from both regional and national

governments as it shares similar interest, priorities and policies on industrial relations, green jobs and sustainable enterprises.

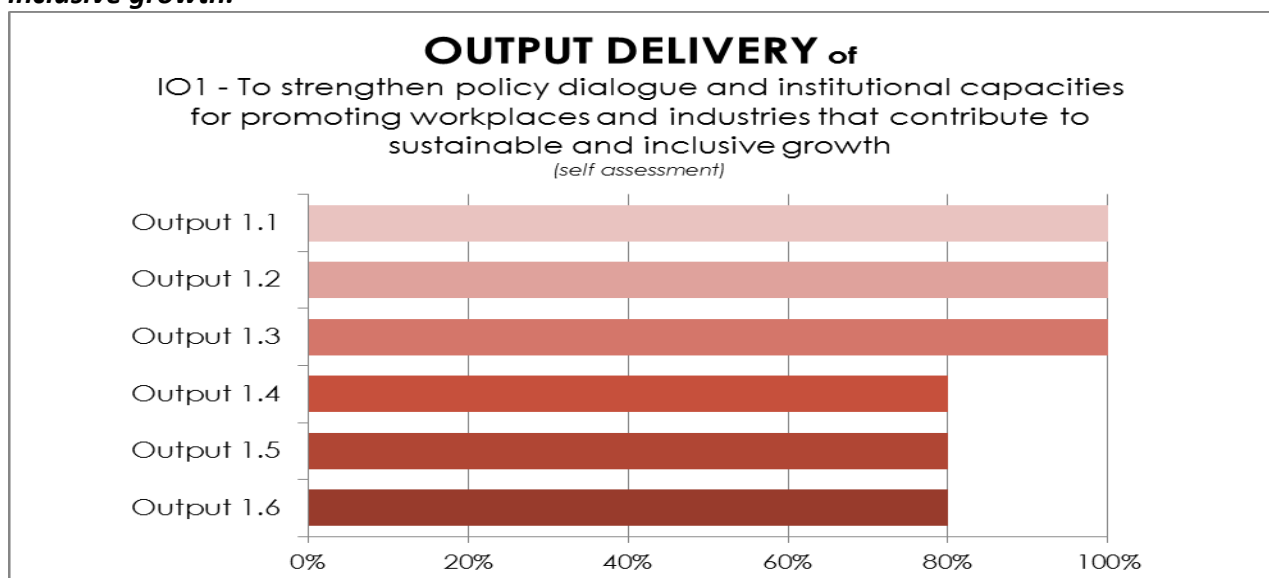
Stakeholders, specifically workers’ and employers’ organization have been involved in project implementation either as participant, resource persons or trainers. There is not any negative impact resulted from this project.

Further, as indicated by the available data, the ILO-ASEAN policy component on IR, skills on green jobs regional seminar/forums were effective due to various reasons. Among others, it provided the platform for the tripartite partners in region; strengthened partnership, coordination and cooperation amongst ASEAN members as well as enhanced knowledge, skills and capacities of targeted stakeholders and institutional capacity of tripartite constituents.

While as stated in the latest InSIGHT Progress Report (2017), some major achievements were highlighted through this project, as follows: *first*, the 8th ILO-ASEAN Regional Tripartite Seminar on Industrial Relations which provided the platform for the tripartite partners in region; *second*, Regional Workshops on Skills for Green Jobs and country level follow-up country level activities which provided content support to the Green Jobs initiatives in the region; and *third*, the integration of national vision of ‘sustainable, inclusive and greener’ development in the ‘Mid-Term Development Plan (RPJMN) process. In terms of project outputs, this project has produced all agreed outputs.

Figure below illustrate outputs delivery of *Immediate Objective 1*:

Figure 4. Outputs Delivery of IMO 1 – To Strengthen Policy Dialogue and Institutional Capacities for promoting workplaces and industries that contribute to sustainable and inclusive growth.



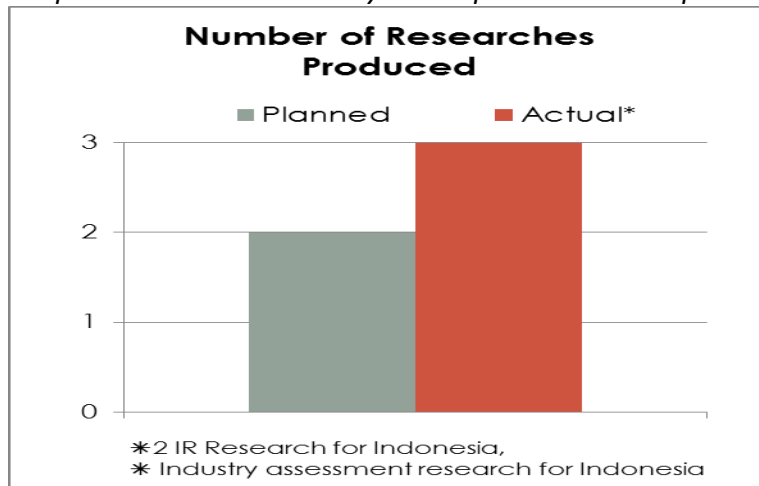
source: InSIGHT Self Assesment, 2017

The above table shown that this project has delivered majority of outputs with exception of output 1.5. *Regional and National Seminars* and output 1.6. *Good practices and lesson learnt*

in public policies for supporting workplaces and industries that drive sustainable and inclusive growth are mapped and consolidated due to varied reasons. Among others, difficulties to match stakeholder schedules on a specific date and location.

The following figures 5 illustrated the delivery of some outputs under IMO 1:

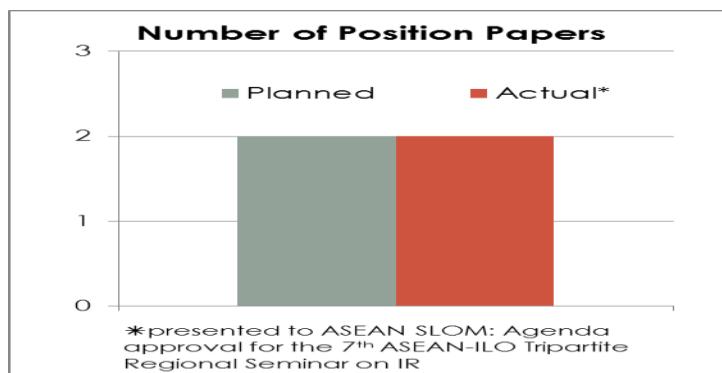
Output 1.1 National IR Policy developments are compiled and disseminated



Source : InSIGHT Annual Project Report, 2015 -2018.

In 2017, the final report of Industrial Relations was shared in SLOM meeting. Whilst in last year, the Regional Industrial Relations Seminar was conducted and content disseminated in key forums with the final report version available in March 2017. At 2015, two IR researches on the IR and Labor Expert System were implemented and shared with a social partners during the Inception Workshop as scheduled (InSIGHT Annual Project Report, 2015 -2018).

Moreover, the following Figure 6 depicted delivery of output 1.1. *Position Papers on ASEAN IR Policy, of relevance to constituents, are produced and delivered to ASEAN decision-makers:*

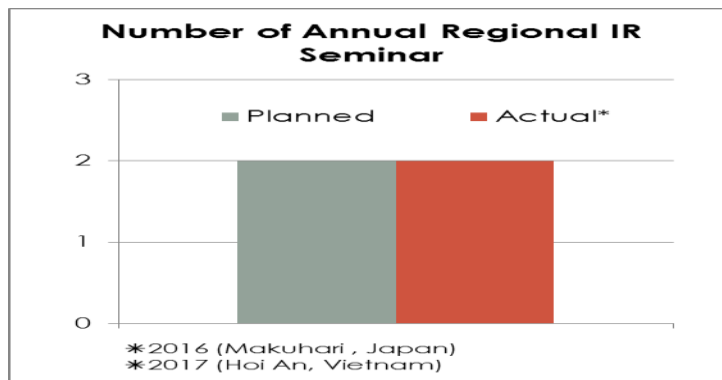


Source : InSIGHT Annual Project Report, 2017; 2018.

In year of 2018, the project has presented report of the 8th IR Regional Seminar and Impacts to IR of NSE and other emerging forms of employment to SLOM meeting. While a year before,

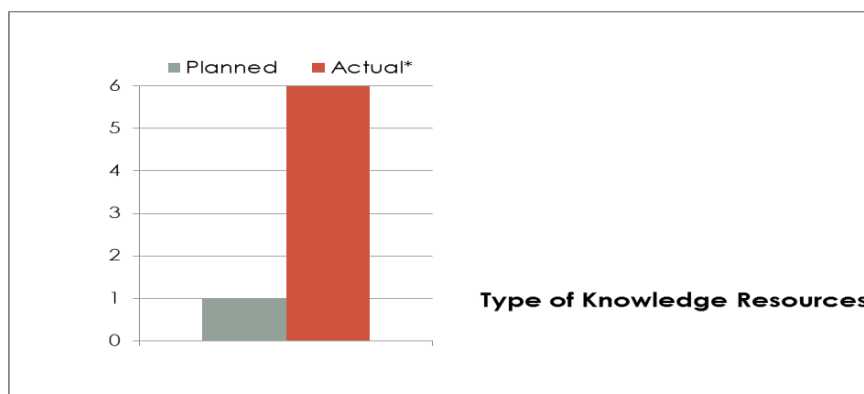
position papers and material from the latest IR Regional Seminar in 2016 on IR Experts, skills & capacity building for Green Jobs, conducive IR and Social Dialogue & in enterprise were shared in the SLOM.

While specifically output 1.3. delivery, the project has conducted the 8th Regional IR Seminar was conducted in Hoi An, Vietnam in 2017 and regional IR seminar in Makuhari, Japan. Along with this was the preparation process of engaging with the ASEAN SLOM and the member countries to validate the specific agenda for the Regional IR seminar as illustrated by *Figure 7. Delivery Output 1.3 Annual Regional IR seminars are organized*



Source : InSIGHT Annual Project Report, 2015 - 2018.

In 2018, the INSIGHT project has developed and promoted knowledge resources on Industrial Relations themes like Green Business Better Work Training Toolkit, Compilation of good practices/model case, reports of the 7th and 8th Industrial Relations Seminars, newsletter, articles, website as well as project info materials published through ILO’s web platform and other media as illustrated by *Figure 8. Delivery Output 1.4 Knowledge resources on IR themes are widely shared and promoted through ILO’s web platforms and other mechanisms*



Source : own table complicated from InSIGHT Annual Project Report, 2017; 2018.

In addition, the InSIGHT project also has developed varied documents on related topics, among others on industrial relations and green jobs and skills issues as illustrated below:

Table 1 Varied documents on industrial relations and green jobs and skills issues

Topics	Formulated Documents
Industrial Relations	Seminar reports. Discussion paper on Impact of NSEs and emerging forms of employment on the future of IR. IR Updates on Indonesia
Green Jobs and Skills	Indonesia Country profile on Skills for Green Jobs. Greening the automotive occupational map. Labour market impacts of Indonesia’s NDC & climate change commitment. Mapping Indonesian policies that support sustainable and inclusive growth of industries & workplaces

Moreover, the project has also provided an efficient platform to involve all tripartite constituents and other stakeholders. And since this project combined regional and national approaches, it has allowed an effective information sharing amongst ASEAN country members. While in Indonesia, project beneficiaries such as the government, associations of employees, association of employers, non government organization, etc, have enhanced knowledge, skills and capacities on the ILO-ASEAN policy component on industrial relations, skills on green jobs delivered through varied activities.

At the enterprise level, the supporting activities on *Green Skills / Skills for Green Jobs* were effective as topics discussed were relevant with the needs and context. The InSIGHT project also developed a practical guidance and tools for companies interested to practice green jobs and sustainability related activity in the working place. ILO was partnered with keys institution as such Bapennas, IBCSD, and two industrial parks located in Bekasi and Karawang in implementing the above mentioned activities (ILO, 2017; ILO GBBW Training Kits and Practical Guidance, 2018). Detailed project outputs status is attached.

4.4 Efficiency (including resource use and value for money)

- *To what extent has the project delivered value for money? Have resources (funds, human resources, time, expertise, etc.) been allocated strategically and efficiently to achieve expected results? Could they have been allocated more effectively and if so, how?*

The InSIGHT project efficiency was assessed as relatively low in the first year of implementation, but was significantly improved in delivery rates in the second year as indicated by varied InSIGHT project reports. The InSIGHT project formulation started in April 2015.

However, the project activities only started to be implemented in 2016 as 2015 was mainly used to prepare an effective project implementation at regional and national levels through coordination and communication with relevant stakeholders in Indonesia and other ASEAN countries.

Some delays were experienced in the first year of implementation due to varied factors such as difficulties to recruit project officer in Indonesia and to match stakeholder schedules on a specific date and location in implementing some of the InSIGHT project activities in the region. Such circumstance reflected through project finance report whereas budget spent in the start up period was very low. For instances, the allocated costs for Outcome 1 related activities was \$US 71,695 while actual cost was as low as \$US 23,205 or thirty five per cent (35%) of the allocated budget. The similar situation can be found in Outcome 2 with budget allocation of \$US 85.465 and actual budget spent was only \$US 12.045 or fourteen per cent (14%) (interviews with Mrs. Pascual, G., 2017; Mr.Sudo, S., 2017.: InSIGHT Progress Report 2016 – 2018; ILO Project Financial Status by Award, Outcome and Expenditure Category 2015 – 2018).

However, in the second year, the InSIGHT project has delivered it's activities as per agreed budget and timeline. To implement the project, less than 10 persons of ILO staff members in Bangkok and Jakarta office were assigned. While in Indonesia, where most of the InSIGHT project were implemented, there's only one project officer allocated. She is responsible to manage the InSIGHT project in Indonesia on daily basis. While backstopping support is provided by the regional office, either as trainers or speakers in events held by this project. Further, these relatively streamlined organisational structure and coordination in the two offices helped the organization to make accurate and responsive decision-making and problem solving related with the InSIGHT project implementation in Indonesia and ASEAN region (Progress Report 2016 – 2018; ILO Project Financial Status by Award, Outcome and Expenditure Category 2015 – 2018).

As reveals by project reports and interviews with relevant stakeholder during this project evaluation, the InSIGHT project does not only bring the regional activity down to the country level, but also carried forward the relevant themes of social dialogue, tripartite partners, workplace cooperation and sustainable enterprises to different stakeholders like enterprises,

trade unions and the Indonesian governments. For example, regional events also perform as a source of developing reference materials at country level, among others, ‘NSEs and emerging forms of employment and its impact on Industrial Relations’ which correlates with the interest of ASEAN Secretariat to initiate deliberations relevant to the ‘Future of Work’ discussion in the region (Insight Yearly Reports, 2015 - 2017).

In addition, the project also produce a high quality trainings and materials like “*Greener Business Better Workplace/GBBW*” designated specifically for enterprises in Indonesia. The training aims to enhance capacity in achieving greener, safer workplaces and sustainable enterprises through a model of worker-employer cooperation with participants come from the Indonesian Employers Association (APINDO), ASTRA Group, and several Japanese companies in Bekasi and Karawang industrial districts. It’s reported that currently, there’s some enterprises adopted the GBBW concept into their workplaces, among others, PT ASTRA Daihatsu, PT DENSO, and Karawang International Industrial City/KIIC, (PCC Meeting Report, 2017; Greener Business Better Workplace Toolkit Material, 2017: Industry Follow Up Report, 2017; APINDO Socialization Meeting 2017 - 2018).

In addition, some companies who are ex participants of the InSIGHT supported training, has formulated a specific task force called “*The Green Team*” which responsible for green practices in their workplace. For instance, KIIC had developed their Green Team which initiated an internal sharing session on green practices amongst workers and management. KIIC also made some improvements for energy saving and awareness by replacing their lighting system using LED and lumens lighting and place visible signage and instruction for power usage (Industry Follow Up Report, 2017; Interviews with Mrs. Pascual, G., and Ms Laily, P., 2017).

While at the national level, the InSIGHT project also positively contributed to the development of National Action Plans on Skills for Green Jobs in Indonesia as resulted from previous workshops and stakeholder consultations (National Action Plans on Skills for Green Jobs in Indonesia, 2017; Industry Follow Up Report, 2017; Project Progress Report 2017).

4.5 Impact Orientation including realized and prospective changes)

- *Is there any visible impact on the implementation of this program either planned or calculated before (positive and negative)?*

Positive impacts arising from the InSIGHT project interventions are varied and include the presence of an efficient platform to involve all tripartite constituents and other stakeholders as well as an effective information sharing amongst ASEAN country members resulted from multi level approach applied by the project. In addition, these aspects included better access to government and enterprises networks for green and sustainable practices through advocacy and information sharing; and energy resources usage efficiency within workplace for some of project beneficiaries like KIIC which applied green and sustainable practices in their site.

Other unexpected positive outcomes from the InSIGHT project activities have included the adoption of Green Jobs and Skills Approach and Tools by some of major companies operated in Indonesia, among others, KIIC, MM 2100, PT Astra Daihatsu and PT Denso. Some of the aforementioned companies, even developed a specific task force named *“The Green Team”* to support the implementation of green practices within company sites. Members of the Green Team comprised from management and workers (InSIGHT Reports 2016 & 2017; Industry Follow Up, 2017; Fieldwork, 2018; Interview with ASTRA and APINDO, 2018).

One of aspect that distinguish the InSIGHT project with others, is the presence of a follow up phase where ILO held a series of visits and consultations to the ex participants of trainings and or workshops facilitated by ILO. For examples, after conducted the GBBW/Greener Business Better trainings, the INSIGHT Project Technical Officer visited training participants like KIIC, PT ASMO, and PT DENSO to discuss and further encouraged them to design and produce concrete related with greener business approaches within company’s level. Currently, there’s some companies and industrial parks adopted some concepts of greener business and implemented activities relevant with their working place. Among others, PT ASTRA Daihatsu, PT DENSO, and Karawang International Industrial City/KIIC, one of the largest industrial parks in Indonesia which established by ITOCHU Corporation of Japan and Sinarmas Land company. Located in Karawang district, West Java province, the coverage area of KIIC industrial park reached 1,389 hectares. The KIIC has more than ninety (90) tenants from different parts of the world and from variety of Industries, among others, PT. ASTRA DAIHATSU MOTOR, PT. FUJITA INDONESIA, PT. CERES MEIJI INDOTAMA (Industry Follow Up Report, 2017; interviews with APINDO, ASTRA, IBCSD representatives during field work, 2017; KIIC, 2017).

While other activities supported through the InSIGHT project, specifically production and publication of varied research, studies and reports of specific issues of green and sustainable business practices, industrial relations and green jobs has enable wider audience and policy maker to have a balanced information about such issues. Examples of studies and reports including, Industrial Relations related reports, Discussion papers on Impact of NSEs and emerging forms of employment on the future of Industrial Relations, Industrial Relations Updates on Indonesia); country profile on Skills for Green Jobs, Greening the automotive occupational map, Labor market impacts of Indonesia’s NDC & climate change commitment, as well as Mapping Indonesian policies that support sustainable and inclusive growth of

industries & workplaces (InSIGHT Yearly Reports, 2015 – 2017; InSIGHT Project Matrix, 2017; InSIGHT Project Matrix, 2018).

In addition, this project also documenting the experience of companies on applying the tools and learnings from the training program, the socialization sessions with the industrial parks with possibly a ToT session, promoting the national action plan for Skills for Green Jobs and linking these and the other related policy outputs to create a national vision which can be integrated in the ‘Mid-Term Development Plan (RPJMN) process’, embodying Indonesia’s bid to ‘sustainable, inclusive and greener’ development.

Therefore, project set its focus on engaging and collaborating with various ILO regional activities and use these as opportunities to share knowledge/information and experience on the project approach (InSIGHT Progress Report 2017 – 2018; InSIGHT Matrix 2017 – 2018; Interview with Mrs. Pascual, G., 2017).

Moreover, the majority of the interviewed participants stated that the InSIGHT project also contribute to positive impacts of capacity building activity included a proven transfer of skills and knowledge regarding green jobs, sustainable enterprises, social dialogue and industrial relations knowledge for those involved in training activities; the provision of a new guidance and materials on green jobs, sustainable enterprises, social dialogue and industrial relations for representatives of trade unions, companies and the Indonesian governments (Interviews with trade unions, Ministry of Manpower Office, APINDO, PT ASTRA Daihatsu, 2017).

4.6 Sustainability (including local ownership and stakeholder participation)

- *What strategies has the project put in place to ensure continuation of actions initiated after the project support ends? To what extent the project outputs/benefits will be sustained*
 - 1) *What are the strongest indications of the degree to which the project results are likely to be sustainable*
 - 2) *Are the attained results permanent, long-term gains?*
 - 3) *May the project be replicated? Extended? How and where?*
 - 4) *The phasing out strategy, is it clear and feasible?*

Sustainability was one of the major aspects that ILO was concerned about in the implementation of the project. Therefore, ILO prepared various supporting mechanisms to ensure the sustainability of the project activities among beneficiaries after the project ended. Further, ILO had developed good phase-out strategies that were evident from the following indicators:

- a) Mechanisms for communication and coordination were in place between stakeholders on the objectives, benefit, and types of project activities at regional and national level to ensure common knowledge and perspective of the project among all stakeholders at regional and national levels.

- b) The tripartite approach, the policies and practices developed, enhanced partnership, skills and knowledge had contributed to the improvement of future industrial relations, social dialogue and green jobs at regional and national levels.
- c) Relevant stakeholders had been involved and consulted since the beginning. Therefore, this project has a robust ownership and participation of governments, partners, and key stakeholders, including women.

Moreover, this project can be replicated and extended in other areas with similar problems, challenges and issues on industrial relations, social dialogue and green jobs. As indicated by the reviewed documents, documentation of good practices and lessons learned that were planned to be disseminated towards the end of the project could serve as a basis for possible adjustment and replication by other agencies and further mainstreaming into the policy framework.

In addition, the InSIGHT project has applied varied strategies to ensure sustainability. For examples, through activities conducted under immediate objective 1 “*Strengthened Policy Dialogue and Institutional Capacities for promoting industries and workplaces that contribute to sustainable and inclusive growth*”, it was anticipated that the project would facilitate the development of joint visions and commitments on sustainable workplaces and industries by stakeholders at regional, national and industry local level as indicated by the presence of common commitments resulted from project activities. For examples, the 8th ILO-ASEAN Regional Tripartite Seminar on Industrial Relations which provides the platform for the tripartite partners in region. Followed by *Regional Workshops on Skills for Green Jobs and country level follow-up activities* which provide content support to the Green Jobs initiatives in the region. And also, *the integration of national vision of ‘sustainable, inclusive and greener’* development in the ‘Mid-Term Development Plan (RPJMN) process. .

Further, the InSIGHT project has also anticipated that visions and commitments developed by stakeholders themselves would contribute to a sense of ownership and understanding that the project, through its initiatives, is supporting the advancement of their visions and roles.

As outlined by the InSIGHT project’s second immediate objective “*Enhanced Local Tripartite Structures and support systems for fostering sustainability and competitiveness of sectors and workplaces*”, the project has a specific focus on improving capacities of targeted stakeholders and their support systems. Therefore, institutional capacity and specific efforts have been conducted to achieve such objective which includes consolidating learning among direct beneficiaries of project activities, particularly through follow-up support and the facilitation of networks and knowledge-sharing platforms. In addition, this project supported initiatives that would help direct beneficiaries to disseminate knowledge in their organizations and beyond for examples, training on GGBW, APINDO socialization meetings, KIIC action plan, the development of green automotive sector and many more (GGBW, 2016; APINDO - Interview, 2018; APINDO Minutes Meetings; IBCSD, 2017).

In addition, enhancements and expansion of approaches and tools for adoption were designated to be applicable and contextual with circumstance faced by project beneficiaries in order for them to apply the tools in their working places accordingly.

Another crucial elements of this project is documentation and dissemination of concrete experiences and lessons learnt in practising green jobs, sustainability initiatives and

environment management. It has been anticipated that this would contribute to the improvement of working place. The InSIGHT project has also anchored knowledge and capacity building products to national and international institutions through the collaboration with relevant organizations so that they will be accessible and continue be utilised and disseminated after the project completion.

4.7 Gender Issues Assessment

Gender equality and non-discrimination, promotion of international labour standards, tripartite processes, and constituent capacity development

- 1) *Did the project activities benefit women and men equally?*
- 2) *Has the project supported governments to adopt gender-sensitive labour policies?*
- 3) *Has the project been effective at addressing gender equality and non-discrimination, promotion of international labour standards, tripartite processes, and constituent capacity development*
- 4) *Were risks to gender equality identified and appropriately managed?*

As stated in the project document (2015), the InSIGHT project does not include gender equality as an outcome, but some outputs and/or activities specifically address gender issues and/or activities aimed to benefit women and men equally as illustrated below:

Table 2 Several outputs and/or activities aimed to benefit women and men equally

<i>Immediate Objective 1 (Outcome): To strengthen policy dialogue and institutional capacities for promoting workplaces and industries that contribute to sustainable and inclusive growth;</i>	<u>Indicator:</u> Number and gender of participants to the seminar and seminar
<i>Output 1.5: Regional and national seminars on promoting workplaces and industries for sustainable and inclusive growth are organized.</i>	<u>Indicator:</u> Number and gender of participants
<i>Immediate Objective 2 (Outcome): Local tripartite structures and support systems for fostering sustainability and competitiveness of sectors and workplaces are strengthened</i>	<u>Indicator:</u> <u>N/A</u>
<i>Output 2.2: Industry support systems are upgraded through the utilisation of practical tools and approaches that assist workers and employers in making improvements in productivity environmental management, and workplace conditions.</i>	<u>Indicator:</u> Number and gender of participants attending the trainings

Source: Project Document InSIGHT – Donor Approved, 2015

Moreover, the InSIGHT project has not yet accounted and implicitly stated gender issues, gender roles and relations into the planning, monitoring, and evaluation of project. In addition, gender analysis has not incorporated within project management process. Gender analysis is a common methodology applied by varied institutions to investigate the socially constructed differences between men and women, and between women themselves which determine the extent to which men and women vary in their access to and control over

resources and encounter different constraints and opportunities in society. Further, gender analysis incorporation should be clearly reflected in the logical framework. A gender-blind logical framework will counteract project performance and fail to report gender-related achievements.

Despite such circumstance, the project has conducted specific efforts to improve such circumstance, among others by:

- Encouraging women participation in capacity building related activities (i.e. trainings, seminars, workshops, research, etc).
- Pursuing gender balance in the designated project activities.
- Providing sex-disaggregated statistics within baseline research and implementing partner reporting, to ensure that the impact of the project on male and female can be quantifiable at all stages of the project.
- Ensuring that the benefits of the project equally benefited male and female project beneficiaries.

The proportion of men and women participating in capacity development activities at the regional and national levels, however, reflects the dominant position of men. Therefore it is crucial to have a specific campaign for a more intensive participation of women.

4.8 Tripartite Issues Assessment

The ILO is the only tripartite United Nations agency in that it brings together representatives of governments, employers and workers to jointly shape policies and programmes and is in a unique position for promoting policy dialogue among these stakeholders. As a logical consequence, all of ILO's projects, including the InSIGHT project should engage with these parties in conducting project activities such as in policies and tools development, studies, trainings, seminars, workshops, as well as in establishing the Project Steering Committee. In the context of InSIGHT project, it works closely with strategic partners such as the Ministry of Manpower, the ASEAN Secretariat, APINDO, Trade Unions, and so on.

4.9 International Labour Standards Assessment

Indonesia has been a member state of ILO since 12 May 1950 and ratified all eight ILO core conventions. As consequence, the country must periodically report on their application in law and in practice. In addition, there is a constitutional obligation for the member to present reports on the measures they have taken to put ILO's conventions into effect.

ILO's mandate is to promote opportunities for all women and men to obtain decent and productive work in condition of freedom, equity, security and human dignity. The Decent

Work Country Programme (DWCP) translates the mandate into the ILO contribution in Indonesia towards the national achievement of national development strategies such as RPJMN and MP3EI and the Millennium Development Goals (MDGs).

Majority of documents reviewed indicate efforts to comply with ILO Conventions in the following aspects:

- Freedom of Association and Protection of the Right to Organize.
- Freedom of association and the effective recognition of the right to collective bargaining.
- The elimination of all forms of forced or compulsory labour.
- The effective abolition of child labor.
- The elimination of discrimination in respect of employment and occupation.

V. CONCLUSIONS

The InSIGHT Project has contributed significantly to strengthened policy dialogue and institutional capacities for promoting industries and workplaces that contribute to sustainable and inclusive growth at ASEAN region as well as enhancing local tripartite structures and support systems for fostering sustainability and competitiveness of sectors and workplaces in Indonesia as indicated by varied evidences.

The project is highly relevant with both regional and national contexts and concerns on sustainability issues of environment, social, and economics with majority of activities at regional and national levels delivered on timely basis with an effective and efficient mechanism.

The InSIGHT project also positively impacted beneficiaries at both regional and national levels. For examples, it has contributed to the development of an efficient platform for all tripartite constituents and other stakeholders; contributed to facilitate effective information sharing amongst ASEAN country members resulted from multi level approach applied by the project, as well as enhanced project beneficiaries' knowledge, skills and capacities on the ILO-ASEAN policy component on industrial relations, skills on green jobs and social dialogue through delivery of designated activities. Moreover, the project also provides platform for the tripartite partners in region and strengthening partnership, coordination and cooperation amongst ASEAN members.

In addition, the InSIGHT project has developed a relatively efficient platform, foundation and solid network on sustainability issues at national and regional levels. Such circumstance

provides a significant opportunity for ILO to continue working on specific sustainability issues based on the existing platform, support system and experienced gained from the project.

Despite positive achievements and impacts resulted, the InSIGHT project has not yet accounted and implicitly stated gender issues, gender roles and relations into the planning, monitoring, and evaluation of project. In addition, gender analysis has not incorporated within project management process. Gender analysis is a common methodology applied by varied institutions to investigate the socially constructed differences between men and women, and between women themselves. These differences determine the extent to which men and women vary in their access to and control over resources and encounter different constraints and opportunities in society, whether it is at the level of the household, community, or state. Incorporating gender analysis in the project management process requires that it be clearly reflected in the logical framework. Therefore, a gender-blind logical framework will counteract project performance and fail to report gender-related achievements.

VI. LESSONS LEARNED AND EMERGING GOOD PRACTICES

6.1 Lesson Learned

When the majority of project constituents perceived sustainability issues are only related with environmental aspects - and that the social and economic components are of no significance-, it is important for the ILO to allocate more effort in improving knowledge and information on sustainability issues in the context of decent workplace.

Issues on economic, environmental and social sustainability are crucial issues faced by the ASEAN countries, including Indonesia. This has been exacerbated by the low qualification, quality and productivity of the labour force, low wages as well as natural degradation of the environment. It comes to no surprise that challenges remain in the implementation of projects dealing with sustainability issues, including the InSIGHT project.

Challenges in the InSIGHT project have included the mainstream perspective that issues concerning sustainability are only related with environmental aspects and that the social and economic components are of no significance. In addition, trade unions perceived that issues concerning wages are much more significant than others sustainability issues. Against this light, it is recommended that ILO allocates more time, human and funding resources to enhance tripartite information, knowledge and skills on the significance of sustainability issues which directly affecting their livelihood

Based on the above circumstance, it can be concluded that one of challenges of the InSIGHT project implementation in Indonesia is the existed mainstream perspective that sustainability

issues are only related with environmental aspects and that the social and economic components of sustainability are of no significance. Among trade unions there also prevails the view that issues concerning wages are much more significant than issues on sustainability.

Further, it is recommended that any replication of InSIGHT project in the future – conducted by ILO - should specifically design project activities which emphasize on building knowledge, skills and capacities of tripartite on sustainability issues in the context of decent work place. In addition, more resources, longer term project implementation and allocation of project management staff should be allocated

6.2 Emerging Good Practices

The presence of sustainability related activities conducted by the ILO's project beneficiaries contributes to effort on fostering sustainability and competitiveness of sectors and workplaces.

Majority of the interviewed project stakeholders agree that they share common sustainability issues that affect the workplace and the works being performed. To address the issues, numbers of stakeholder have started varied sustainability initiatives in their workplace. Nevertheless, the initiatives have not been equally implemented due to a number of factors. Among others, limited information and knowledge on the importance of sustainability initiatives as well as limited resources (including human, funding, and technology resources) in the application of sustainability initiatives in the workplace.

Thus in the context of InSIGHT project, there is a clear cause-effect relationship that sustainability issues is perceived as common issues facing the InSIGHT project beneficiaries, both in the workplace and the types of works being performed. Therefore, efforts to address and mitigate the adverse impacts of the issues will be very relevant and contextual.

While measured impacts resulted are as follow:

- 1) Improved knowledge, awareness, and skills of InSIGHT project beneficiaries on the significance of sustainability issues and their application in the context of decent work place.
- 2) Accelerated efforts in transfer of knowledge on the significance of sustainability issues and their application.
- 3) Contribution to efforts in realizing decent workplace and company's improved efficiency in the longer term.

Moreover, this project is replicable to be implemented in other countries by interested parties, including ILO, governments, trade unions, companies, non government organizations as well as civil society organisations. The InSIGHT project is aligned with RAS176 - *Increased Member States' capacity to develop coherent policies and programmes on green employment in climate and environment challenged societies*; RAS126 - *Increased knowledge and capacity*

in the region to promote coherent policies in support of decent work for all women and men and RAS 101 – Mainstreaming Decent Work in Regional Integration and Partnerships in Asia and the Pacific. In addition, it also links to the ILO Strategic Framework and Results 2010 – 2015, specifically related with Outcome 3: Sustainable Enterprises; Sustainable enterprises create productive and decent jobs and Outcome 12: Social dialogue and industrial relations; Tripartism and strengthened labour market governance contribute to effective social dialogue and sound industrial.

While at country level, the project is supporting Decent Work Country Programs Indonesia and *Nawa Kerja Ketenagakerjaan* of Ministry of Manpower Period 2015 – 2019, specifically on: ‘*Strengthening productive entrepreneurship*’ (number 5) and ‘*Creating a sound and productive industry*’ (number.6).

VII. RECOMMENDATIONS

The following table provides a brief summary of recommendations resulted from InSIGHT project implemented from 2015 to 2018:

Recommendations	Responsible Unit	Priority	Time Implication	Resource Implication
1. ILO to consider sector diversification apart from the automotive sector for future project, i.e. agriculture, energy, garments.	ILO Jakarta	Medium	Long term	Medium
2. ILO to extend partnership with other government institution working on sustainability initiatives, i.e. Ministry of Environment & Industry as well as academicians.	ILO Jakarta	Medium	Long term	Medium
3. ILO to coordinate with other division of MoM, particularly with BINALATTAS, since they have created the ILO Cooperation section to manage ILO projects in Indonesia.	ILO Jakarta	Medium	Long term	Medium
4. ILO to invest on additional resources i.e. time, fund, to implement such multi dimensional project in Indonesia and elsewhere.	ILO Head Quarters & ROAP	Medium	Long term	Medium
5. ILO to incorporate gender analysis into the planning, monitoring, and evaluation of project as well as project management process.	ILO Head Quarters, ROAP and Jakarta	High	Long term	Medium
6. ILO to continue working on specific sustainability issues based on the existing platform, support system and experienced gained from the InSIGHT project.	ILO ROAP and Jakarta	Medium	Long term	Medium

VIII. APPENDICES

Appendix 1. Lessons learned template

ILO Lesson Learned Template

Project Title: InSIGHT/Industries and Workplaces for Sustainable and Inclusive Growth through Tripartite Dialogue, Sharing good practices of Greener Business Asia (GBA), Occupational Safety (OSH) and Industrial Relations (IR) project in Indonesia

Project TC/SYMBOL: RAS/14/05/JPN

Name of Evaluator: Maria Epik Pranasari

Date: 26/09/2018

The following lesson learned has been identified during the course of the evaluation. Further text explaining the lesson may be included in the full evaluation report.

LL Element	Text
Brief description of lesson learned (link to specific action or task)	Due to the complexity and multi dimensional aspects of sustainability issues faced by the ASEAN countries, specifically in Indonesia, it is crucial to allocate adequate resources (i.e. time, human resources and fund) to achieve the desired project objectives. <i>This relates to Outcome 2 "Enhanced Local Tripartite Structures and support systems for fostering sustainability and competitiveness of sectors and workplaces of the project".</i>
Context and any related preconditions	Issues on economic, environmental and social sustainability are crucial issues faced by the ASEAN countries, including Indonesia. This has been exacerbated by the low qualification, quality and productivity of the labour force, low wages as well as natural degradation of the environment. It comes to no surprise that challenges remain in the implementation of projects dealing with sustainability issues, including the InSIGHT project. Challenges in the InSIGHT project have included the mainstream perspective that issues concerning sustainability are only related with environmental aspects and that the social and economic components are of no significance and the strong perception among trade unions that issues concerning wages are much more significant than sustainability. Against this light, it is recommended that ILO allocates more time, human and funding resources to enhance tripartite information, knowledge and skills on the significance of sustainability issues which directly affecting their livelihood .
Targeted users / Beneficiaries	ILO Programme Decision Makers (i.e. Director)
Challenges /negative lessons - Causal factors	The existed mainstream perspective that sustainability issues are only related with environmental aspects and that the social and economic components of sustainability are of no significance. Among trade unions there also prevails the view that issues concerning wages are much more significant than issues on sustainability.
Success / Positive Issues - Causal factors	N/A
ILO Administrative Issues (staff, resources, design, implementation)	It is recommended that any replication of InSIGHT project in the future by ILO should specifically design project activities which emphasize on building knowledge, skills and capacities of tripartite on sustainability issues in the context of decent work place. In addition, more resources, longer term project implementation and allocation of project management staff should be allocated

Appendix 2. Emerging good practice template

ILO Emerging Good Practice Template

Project Title: : InSIGHT/Industries and Workplaces for Sustainable and Inclusive Growth through Tripartite Dialogue, Sharing good practices of Greener Business Asia (GBA), Occupational Safety (OSH) and Industrial Relations (IR) project in Indonesia

Project TC/SYMBOL: RAS/14/05/JPN

Name of Evaluator: Maria Epik Pranasari

Date: 26/09/2018

The following emerging good practice has been identified during the course of the evaluation. Further text can be found in the full evaluation report.

GP Element	Text
Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	Targeted project beneficiaries, i.e. employers association and national partner, are proactive to transfer knowledge and skills on sustainability concerns and green jobs in the context of decent workplace to both internal and external parties. This relates to Outcome 2 <i>“Enhanced Local Tripartite Structures and support systems for fostering sustainability and competitiveness of sectors and workplaces of the project”</i> .
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	Majority of the project stakeholders agree that they share common sustainability issues that affect the workplace and the works being performed. To address the issues, varied stakeholders have started varied sustainability initiatives in their workplace. Nevertheless, the initiatives have not been equally implemented due to a number of factors. Among others, limited information and knowledge on the importance of sustainability initiatives, limited resources (including human, funding, and technology resources) in the application of sustainability initiatives in the workplace.
Establish a clear cause-effect relationship	Sustainability issues is perceived as common issues facing the InSIGHT project beneficiaries, both in the workplace and the types of works being performed. Therefore, efforts to address and mitigate the adverse impacts of the issues will be very relevant and contextual.
Indicate measurable impact and targeted beneficiaries	<ol style="list-style-type: none"> 1) Improved knowledge, awareness, and skills of InSIGHT project beneficiaries on the significance of sustainability issues and their application in the context of decent work place. 2) Accelerated efforts in transfer of knowledge on the significance of sustainability issues and their application. 3) Contribution to efforts in realizing decent workplace and company’s improved efficiency in the longer term. Targeted beneficiaries are workers; trade unions, Employees Associations; companies; civil society institution and the government as policy makers.
Potential for replication and by whom	This project is replicable to be implemented in other countries by interested parties, including ILO, governments, trade unions, companies, non government organizations as well as civil society organisations
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO’s Strategic Programme Framework)	<ul style="list-style-type: none"> • RAS176 - Increased Member States' capacity to develop coherent policies and programmes on green employment in climate and environment challenged societies. • RAS126 - Increased knowledge and capacity in the region to promote coherent policies in support of decent work for all women and men. • RAS 101 – Mainstreaming Decent Work in Regional Integration and Partnerships in Asia and the Pacific. Also links to the ILO Strategic Framework and Results 2010 – 2015, specifically related with Outcome 3: Sustainable Enterprises; Sustainable enterprises create productive and decent jobs and Outcome 12: Social dialogue and industrial relations; Tripartism and strengthened labour market governance contribute to effective social dialogue and sound industrial.
Other documents or relevant comments	Decent Work Country Programs Indonesia Ministry of Manpower Program - Nawa Kerja Ketenagakerjaan Period 2015 – 2019, specifically on: ‘Strengthening productive entrepreneurship’ (number 5) and ‘Creating a sound and productive industry’ (number.6).and other ASEAN countries.

Appendix 3. Project Outputs Status

OUTCOME/ Immediate Objective	OUTPUT	STATUS
<p>Immediate Objective 1: To strengthen policy dialogue and institutional capacities for promoting workplaces and industries that contribute to sustainable and inclusive growth</p>	<p>1.1 National and regional IR policy developments are compiled and disseminated</p>	<p>In 2018:</p> <ul style="list-style-type: none"> ▪ Report on the 7th ILO Regional Tripartite Seminar on IR available. ▪ Report on the 8th Regional Tripartite Seminar on IR is finalized. ▪ To conduct FGDs/workshop on this. <p>In 2017: The IR report final version was shared in 2017 SLOM.</p> <p>In 2016: Report on the Regional IR Seminar is developed, and content disseminated in key forums; the finalized report version available in March 2017.</p> <p>In 2015: The two IR researches were done as planned. The content of the IR/Labor Expert System research has been shared/validated with social partners during the Inception Workshop.</p>
	<p>1.2 At least two position papers on an ASEAN IR policy of relevance to the constituents are produced and delivered to ASEAN decision-makers</p>	<p>For 2018, the following will be shared with SLOM:</p> <ul style="list-style-type: none"> ▪ Report of the 8th IR Regional Seminar ▪ Impacts to IR of NSE and other emerging forms of employment. <p>In 2017: position papers & presentation shared in the SLOM:</p> <ul style="list-style-type: none"> ▪ Highlights and recommendations from the latest IR Regional Seminar in 2016 (re: IR Experts). ▪ Skills & capacity building for Green Jobs as an approach to foster conducive IR and Social Dialogue & in enterprises.
	<p>1.3 Annual regional industrial relations (IR) seminars are organised</p>	<p>In 2017: 8th Regional IR Seminar was conducted in Hoi An, Vietnam.</p> <p>Completed in 2016: Regional IR seminar in Makuhari, Japan. Along with this was the preparation process of engaging with the ASEAN SLOM and the member countries to validate the specific agenda for the Regional IR seminar.</p>

	<p>1.4 Knowledge resources on Industrial Relations and related themes are widely shared and promoted through ILO's web platforms and other mechanisms</p>	<p>This is a continuing output that will be carried forward from 2017 – 2018: Resources being finalized include:</p> <ul style="list-style-type: none"> ▪ GBBW Training toolkit – Indonesia version ▪ Compilation of good practices / model case / enterprise experience in Indonesia ▪ Skills for Green Jobs Country Profile ▪ Discussion Note: Transitioning the automotive sector occupations into green jobs <p>Completed in 2016 include:</p> <ul style="list-style-type: none"> ▪ Newsletter articles ▪ Web-article uploads on major activities ▪ IR Seminar report – being finalized <p>Completed in 2015: The info materials include the ILO Japan website intended for knowledge sharing, the project write-up for InSIGHT, project info sheets, for the use of CO-JKT, (+Bahasa version as well.)</p>
	<p>1.5 Regional and national seminars on promoting workplaces and industries for sustainable and inclusive growth are organized</p>	<p>In 2018:</p> <ul style="list-style-type: none"> ▪ 2 Regional IR seminars & 1 National IR Forum conducted ▪ Support to participation of tripartite partners in various regional meetings ▪ 2 regional skills for GJobs workshops and follow-up FGDs conducted ▪ Pending: conduct of National IR Forum, to echo the Reg IR Seminar in 2017; ▪ Additional themes: Future of IR, amidst the FoW & Indonesia's demographic bonus ▪ Regional meetings to be supported still being discussed <p>Conducted in 2017:</p> <ul style="list-style-type: none"> ▪ 2 Regional seminar (in collaboration with skills team), Bangkok (Jan & Oct) ▪ 2 Country level workshops and FGDs on Skills for Green Jobs (Mar & Dec) <p>Completed in 2016:</p> <ul style="list-style-type: none"> ▪ National seminar on IR + 2 Policy forums on Sustainable and Responsible Business practices / MNE Declaration (Jkt & Bali)

		<ul style="list-style-type: none"> ▪ Capacity Building for TUs: Workshop on Industrial Relations, Green Jobs and Sustainable Development ▪ Capacity Building for APINDO: Socialization Workshop on the InSIGHT Project Approach ▪ Inception workshop for improving labour condition and policy advocacy campaign
	<p>1.6 Good practices and lesson learnt in public policies for supporting workplaces and industries that drive sustainable and inclusive growth are mapped and consolidated.</p>	<p>In 2018:</p> <ul style="list-style-type: none"> ▪ Topic integrated in the Skills for Green Jobs Updated country profile ▪ Participation in different MoM workshop invitations relevant to IR (and skills) ▪ Workshop with MoM to present and discuss results ▪ Support & participation to other MoM capacity building initiative to be considered <p>In 2017: mapping of policies in support of sustainable and inclusive industries and workplaces included in Skills for Green Jobs ‘country profile’ research; dissemination workshop to be scheduled in 2018.</p> <p>In 2016: the mapping research to plot out policies and programs that supports the sustainability and inclusive growth of industries in Indonesia was initiated. Inception workshop for improving labour condition and policy advocacy campaign</p> <p>In 2015: an Inception Workshop was conducted for sharing the background and future actions with constituents. It also gathered info on priority actions from the social partners. Ongoing coordination with the MoM, on the country level activities.</p>
<p>Immediate Objective 2: Local tripartite structures and support systems for fostering sustainability and competitiveness of sectors and workplaces are strengthened</p>	<p>2.1 Industry level vision and priority actions affirmed in a Tripartite Forum</p>	<p>In 2018:</p> <ul style="list-style-type: none"> ▪ Pac and working group meetings conducted ▪ Pending completion in 2018 is the joint-tripartite meeting to develop the vision and recommended actions in support of harmonious IR, green business & skills for Green Jobs.

		<p>In 2017: individual consultations and update sessions with tripartite partners at the national and local level were facilitated by the project to address IR concerns relevant to sustainable and inclusive growth (ie complementing approaches to LKS Bipartit, linking wages to productivity & improvement, encourage 'joint' good practices among tripartite partners in pilot area: Bekasi-Karawang).</p> <p>National Action Plan on 'Skills for Green Jobs' was developed and validated by core group (tripartite++)</p> <p>In 2016: the tripartite consultation process to prepare the Indonesia country profile on Industrial Relations was also used to derive the key priorities & challenges of each partner. Follow through researches were also completed: industry assessment for (auto, energy) and the implementation arrangements (supply chain focus & emerging sectors – clean/renewable energy)</p> <p>Completed in 2015: Consultation meetings were done with APINDO, TU and MoM, to engage them to work with InSIGHT and define their roles and responsibilities within the project; Project Inception Workshop & knowledge sharing session conducted with social partners;</p>
	<p>2.2 Industry Support Systems are upgraded through the use of practical tools and approaches, assisting workers and employers in improving productivity, Env Mgt and Workplace conditions</p>	<p>In 2018:</p> <ul style="list-style-type: none"> ▪ Roll-out of Greener Business – Better Workplace training package conducted ▪ Training tools, documented case and action checklists available ▪ Dissemination workshops planned in Bekasi (ie MM2100 and KIIC) <p>For reconsideration in 2018:</p> <ul style="list-style-type: none"> ▪ Country 2 knowledge sharing of tools & approaches (possible collaboration with another ILO-Japan project or activity with regional scope instead of just focusing on one other country) ▪ 2nd training roll-out + ToT component in Indonesia

		<ul style="list-style-type: none"> ▪ Socialization & knowledge sharing sessions in Bekasi-Karawang area <p>Completed in 2017 includes:</p> <ul style="list-style-type: none"> ▪ Localization of GBA tools and training package to Indonesia (Jan-Mar) ▪ Core training to companies(GBBW training) Indonesia (April) ▪ Follow-up consultation with participating companies. ▪ Discussion with APINDO Training Center (ATC), IBCSD, MM2100 Vocation School on possible local roll-out and use of the GBBW tools for modules. <p>Completed in 2016 include:</p> <ul style="list-style-type: none"> ▪ Initiating engagement with possible participating companies and partner organizations (IBCSD, ESDM, GIAMM, etc) ▪ Designing the roll-out / implementation with APINDO ▪ Compilation of tools in predecessor projects (ie GBA Phase 1 & 2)
	<p>2.3 Practical changes and learnings from the industry experience are documented and consolidated to contribute to national and international policy forums</p>	<p>In 2018:</p> <ul style="list-style-type: none"> ▪ Donor review meetings conducted ▪ Case & documentation on-going ▪ Final project evaluation ▪ Project closing seminar-workshop <p>In 2017, following the GBBW training roll-out, case model of enterprise experience is started. Output to be added as case for the training module.</p> <p>Presentation of GBBW approach:</p> <ul style="list-style-type: none"> ▪ Regional workshops: (1) IR in ASEAN, (2) Skills for Green Jobs,(3) Green Growth, Social inclusion and Just Transition in Asia ▪ SLOM meeting <p>National events:</p> <ul style="list-style-type: none"> ▪ National Mediators’ Forum (topic: On the Future of Work, Digital economy & IR) ▪ Sectoral consultation: Skills for Green Jobs <p>2016 Opportunities to present the program:</p> <ul style="list-style-type: none"> ▪ TOT with SCORE trainers (Jakarta)

		<ul style="list-style-type: none">▪ Industrial Engineering Continuing Education course (Jakarta)▪ Green Jobs technical training (Bandung)▪ MNE event for Hotels (Jakarta & Bali) <p>Completed in 2015: InSIGHT has been presented in the MoM 2015 Evaluation and Planning Workshop, as part in relation to their efforts to promote green works. This is a continuing output, to be carried forward in the coming years</p>
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Appendix 4. Terms of Reference Final Independent Evaluation

Terms of Reference

Final Independent Evaluation

Industries and Workplaces for sustainable and inclusive growth through Tripartite Dialogue (InSIGHT), sharing good practices of Greener Business Asia (GBA), Occupational Safety (OSH) and Industrial Relations (IR) project.

Project Code:	RAS/14/05/JPN
Administrative unit:	Regional Office for Asia and the Pacific (ROAP)
Geographical coverage:	Indonesia and ASEAN Countries
Technical Unit:	Green Jobs
Timing and Type of evaluation:	Final Independent

1. Rational for Evaluation

1. The project is funded by the Ministry of Labour, Health and Welfare of Japan with the total budget of US\$ 1,760,511. It is aimed to strengthen policy dialogue and institutional capacities to promote sustainable and inclusive growth in industries and workplaces in Asian region. It is also aimed to enhance local tripartite structure and support systems to foster sustainability, competitiveness and socially responsible business practices at sector and workplace levels.
2. The project focuses on regional level interventions and full-fledged intervention in Indonesia. The project duration is from April 2015 to September 2018. In 2017, the project conducted a self-evaluation.
3. The final evaluation is due as per the ILO evaluation policy guidelines for result-based evaluation which states that all projects over US\$ 1 million and/or lasting more than 30 months must undergo at least one independent evaluations. The evaluation will be managed by evaluation manager who has no prior involvement in the project and will be conducted by an independent evaluation consultant. The independent final evaluation will be guided by the ILO Evaluation Policy (2017) and will adhere to UNEG Norms and Standard (2016).

2. Brief Project Background

4. The introduction of the Sustainable Development Goals (SDG) combined with the anticipated growth and consolidation of the ASEAN region, means that engaging the ILO's tripartite partners

in relevant regional discourse, agreements and actions, is key. The project is expected to foster a broad-based understanding of the implications and challenges created by economic growth, the environment and the need for social inclusion, in the context of decent work.

5. The project work towards initiating the process of adapting jobs and workplace practices to greener, resource productive, socially responsible & 'future-oriented' ways of doing business, while mainstreaming social dialogue and harmonious Industrial Relations. This approach provides mutual benefits to workers and employers, and aligns with industry development efforts to stay globally competitive.
6. The project also fosters a broad-based understanding of the implications and challenges created by economic growth, the environment and the need for social inclusion, in the context of decent work. The Project works at both regional and national level, with activities that encompass the ASEAN region, initiating national-level interventions in Indonesia, as it also prepares to replicate experiences in other countries. Starting up in Indonesia is a strategic way to contribute to impacts relating to ASEAN, considering that Indonesia accounts for about 50% of the labor force in ASEAN region.
7. The project has taken forward from the lessons learnt and good practices from the previous ILO Japan funded projects, Greener Business Asia phase I and II (in Thailand and the Philippines), and also the ASEAN-ILO/Japan Project on Industrial Relations (AIJPIR), and the ILO/Japan Occupational Safety and Health in Hazardous Work in Southeast Asia (OSH) Project. The project development objective is to contribute to promoting industries and workplaces that drive sustainable and inclusive growth in the ASEAN region. The project has 2 immediate objectives.
 - **Immediate objective 1: To strengthen policy dialogue and institutional capacities for promoting workplaces and industries that contribute to sustainable and inclusive growth.** This covers conducting forums and technical workshops for government and social partners around the promotion of sustainable and responsible business practices, green jobs, sustainable enterprises, addressing concerns relevant to ASEAN region.
 - **Immediate objective 2: Local tripartite structures and support systems for fostering sustainability and competitiveness of sectors and workplaces are strengthened**
This objective is to demonstrate how principles of decent work, green jobs, skills and sound industrial relations can translate into concrete industry and workplace level actions, the project supports capacity building approaches and action-learning initiatives for the tripartite partners and key stakeholders.
8. At the regional level, the project contributes to Regional outcome RAS176 - Increased Member States' capacity to develop coherent policies and programmes on green employment in climate and environment challenged societies, and to RAS126 - Increased knowledge and capacity in the region to promote coherent policies in support of decent work for all women and men. The project also contributes to RAS 101 – Mainstreaming Decent Work in Regional Integration and Partnerships in Asia and the Pacific.

9. The project also contributes ILO Programme and Budget (P&B) Outcome 3 (Sustainable enterprises create productive and decent jobs) and Outcome 12 (Tripartism and strengthened labour market governance contribute to effective social dialogue and sound industrial relations). In relation to Indonesia's Decent Work Country Programme and Country Programme Outcomes (CPO), the project contributes to the following CPOs:
- 'Employment creation for inclusive and sustainable growth'. It will support IDN129 'improved policies and programmes on entrepreneurship, business and cooperative development for job creation including financial inclusion;
 - 'Sound industrial relations in the context of effective employment governance'. It will support IDN152 'tripartite constituents effectively engage in social dialogue to apply labour regulations and international labour standards'; and
 - 'Strong and representatives employers' and workers' organisations influencing economic, social and governance policies'. It will support: IDN801 'Strengthened institutional capacity of employers' organisations; IDN802 'Strengthened institutional capacity of workers' organisations;
 - IDN803 'Increased capacities of employers' and workers' organisations to participate effectively in the development of social and labour policies
10. Further, it contributes to engaging the ILO's tripartite partners in relevant global discussions and initiatives and in the region, which includes the commitments to the Sustainable Development Goals (SDG), the ASEAN Economic Community (AEC) integration, and understanding the context of the 'future of work', Industry 4.0 and its impacts on jobs, skills and employment relations.
11. The project Chief Technical Adviser who is based in Bangkok, oversee the overall coordination of the project. A project technical Officer who is based in Jakarta is responsible for providing technical and coordinating project activities in Indonesia. Technical support is provided by ILO Decent Work Technical support team in Bangkok.
12. Main partners are ASEAN, Ministry of Manpower (MoM) and social partners (K-SPSI: confederation of All Indonesian Trade Union, and APINDO: The Employers' Association of Indonesia) in Indonesia, Ministry of Environment, Global Green Growth Institute- Indonesia, BAPPENAS, Indonesia Business Council for Sustainable Development (IBCSO), Kamar Dagang Dan Industri Indonesia (KADIN), Ministry of National Development Planning (BAPPENAS)
13. In 2017, a self-evaluation was conducted and the main findings are
- The thematic area and approach/strategy is relevant for the current situation in Indonesia. Industrial Relations is a key issue that the tripartite constituents will always regard as important. However, it had to likewise develop and update its content so that it will be aligned to the current times.
 - The 'Green' issue is a national agenda for Indonesia, especially for the current administration. However, the Ministry of Manpower has yet to acknowledge its importance in their mandate. With regards to anticipating labor market & industry impacts, which will then need solutions, which could include skills dimension, could be the link. With regards to Trade Unions, 'green' is not on their priority now, as they have yet to realize that it will have

implications to the core advocacies that they are carrying forward like fair wages, standardizes employment contracts, etc.

- In order to gain more traction in its work, the project should continue to expand their partners, and in doing so, enhances the exposure and capacity of the tripartite partners to contribute meaningfully.
- With regards to opportunities, InSIGHT should maximize its engagement with ASEAN and using it as a platform not only for knowledge sharing, but likewise for pursuing concrete collaboration with the respective countries. With regards to working in Indonesia, while manufacturing sector is very crucial to the growth of the economy, the emerging sectors which can also provide substantial impact when provided support includes services related sectors like tourism, transportation & logistics, and the digital/knowledge-based sectors.

14. To date, most of the project outputs have been delivered (Technical progress report Dec 2017).

3. Purpose and Objectives of the Evaluation

15. The main purpose of this final evaluation are two folds. First it is aimed to promoted accountability to the tripartite constituents, the donor and key stakeholders. Secondly, it is aimed to promote learning within ILO and among key stakeholders. The evaluation findings will be used to inform similar interventions in the future.

16. The specific objectives of the evaluation are to:

- Assess the project implementation effectiveness including the progress in achieving its intermediate objectives and results (including intended and unintended, positive and negative results), and effectiveness of management arrangements;
- Assess the project implementation efficiency;
- Assess the impact and sustainability and Identify factors (including challenges, opportunities)that enable the sustainability, particularly of the national stakeholders in Indonesia;
- Provide recommendations and describe lessons learned and good practices that could be replicated.

4. Evaluation Scope and Clients

17. *Scope:* the evaluation will encompass all activities and components of the project during the whole duration from April 2015 to June 2018. The evaluation will focus at the country level in Indonesia and the work at the regional level. The evaluation will address overall issues of relevance and strategic fit of the programme, the achievement and effectiveness, adequacy and efficiency in the use of resource, as well as effectiveness of the programme management arrangements, impact and sustainability. The evaluation will also examine the programme's performance in relation to the ILO's cross-cutting issues on gender, non-discrimination, social dialogue, and environment.

18. *Client*: the primary clients are the ILO constituents at the regional and in Indonesia, ILO ROAP, the donor (Japan), ILO Decent Work Technical team in Bangkok, and ILO Jakarta. The secondary clients are ILO technical unit at HQ and other key stakeholders.

5. Evaluation Criteria and Questions

19. The evaluation should address the following ILO evaluation criteria: intervention progress and effectiveness; efficiency of resource use; effectiveness of management arrangements; and impact orientation and sustainability of the intervention as defined in the ILO Policy Guidelines for results-based evaluation, 2017 (Annex 1).
20. The core ILO cross-cutting priorities, such as gender equality and non-discrimination, promotion of international labour standards, tripartite processes, and constituent capacity development should be considered in this evaluation. In particular, gender dimension will be considered as a cross-cutting concern throughout the methodology, deliverables and final report of the evaluation. To the extent possible, data collection and analysis should be disaggregated by sex as described in the ILO Evaluation Policy Guidelines and relevant Guidance Notes (Annex 1).
21. It is expected that the evaluation address all of the questions detailed below to the extent possible. The evaluator may adapt the evaluation criteria and questions, but any fundamental changes should be agreed upon between the ILO evaluation manager and the evaluator.
22. Suggested evaluation criteria and evaluation questions are summarised below: -
- 1) Relevance and strategic fit**
- The extent to which the project has addressed the need of the tripartite constituents in ASEAN and in Indonesia on the industrial relations, social dialogue and green growth.
 - Assess the constituents' perception of the ILO and the support it provides vis-à-vis other development partners, including the reasons they chose to work in certain thematic areas with the ILO over other areas (?).
 - What is the current areas of interest of the constituents vis-à-vis project original theme – whether there have deviated from the original design. What could have contributed to changes, if any? To what extent the project has adapted to those changes?
- 2) Effectiveness (including effectiveness of management arrangements)**
- To what extent has the project achieved its planned results (including intended and unintended, positive and negative)? and If not, why?
 - i. How effective were the ILO-ASEAN policy component on IR, skills on green jobs regional seminar/forums? To what extent it contribute to institutional capacity of tripartite constituents
 - ii. How effective was the supporting activities at the enterprise level?
 - Assess/identify what appropriate methods for capacity development that work well with different constituents in Indonesia (methods preferred by the Employers and Trade Unions)

- How effectively has the project interventions integrating gender?
- To what extent do project management capacities and arrangements put in place support the achievement of the planned results?
- To what extent have stakeholders, particularly workers' and employers' organizations been involved in project implementation?

3) Efficiency of resource use

- To what extent has the project delivered value for money? Have resources (funds, human resources, time, expertise, etc.) been allocated strategically and efficiently to achieve expected results? Could they have been allocated more effectively and if so, how?

4) Impact orientation and Sustainability

- What strategies has the project put in place to ensure continuation of actions initiated after the project support ends?
- To what extent the project outputs/benefits will be sustained

5) ILO cross cutting issues (*gender and non-discrimination, international labour standards, social dialogues, and environmental sustainability*)

- To what extent the project has promoted the followings in its implementation
 - sex-disaggregated data
 - gender-responsive workplace policies, measures and initiatives
 - gender mainstreaming in constituents' strategies and outputs
 - promoting women and men's equitable access to training and participating in events
 - focusing on the ILO four fundamental principles and rights at work

6. Methodology

23. The evaluation will comply with evaluation norms, standards and follow ethical safeguards, as specified in the ILO's evaluation procedures. The ILO adheres to the United Nations system of evaluation norms and standards as well as to the OECD/DAC Evaluation Quality Standards.
24. Both qualitative and quantitative evaluation approaches should be considered for this evaluation. The evaluation fieldwork will be qualitative and participatory in nature. Qualitative information will be obtained through field visits, interviews and focus groups as appropriate. Opinions coming from stakeholders will improve and clarify the quantitative data obtained from project documents. The participatory nature of the evaluation will contribute to the sense of ownership among stakeholders. Quantitative data will be drawn from project documents including the Technical Progress Reports (TPRs). Sound and appropriate data analysis methods should be developed for each evaluation question. Different evaluation questions may be combined in one tool/method for specific targeted groups as appropriate. Attempts should be made to collect data from different sources by different methods for each evaluation question and findings be triangulated to draw valid and reliable conclusions. Data shall be disaggregated by sex where possible and appropriate.

25. A detailed methodology will be elaborated by an independent evaluator on the basis of this ToR. The detailed methodology should include key and sub-question(s), detailed methods, data collection instruments and data analysis plans to be presented as a key element in the inception report.
26. The methodology for collection of evidences should be implemented in three phases (1) an inception phase based on a review of existing documents to produce inception report; (2) a fieldwork phase to collect and analyze primary data; and (3) a data analysis and reporting phase to produce the final evaluation report.
27. The gender dimension should be considered as a cross-cutting concern throughout the methodology, deliverables and final report of the evaluation.

7. Main Deliverables

28. The evaluator will provide the following deliverables and tasks:
 - **Deliverable 1:** Inception report. The inception report will include among other elements the evaluation questions and data collection methodologies and techniques, and the evaluation tools (interview guides, questionnaires, etc.). The instrument needs to make provision for the triangulation of data where possible. The evaluators will prepare an inception report as per the ILO Checklist 3: Writing the inception report (Annex 1).
 - **Deliverable 2:** Stakeholder workshop. The evaluators will conduct a stakeholder workshop in Jakarta to validate information and data collected through various methods and to share the preliminary findings with the ILO and local stakeholders at the end of evaluation mission. The stakeholder workshop will be organized by the project team. Evaluation findings should be based on facts, evidence and data. This precludes relying exclusively upon anecdotes, hearsay and unverified opinions. Findings should be specific, concise and supported by triangulation of quantitative and qualitative information derived from various sources to ensure reliability, validity and generalizability.
 - **Deliverable 3:** First draft evaluation report. Evaluation report should include action-oriented, practical and specific recommendations assigning or designating audiences/implementers/users. The draft evaluation report should be prepared as per the ILO Checklist 5: Preparing the Evaluation Report which will be provided to the evaluator. The first draft evaluation report will be improved by incorporating evaluation manager's comments and inputs.
 - **Deliverable 4:** Revised and Final evaluation report with evaluation summary (standard ILO format). The evaluator will incorporate comments received from ILO and other key stakeholders into the final report. The report should be finalized as per the ILO Checklist 5: Preparing the Evaluation Report which will be provided to the evaluator. The quality of the report and evaluation summary will be assessed against the ILO Checklists 5, 6, 7, and 8 which will be provided to the evaluator.

29. The reports and all other outputs of the evaluation must be produced in English. All draft and final reports including other supporting documents, analytical reports and raw data should be provided in electronic version compatible with WORD for windows. Ownership of the data from the evaluation rests jointly between ILO and ILO consultant. The copy rights of the evaluation report rests exclusively with the ILO. Key stakeholders can make appropriate use of the evaluation report in line with the original purpose and with appropriate acknowledgement.

8. Management Arrangements and Work Plan

30. Ms. Pamornrat Pringsulaka, Regional M&E Officer, is designated to manage this independent evaluation with oversight provided by the ILO Evaluation Office. A qualified independent consultant will be commissioned to conduct this evaluation. The evaluation will be funded from the project budget. A list of tasks of the evaluation manager is following:

- Draft and finalize the evaluation ToR upon receiving inputs from key stakeholders;
- Review CVs and proposals of the proposed evaluators;
- Liaise with the project team and provide project background documents to the evaluator;
- Coordinate with the project team on the field visit agenda of the evaluator;
- Brief the evaluation consultant on ILO evaluation procedures;
- Circulate the report to all concerned for their comments;
- Review and provide comments of the draft evaluation report; and
- Consolidate comments and send them back to the evaluators.

31. The project team will handle administrative contractual arrangements with the evaluator and provide any logistical and other assistance as required. They will be responsible for the following tasks:

- Provide project background materials to the evaluator;
- Prepare a list of recommended interviewees;
- Schedule meetings for field visit and coordinate in-country logistical arrangements;
- Be interviewed and provide inputs as requested by the evaluator during the evaluation process;
- Review and provide comments on the draft evaluation reports;
- Organize and participate in the stakeholder workshops; and
- Provide logistical and administrative support to the evaluator, including travel arrangements and all materials needed to provide all deliverables.

32. The evaluator reports to the evaluation manager. The evaluator will be selected through a competitive process from qualified independent consultants. The consultant will lead the evaluation and will be responsible for delivering the above evaluation deliverables using a combination of methods as mentioned above.

33. Indicative time frame and responsibilities

No.	Task	Responsible person	Time frame
1	Preparation, sharing and finalization of the TOR, and ToR approved	Evaluation Manager/Regional M&E Officer	By 12 July 2018
2	Issuance of EOI, advertisement of consultant, and selection of consultant	Evaluation Manager/Regional M&E Officer	By 12 July 2018
3	Issuance of contracts	Project	By 30 July 2018
4	Draft mission itinerary for the evaluator and the list of key stakeholders to be interviewed	Project	BY 27 July 2018
5	Brief evaluators on ILO evaluation policy and the project (Evaluator to start desk study, Skype calls with project manager, ILO Japan CTA)	Evaluation Manager and Project Manager	By 1 August 2018
7	Document review and development of the inception report submitted to Evaluation Manager	Evaluator	3 August 2018
8	Approve Inception report	Evaluation Manager	7 August 2018
9	Conduct Evaluation Mission and Stakeholder Workshop	Evaluator	8-16 August 2018
10	Draft report submitted to Evaluation Manager	Evaluator	31 August 2018
11	Share the draft report with all concerned stakeholders for comments for one week	Evaluation Manager	3-14 September 2018
12	Consolidate comments into the draft report and send to the evaluator	Evaluation Manager	17 September 2018
13	Revised report Submit to Evaluation Manager	Evaluator	20 September 2018
14	Submission of the evaluation report to ILO Evaluation Office for approval ¹	Evaluation manager and ILO Evaluation Office	24 September 2018

9. Required Qualifications and Duration

34. An independent consultant with the following relevant, skills, experience and qualifications are being sought

- No previous involvement in the delivery of the InSIGHT project;

¹ Evaluation report will be considered final version – only when the report is approved by ILO Evaluation Office.

- University Degree with minimum eight years' experience at the national level and/or five years' experience at the international level in industrial relations, and/or social dialogue, green business/enterprise development;
- Minimum five years of experience in conducting programme or project evaluations;
- Knowledge of, and experience in applying, qualitative and quantitative research methodologies;
- Knowledge of ILO's roles and mandate and its tripartite structure as well as UN evaluation norms and its programming;
- Excellent analytical skills and communication skills;
- Demonstrated excellent report writing skills in English;
- Working experience in Indonesia and/or ASEAN

35. It is foreseen that the duration of this evaluation will be between 27 July to 30 September 2018. The **field mission in Indonesia is expected during 8-16 August 2018**. Below are indicative working days required and tasks to be completed. Numbers of days foreseen for the consultant in one task can be reallocated to another task where justified and in consultation with the evaluation manager.

Tasks	Number of working days
Desk review of project related documents; Skype briefing with evaluation manager, project manager, donor, DWT-Bangkok, and ILO HQ; Prepare inception report.	5 days
Conduct Field visits and interviews relevant project staff, stakeholders, and beneficiaries; conduct a national stakeholder workshop.	7 days
Analysis of data based on desk review, field visit, interviews/questionnaires with stakeholders; draft report	7 days
Revise and Finalize the report including explanations on why comments were not included.	2 days
Total	21 days

10. Legal and Ethical Matters

36. The evaluation will comply with UN Norms and Standards. The ToR is accompanied by the code of conduct for carrying out the evaluation. UNEG ethical guidelines will be followed. It is important that the evaluator has no links to project management or any other conflict of interest that would interfere with the independence of evaluation².

11. Annex 1: All relevant ILO evaluation guidelines and standard templates

² <http://www.unevaluation.org/document/detail/1914>

- ILO Policy Guidelines for results-based evaluation, 2012
http://www.ilo.org/eval/Evaluationguidance/WCMS_176814/lang--en/index.htm
- Code of conduct form (To be signed by the evaluators)
http://www.ilo.org/eval/Evaluationguidance/WCMS_206205/lang--en/index.htm
- Checklist No. 3 Writing the inception report
http://www.ilo.org/eval/Evaluationguidance/WCMS_165972/lang--en/index.htm
- Checklist 5 preparing the evaluation report
http://www.ilo.org/eval/Evaluationguidance/WCMS_165967/lang--en/index.htm
- Checklist 6 rating the quality of evaluation report
http://www.ilo.org/eval/Evaluationguidance/WCMS_165968/lang--en/index.htm
- Template for lessons learnt and Emerging Good Practices
http://www.ilo.org/eval/Evaluationguidance/WCMS_206158/lang--en/index.htm
http://www.ilo.org/eval/Evaluationguidance/WCMS_206159/lang--en/index.htm
- Guidance note 7 Stakeholders participation in the ILO evaluation
http://www.ilo.org/eval/Evaluationguidance/WCMS_165986/lang--en/index.htm
- Guidance note 4 Integrating gender equality in M&E of projects
http://www.ilo.org/eval/Evaluationguidance/WCMS_165986/lang--en/index.htm
- Template for evaluation title page
http://www.ilo.org/eval/Evaluationguidance/WCMS_166357/lang--en/index.htm
- Template for evaluation summary
<http://www.ilo.org/legacy/english/edmas/eval/template-summary-en.doc>

Appendix 5. Inception Report

Attached

Appendix 6. List of persons interviewed

CONSULTED PARTICIPANTS (August 27 to September 4, 2018)

No	Name and Title Name	Female /Male	Organization	Address	Date Consulted
1.	Pamornrat Pringsulaka <i>Regional Monitoring and Evaluation Manager</i>	F	ILO ROAP	Bangkok	August 27, 2018
2.	Sho Sudo <i>Chief Technical Adviser and Overall Coordinator of ILO/Japan Multi Bilateral Program</i>	M	ILO ROAP	Bangkok	August 28, 2018
3.	Arun Kumar <i>Specialist on Collective Bargaining and Social Dialogue</i>	M	ILO ROAP	Bangkok	August 28, 2018
4.	Christina Martinez <i>Senior Specialist, Environment and Decent Work</i>	F	ILO ROAP	Bangkok	August 28, 2018
5.	Akiko Sakamoto <i>Decent Work Technical Support Team for East and East Asia and The Pacific</i>	F	ILO ROAP	Bangkok	August 29, 2018
6.	Georginia Pascual <i>InSIGHT Project Technical Officer</i>	F	ILO Country Office	Jakarta	August 30, 2018
7.	Ernie Gontha <i>Administrative Secretary</i>	F	ILO Country Office	Jakarta	August 30, 2018
8.	Tendy Gunawan <i>Programme Officer</i>	M	ILO Country Office	Jakarta	August 31, 2018
9.	Kahar S. Cahyono	M	KSPI	Jakarta	August 31, 2018
10.	Chechen	F	KSPI	Jakarta	August 31, 2018
11.	Untung Riyadi	M	KSPSI Rekonsiliasi	Jl. Angsana 1 B, Pejaten Timur, Pasar Minggu, Jakarta Selatan	August 31, 2018

12.	Sulistri	F	KSBSI	Jl. Cipinang Muara Raya No. 33, Jakarta Timur	August 31, 2018
13.	Helmy Salim Contact Person for International Affairs	M	KSPSI Rekonsiliasi	Jl. Angsana 1 B, Pejaten, Pasar Minggu, Jakarta Selatan	August 31, 2018
14.	A. Astamar	M	KSPSI	Lotte Supermarket, Jl. Fatmawati, Jakarta Selatan	August 31, 2018
15.	P. Agung Pambudhi <i>Executive Director</i>	M	APINDO	Gedung Permata Kuningan	September 3, 2018
16.	Joko Baroto <i>Division Head of Human Capital of P ASTRA Daihatsu Tbk</i>	M	APINDO	Gedung Permata Kuningan	September 3, 2018
17.	Ambiya Pietoyo <i>Program Director</i>	M	IBCSD	Menara Duta, Kuningan	September 3, 2018
18.	Budi Santosa <i>Director Executive</i>	M	IBCSD	Menara Duta, Kuningan	September 3, 2018
19.	Michiko Miyamoto <i>Director Indonesia and Timor Leste Offices</i>	F	ILO Indonesia and Timor Leste Offices	Jakarta	September 3, 2018
20.	Herdiansyah P. <i>Head of Sub Division ILO Cooperation</i>	M	Ministry of Manpower	Jln Gatot Subroto, Kuningan	September 4, 2018
21.	M.Syaeful Hasan <i>HKLN Binalatas</i>	M	Ministry of Manpower		September 4, 2018
22.	Lena Adriana <i>HKLN Binalatas</i>	F	Ministry of Manpower		September 4, 2018
23.	Hari Sri Purwanti <i>Biro Kerjasama Luar Negeri</i>	F	Ministry of Manpower		September 4, 2018
24.	Fitri Nurani <i>HKLN Binwasnaker K3</i>	F	Ministry of Manpower		September 4, 2018
25.	Algoumi Anshra <i>HKLN Binawasnaker</i>	M	Ministry of Manpower		September 4, 2018
26.	Andree YP <i>Biro Kerjasama Luar Negeri</i>	M	Ministry of Manpower		September 4, 2018
27.	Fitroh <i>Lemlat</i>	M	Ministry of Manpower		September 4, 2018
28.	Sri Lestari	F	Ministry of Manpower		September 4, 2018

	<i>Biro Kerjasama Luar Negeri</i>				
29.	Sri Sugiarti <i>Biro Kerjasama Luar Negeri</i>	F	Ministry of Manpower		September 4, 2018

Appendix 7. Data Collection Instruments

The methodology for collection of evidences has been implemented in four phases as follow:

1. The First Stage: Preparatory and Inception Report Production

Within this first phase, all project data and other relevant information reviewed and collected through a desk review. Among others:

- InSIGHT project documents as such the project design document, mid-term and or yearly project reports, project briefs, activities and research reports, financial reports, project organization structure, publications, etc.
- Relevant ILO documents like Decent Work Country Programmes; ILO Strategic Policy Framework 2010–2015; ILO Report of the Seventh Regional Seminar on Industrial Relations in the ASEAN Region Chiba, Japan, 2016; ILO Report of the Eighth Tripartite Regional Seminar on Industrial Relations in the ASEAN Region Hoi An, Viet Nam, 2017; ILO & ITUC, Social dialogue as a driver and governance instrument for sustainable development, 2017 and ILO Report of the Eighth Tripartite Regional Seminar on Industrial Relations in the ASEAN Region, 2016.
- Nationally and internationally published reports and studies.

During this first phase, the evaluator also developed data analysis methods for each evaluation question. In addition, different evaluation questions may be combined in one tool/method for specific targeted groups as appropriate. Attempts have been made to collect data from different sources by different methods for each evaluation question and findings will be triangulated to draw valid and reliable conclusions. Further, data disaggregated by sex where possible and appropriate. The evaluator used the inception report to verify qualitative data gathered directly from stakeholders in the second phase fieldwork in Jakarta.

2. Second Phase: Fieldwork and Stakeholder Workshop in Jakarta

During this stage, the evaluator applied qualitative and participatory approach where data and information obtained through varied qualitative research method as such field visits, interviews and focus group discussions with targeted project beneficiaries and implementing partners in Jakarta. Through this process, the ILO Country Office Jakarta, ILO ROAP Office, tripartite constituents and other stakeholder involved in the InSIGHT project will have the opportunity to be consulted.

Further, it is anticipated that opinions stated by relevant stakeholders will improve and clarify the data and information obtained from project documents. The interviewed project stakeholder comprised of ILO ROAP Office, ILO Jakarta Country Office, APINDO, Ministry of Manpower, IBCSD and Trade Unions. At end of the fieldwork, the evaluator will share preliminary findings to the relevant stakeholder through a workshop. It's anticipated that stakeholder will provide substantiate inputs, clarification, as well as using the evaluation findings and lessons learnt, as appropriate.

3. Third Phase: Data Analysis and Reporting

Following fieldwork and stakeholder workshop, the evaluator formulated draft of final evaluation report to be submitted to ILO ROAP Office for internal ILO's project staffs feed back and dissemination.

4. Four Phase: Feedback and dissemination of the evaluation results

This has been carried out by ILO, as part of its evaluation follow-up. Once ILO agreed on the draft report, the evaluator will finalized the report for submission to ILO ROAP Office.

In addition to the above, the evaluator also applied the following methods:

- Review of key project documents, including the project design document, progress reports, evaluation reports, minutes meetings, project publications, M& E guide, and varied references or literature related to programs.
- Desk review of relevant ILO programs documents, among others legislation and regulations as well as publications.
- Briefing with Regional M&E Officer, meeting with CTA & Team, Specialists (Cristina, Akiko; Arun Kumar) in Bangkok, Thailand.
- Briefing with CO-Jakarta Project team, meeting with CO-Jakarta Director, and meeting with project officers in Jakarta, Indonesia.
- Interview and meeting with Ministry of Manpower (comprised of IR Directorate, Training & Productivity Directorate, International Cooperation Bureau, ILO Cooperation Division) APINDO, external collaborator of InSIGHT Project (Ms. Laely P.), IBCSD, and ASEAN Secretariat in Jakarta, Indonesia.
- FGD Session with Trade Unions.
- One-day Stakeholders Workshop in Jakarta, Indonesia to present preliminary findings to relevant stakeholder.

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