

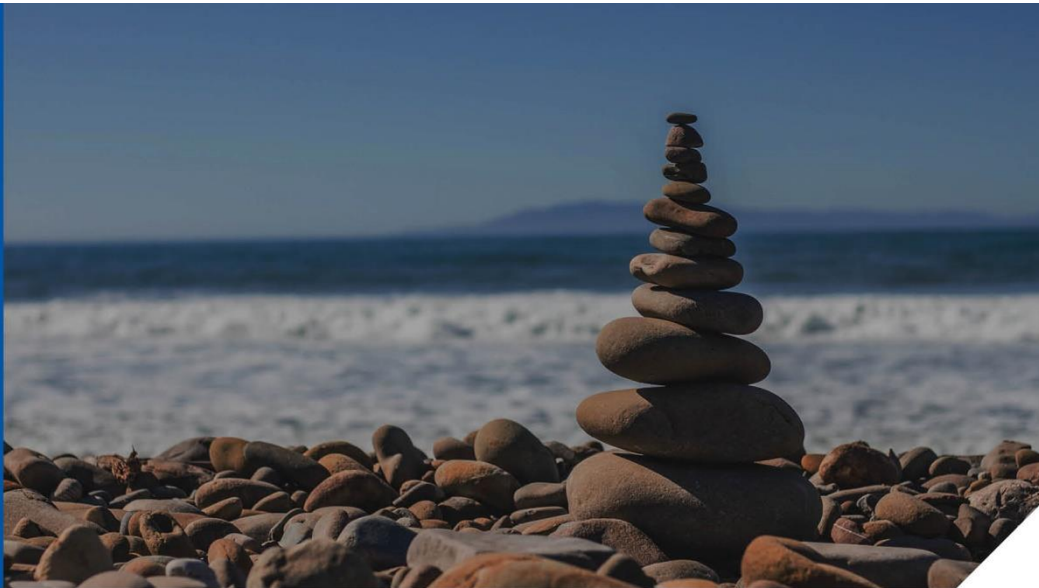


International
Labour
Organization

► Evaluation Office



i-eval Discovery



Responsible Supply Chains in Asia (RSCA)

ILO DC/SYMBOL: RAS/16/13/EUR

Type of Evaluation: Project

Evaluation timing: Final

Evaluation nature: Independent

Project countries: Six Countries, i.e. China, Japan, Myanmar, the Philippines, Thailand and Vietnam, as well as a Regional Component

P&B Outcome(s): P&B 2020-21 Outcome 4, and Output 4.4

SDG(s): SDG's 8, 10 and 17

Date when the evaluation was completed by the evaluator: 15 April 2022

Date when evaluation was approved by EVAL: 30 April 2022

ILO Administrative Office: ILO ROAP, Bangkok

ILO Technical Office(s): ILO Multinational Enterprises and Enterprise Engagement Unit (MULTI), Geneva

Joint evaluation agencies: not a joint evaluation – but the project collaborated with OECD and EU

Project duration: September 2018 – 30 April 2022

Donor and budget: European Union; Total Budget: EUR 9 mln. of which EUR 4.05 mln. for ILO, and EUR 4.95 mln for OECD

Name of consultant(s): Theo van der Loop (International Evaluator), and National

Evaluators/Interpreters: Dao Ngoc Nga, Jiyuan Wang, Kuanruthai Siripatthanakosol, Salic Sharief and Olga Belosludova

Name of Evaluation Manager: Ms. Rattanaporn Pongpattana, M&E Officer, ILO ROAP, Bangkok

Evaluation Office oversight: Ms. Pamornrat Pringsulaka, Regional Evaluation Officer, ILO ROAP

Evaluation budget: - 27750 USD

Key Words: Responsible Supply Chains, Corporate Social Responsibility (CSR), Responsible Business Conduct (RBC), Value Chains, MNEs, SMEs, ILS, Responsible Trade and Investment, Due Diligence; China, Japan, Myanmar, the Philippines, Thailand and Vietnam; Asia

Table of Contents

Table of Contents	ii
List of Tables, Figures and Boxes	iv
List of Abbreviations	v
Executive Summary	viii
1 Introduction	1
1.1 Background and Objectives of the Project.....	1
1.2 Purpose, Scope and Limitations of the Final Independent Evaluation	3
2 Methodology of the Evaluation	6
2.1 Conceptual Framework.....	6
2.2 Methodology, Key Deliverables and Work Plan	8
3 Overall Findings	11
3.1 Relevance and Validity of Design	11
3.2 Coherence	13
3.3 Effectiveness (including management arrangements)	15
3.4 Efficiency of Resource Use.....	25
3.5 Sustainability	26
3.6 Impact	29
3.7 Cross-cutting Concerns	31
4 Conclusions and Recommendations	33
4.1 Conclusions	33
4.2 Recommendations	38
5 Lessons Learned and Good Practices	43
ANNEXES	45
Annex 1: Terms of Reference (TOR)	46
Annex 2: RSCA Specific Objectives and Expected Results	69
Annex 3: Theory of Change of RSCA Programme	70
Annex 4: Data Collection Worksheet	71
Annex 5: List of Stakeholders Interviewed	75
Annex 6: Alignment of RSCA with DWCPs	77
Annex 7: Trade relations between the EU and the target countries	78
Annex 8: Selection of Economic Sectors	79
Annex 9: Other interventions related to CSR/RBC in the partner countries	81
Annex 10: Attendees at Stakeholder Workshop	82

Annex 11: Assumptions and Risks	83
Annex 12: Evaluation Work Plan	84
Annex 13: Recommendations made by four Evaluations and Updates/Comments	85
Annex 14: Lessons Learned (LL) and Good Practices (GP)	92
Annex 15: Documents Consulted	98

List of Tables, Figures and Boxes

Tables:

1	Number of interviews by type of organisation and country/Global/Regional	8
2	The Outcomes, Outputs and Implementation Modalities of RSCA.	16
3	The challenges encountered specific for each of the target countries.	23
4	Expenditure overview	25

Figures:

1	Total Amount Spent by Year in % of Total Budget.	26
2	Percentage of the total Budget spent.	26

Boxes:

1	Members of CSR Think Tank on Seafood Sector in Viet Nam.	17
----------	--	-----------

List of Abbreviations

ACT/EMP	(ILO) Bureau on Employers' Activities
ACTFU	All-China Federation of Trade Unions
ACTRAV	(ILO) Bureau on Workers' Activities
ADB	Asian Development Bank
AFFM-IUF	Agriculture and Farmer Federation of Myanmar
AGROTRADE	Agricultural Products Processing and Development
AIM	Asian Institute of Management
APEC	Asia Pacific Economic Cooperation
ASEAN	Association of Southeast Asian Nations
ATUC	ASEAN Trade Union Council
B&HR	Business and Human Rights
BEA	Department Bureau for Employers Activities
BIFA	Binh Duong Furniture Association
BKK	Bangkok
BLR	Bureau of Labour Relations
CAFA	Can Tho Seafood Association
CALSS	Chinese Academy of Labour and Social Security
CCA	Common Country Assessment
CEC	China Enterprise Confederation
CNTAC	China National Textile and Apparel Council
CO	Country Office
CPO	Country Program Outcome
CRSC	Center for Responsible Business Conduct - OECD
CSO	Civil Society Organisation
CSR	Corporate Social Responsibility
CTA	Chief Technical Adviser
CTUM	Confederation of Trade Unions of Myanmar
D-FISH	Directorate of Fisheries
DAC	Development Assistance Committee
DG	Directorate General
DG INTPA	Directorate General International Partnerships (former DG DEVCO)
DICA	Directorate of Investment and Company Administration
DoA	Description of Action
DOLISA	Department of Labour, Invalid and Social Affairs
DOLE	Dept. of Labour and Employment
DPs	Development Partners
DTDA	Danish Trade Union Development Agency
DWCP	Decent Work Country Programme
DWT	ILO Decent Work Team
EA	Evaluability Assessment
EC	European Commission
ECOP	Employers Confederation of the Philippines
ECOT	Employers Federation of Thailand
EEAS	European External Action Service
EO	Employers' Organisation
ESCAP	Economic and Social Commission for Asia and the Pacific Foreign Policy Instrument
EU	European Union
EUD	European Union Delegation
EUROCHAM	European Chamber
EVFTA	EU-Viet Nam Free Trade Agreement
FGD	Focus Group Discussion
FPA	Forest Products Association Binh Dinh
FPI	Foreign Policy Instrument
FPN	Foreign Policy Needs

FPRW	Fundamental Principles and Rights at Work
FTA	Free Trade Agreement
GSP+	General Scheme of Preferences, Special Incentive Arrangement
HCM	Ho Chi Minh
HIC	High Income Country
HQ	Headquarters
ICAFIS	International Collaborating Center for Aquaculture and Fisheries Sustainability
IDE-JETRO	Institute of Developing Economies of the Japan External Trade Organisation
ILO	International Labour Organization
ILS	International Labour Standards
IP	Implementing Partner
IR	Interim Report
ITC	International Training Center (ILO)
JAPIA	Japan Auto Parts Industries Association
JEITA	Japan Electronics and Information Technology Industries Association
JSC	Joint Steering Committee
JTUC (RENGO)	Japanese Trade Union Confederation
Lao PDR	Lao People's Democratic Republic
LCT	Labour Congress of Thailand
M&E	Monitoring and Evaluation
MARD	Ministry of Agriculture & Rural Development (Viet Nam)
MCRD	Myanmar Center for Responsible Business
MHRDD	Mandatory Human Rights Due diligence (European Union)
MNE	Multinational Enterprises and Social Policy
MOHRSS	Ministry of Human Resources and Social Security
MOJ	Ministry of Justice
MOL	Ministry of Labour
MOLIP	Ministry of Labour, Immigration and Population
MOLISA	Ministry of Labour, Invalids and Social Affairs
MTE	Mid-Term Evaluation
MULTI	ILO Multinational Enterprises and Enterprise Engagement Unit
MWEA	Myanmar Women Entrepreneurs Association
NAP B & HR	National Action Plan on Business and Human Rights
NCPE	National Congress Private Industrial of Employees
NEU	National Economics University
NIRF	New Industrial Relations Framework
NGO	Non-Governmental Organization
NPC	National Programme Coordinator
NTU	Nha Trang University
OECD	Organisation for Economic Co-operation and Development
OHCHR	United Nations Human Rights Office of the High Commissioner
OSH	Occupational Safety and Health
P&B	Programme & Budget
PARDEV	Partnerships and Field Support
PCCI	Phil. Chamber of Commerce and Industry
PEZA	Philippine Economic Zone Authority
PI	Partnership Instrument
PIMS	Partnership Instrument Monitoring System
PMT	Project Management Team
PRODOC	Project Document
PSC	Project Steering Committee
RBC	Responsible Business Conduct
RBCLAC	Responsible Business Conduct in Latin America and the Caribbean (PI Action)
RECERD	Research Center for Resources and Rural Development
ROAP	Regional Office for Asia and Pacific
RSCA	Responsible Supply Chains in Asia
SDG	Sustainable Development Goal

SERC	State Enterprises Workers' Relations Confederation
SOE	State-owned enterprises
TEBA	Thai European Business Association
ToC	Theory of Change
ToR	Terms of Reference
TTUC	Thai Trade Union Congress
UGPBHR	UN Guiding Principles on Business and Human Rights
UMFCCI	Union of Myanmar Federation of Chambers of Commerce and Industry
UN	United Nations
UNCT	United Nations Country Team
UNDAF	United Nations Development Assistance Frameworks
UNDG	United Nations Development Group
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group
UNICEF	United Nations Children's Fund
UNSDCF	United Nations Sustainable Development Cooperation Framework
UNSDF	United Nations Sustainable Development Framework
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
USD	United States Dollars
VINAFIS	Vietnam Fisheries Society
VINATUNA	Vietnam Tuna Association
VASEP	Vietnam Assoc. of Seafood Exporters & Producers
VCA	Vietnam Cooperative Alliance
VCCI	Vietnam Chamber of Commerce and Industry
VGCL	Vietnam General Confederation of Labour
WB	World Bank
WEA	PI Action: Women Empower Asia: Promoting Economic Empowerment of Women at Work in Asia
WEP	Women Empowerment Principles
WHO	World Health Organization
WO	Workers' Organisation

Executive Summary

Background and project description

The present evaluation report is mandated by the Terms of Reference (ToR) for the Final Independent Evaluation of the programme entitled **Responsible Supply Chains in Asia - RSCA** (see Annex 1). RSCA is a multi-stakeholder partnership developed by the European Union together with the International Labour Organization (ILO) and the Organisation for Economic Co-operation and Development (OECD). It is financed by the European Union with an amount of EUR 4.45 mln. for the ILO component, and it is implemented in six countries, i.e. China, Japan, Myanmar, the Philippines, Thailand and Vietnam, while it also includes a regional component. The Project has a total duration of 52 months including two no-cost extensions, from December 2017 until April 2022. Several earlier evaluation activities have been undertaken in 2020 and in 2021. The **overall objective** is to contribute to the promotion of smart sustainable and inclusive growth by supporting Corporate Social Responsibility (CSR) and Responsible Business Conduct (RBC) practices in supply chains in Asia in line with international instruments, which include the ILO Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy (the ILO MNE Declaration).

Purpose, Scope and Methodology of the Evaluation

The main *purpose* of this final independent evaluation is to evaluate ILO's overall performance in the implementation of the project and promote accountability to ILO key stakeholders, including the EU as the main funding partner, as well as the tripartite constituents of the six countries, and to enhance learning within the ILO and key stakeholders (cf. Annex 1). The *scope* of the Evaluation covers the ILO component of the programme, and all geographical areas of the programme in the six Asian countries, as well as at the regional level with actions implemented by the RSCA team. The evaluation covers the programme's period from the inception until the time that the evaluation is carried out. The actions by OECD are only investigated where they intersect with those of the ILO. The *main clients* include the ILO management at country, regional and Headquarters levels, ILO tripartite constituents, the partners of the programme and Joint Steering Committee members, in particular the EU as the main financing partner of this Action. The *methodology* includes a desk study of the relevant documents (including those of the four earlier evaluation activities), primary data collection through 36 interviews which were all conducted online due to the COVID-19 pandemic, data analysis and reporting. It also includes a critical reflection process by the key stakeholders in particular through the online stakeholders' workshop and the inputs by stakeholders to the draft report. Key deliverables are the inception report, the preliminary presentation of findings at the virtual stakeholders' workshop, the draft report, and the present final report taking into consideration the feedback on the draft report.

Findings

The conclusions of the present final independent evaluation are below categorized according to the seven evaluation criteria used throughout this report. The first criteria, **Relevance and Validity of Design**, covers two components. The present and the earlier Evaluations found that the RSCA **Programme Design** and strategies were generally adequate to promote ILS and CSR/RBC instruments with the partner countries. It was a timely and important programme in view of an overall lack of knowledge on CSR/RBC in Asia and an incipient but increasing interest in it among a growing number of stakeholders. Nevertheless, the design was quite complex with 3 international partners, 6 Countries, 12 Sectors, and many stakeholders. Based on the EU Action Fiche (2016) a joint 'Description of Action' was developed by the ILO and OECD. The specific **countries** selected are logical because they have strong trade linkages with the EU as well as

interlinked supply chains among themselves allowing for home-host country dialogues. The project design is logical and coherent with the objectives and expected results clearly defined, but the LogFrame in the DoA is more of an extensive listing of the (62) activities for each of the 6 countries by the four implementation modalities: Research, Outreach, Policy advocacy and Training. This listing was used throughout the project period to monitor the implementation of the programme, the so-called 'Output Monitoring Matrix', and thus monitoring was very much *activity based*. One of the original reasons to design it in this way was to remain *flexible* for adaptations to the dynamic context of the six countries. During the implementation period the LogFrame was changed twice whereby in May 2020 a regional component for knowledge management and policy exchange was added as well as a Theory of Change.

With respect to the criteria of **Relevance**, it was found that the RSCA programme was highly relevant and that its objectives respond to the needs and priorities of the key stakeholders at policy and enterprise levels in the six partner countries, but this did not apply as much to the workers' organisations (WO). The programme has responded efficiently and flexibly to the changing situations and the challenges relating to the COVID-19 pandemic.

With respect to **Coherence**, it was found that RSCA is aligned with national and international priorities (e.g. DWCPs, SDGs, ILO's P&B, and EU's 2015 "Trade for All"). The intervention is particularly relevant in the countries where recent trade/investment negotiations have been concluded between the EU and partner countries (FTA, EPA, GSP). The RSCA programme is further aligned to other CSR/RBC initiatives in the region, and 45 of them are identified in Annex 9. Significantly, the RSCA has collaborated with two EU funded programmes *WeEmpowerAsia* by UN Women and *Business and Human Rights in Asia* by UNDP.

The **Effectiveness** of the RSCA Programme in terms of **Activities and Outputs** was significant since almost 95% of all 66 planned activities were completed or ongoing (March 2022). The achievements of the four **Outcomes** listed in Table 1 differed. With respect to **Outcome 1**, the understanding and awareness on CSR/RBC by key stakeholders has indeed increased, as was confirmed by many stakeholders interviewed. The research studies undertaken were in majority sector-oriented (Annex 15), while the quality of the reports varied.

With respect to **Outcome 2**, the sheer number of people involved in RSCA is impressive: 10,887 People participated in its activities including workers and managers from 2,572 SMEs and MNEs. Several Multi-Stakeholder Partnerships were indeed set up, such as the CSR Think-Tank for Vietnam's seafood sector, the Tripartite-Plus WG in the agricultural sector in the Philippines, and the TF in the Auto Parts supply chain in Thailand. It is important that these platforms are Tripartite in nature, which is a strength of the ILO, whereby it also has the leverage of the Country Offices. Significantly, the programme has *initiated* discussions around the appointment of National Focal Points (NFPs) for the promotion of the MNE Declaration in several countries (China, Thailand, Vietnam and the Philippines), but more needs to be done to finalize such appointments. At the *regional* level, RSCA cooperated with the ASEAN CSR Network (ACN), and also enhanced dialogue among ILO tripartite plus constituents through various regional workshops (e.g. the Regional Trade Union Workshop).

The policy environment for RBC (**Outcome 3**) has improved in *targeted* sectors and provinces and in *selected* ministries and sectoral organisations at national level in particular through enhanced policy dialogues and exchanges of good practices. A very significant activity at the *regional* level to which the programme has contributed is the annual "United Nations Regional

Forum on Responsible Business and Human Rights (B&HR), Asia and the Pacific” co-organised by several UN organisations both in June 2020 and June 2021.

Outcome 4 was achieved to an important degree by the strengthening of the institutional and operational *capacities* of relevant stakeholders in relation to the MNE Declaration. Training materials and capacity building activities on CSR/RBC were designed, adapted, and implemented. The overall results included 301 trainers trained in specialised courses on CSR and RBC, and 909 future business leaders reached through universities and other academic institutions. The capacity building efforts were less directed towards workers’ organisations.

The RSCA programme encountered a series of **Challenges** such as COVID-19 and the political crisis in Myanmar but also some challenges inherent to the nature of the programme: the multi-country and multi-actor nature. Other challenges: the time constraint of three years; the lack of buy-in from certain stakeholders; the engagement with lower tiers of supply chains (SMEs and informal sector); insufficient focus on workers and their organisations; working with organisations *other than* ILO’s Tripartite Constituents; the lack of qualified researchers at the local/national level; several Challenges in coordinating with OECD; and staff changes in the project team.

Despite such challenges, RSCA managed to achieve good progress facilitated by several pertinent **Success Factors** such as: the interest in this action on the side of the relevant stakeholders and the gradual *buy-in* from the key stakeholders; the support of the Ministries of Labour in the partner countries; the effective collaboration established with key partners through the various multi-stakeholder Platforms; the timeliness of the programme with the interest in CSR/RBC increasing; the high commitment and technical expertise of the project team; the involvement, flexibility and adaptability of the EU and ILO (adaptations to the pandemic, and addition to the team of two regional staff members); the combined legitimacy and credibility of the three international partners; the implementation by the ILO programme team was pro-active and transparent seeking EU guidance where needed; and the local presence of the ILO through the Country Offices.

Following the complex programme design the **Management Arrangements** and the communication with such a large number of stakeholders also became at times complex. Arrangements of cooperation were established between EU, OECD and ILO, including the Joint Steering Committee (JSC). The reporting through Annual Interim Reports by the programme team was punctual and accurate, although activity- (instead of outcome-) based. The four **earlier Evaluation activities** made a total of 59 Recommendations, and the specific follow-up for each of them and the comments of the present evaluation are provided in Annex 13.

In terms of **Efficiency of Resource Use**, it was found that financial resources and other inputs have generally been strategically allocated and efficiently used by the ILO. In March 2022, 94% of the ILO budget was spent or committed, and of the remaining percentage a large part will be spent in the final two months until 30 April 2022. For each of the six target countries about 5 – 8 % of the total budget was spent on activities (Figure 2). The largest amount is spent on Project Management (about 48%); however, the Project Staff were not only performing management duties, but they were also providing a lot of technical support. The programme resources were also **leveraged** incidentally with other related projects or partners’ resources to maximise the programme impacts.

The programme design did not include a **Sustainability** strategy or an Exit Plan. Nevertheless, the interim progress reports included several measures, and it was found that these measures

made some positive contributions to the sustainability. The sectoral research studies in the partner countries have informed the relevant partners about CSR/RBC and have stimulated research interest and partnerships in this area. The multi-stakeholder platforms for dialogue set up by the programme are potentially a powerful venue for sustainability, but they are still in an early stage of development and require further technical support. The awareness raising and policy advocacy activities have left a lasting imprint on the stakeholders reached. The capacity building efforts, including ToT, are clearly durable as long as the trainees are using their newly learned skills. Sustainability is also enhanced by the training of future business leaders and the promotion of research on CSR/RBC. Overall, therefore, the measures adopted by the RSCA did make some good contributions to the sustainability of results, especially in terms of CSR/RBC, but much more time and follow-up support is required to arrive at genuine sustainability.

RSCA has enhanced **Ownership** of the relevant stakeholders in several *specific* ways. Firstly, the initiating and supporting of the multi-stakeholder policy dialogue Platforms in particular in Thailand, the Philippines and Viet Nam has enhanced commitment and ownership at the Ministries of Labour and at the Employers' Organisations. Secondly, RSCA has initiated the engagement with the Tripartite Constituents in the Philippines, Vietnam, Thailand and China on the possible appointment of *National Focal Points (NFP)* for the promotion of the MNE Declaration. Several steps have been made so far, but it is crucial to continue these processes in all four countries *without interruption* because once these NFPs are actually appointed it concerns real Tripartite Institutional Development, and thus genuine Ownership. Thirdly, in Thailand, the RSCA Programme supported the setting up of the Project Advisory Committee (PAC) with the Ministry of Labour (MoL) and six other Government institutions as well as the social partners.

There are several *specific results* that are likely to be sustained beyond the end of the RSCA Programme, in particular: OXFAM is taking over the support to the CSR Think-Tank for Vietnam's seafood sector; The various ToT activities will have trainers ready to be involved in further training activities; in some universities, e.g. in Viet Nam and Philippines, CSR has been incorporated in the curriculum; and in Japan the development of Guidelines for Responsible Business practices in the Japanese textile industry will be taken up by a new Joint Project of ILO and the Japan Textile Federation.

It proved to be difficult to measure the **Impact** of RSCA even though there are several indications that some degree of impact has been reached. The *Awareness* on the importance of CSR/RBC and Due Diligence increased to a certain extent in the concerned countries as some employers' stakeholders indicated. The Message of CSR/RBC is growing in the region and it is gradually moving towards a critical mass *within* the targeted sectors, e.g. stakeholders keep on requesting for more/more specialised events and training. Country-wise, the largest impact was achieved in Thailand, Philippines and Viet Nam, partly also as a result of the High-Level events organised jointly by OECD and ILO.

RSCA further created the conditions in the region for several measures to be accepted more easily, such as the Business Case for Responsible Supply Chains including Business and Human Rights Due Diligence, and the recommendations of the MNE Declaration. In Thailand the intervention highlighted the two Fundamental Conventions that the Government did not yet ratify (C.87/C.89) important for FTAs. There was also an impact in terms of learning from each other (Think Tanks, cooperation between ministries, etc.). In Japan, significant progress was achieved because the increasing degree of international demands for Due Diligence led the Japanese Government to consider a more active role for them in global supply chains, resulting in the Guidance on Due Diligence and the National Action Plan (NAP) on Business and Human Rights.

The intervention contributed to the establishment of *Platforms* particularly in Thailand, the Philippines and Viet Nam, but this was much less pronounced in the other three partner countries for different reasons. RSCA has in certain respects also contributed to supporting CSR/RBC practices at policy and enterprise levels in the partner countries, in particular in *targeted* sectors and provinces, as well as in *selected* ministries and sectoral organisations in particular through policy advocacy activities. In addition, the programme has contributed to the implementation of the recommendations outlined in the MNE Declaration by distributing its principles through the four implementation modalities, and by initiating the engagement with Tripartite Constituents on the appointment of NFPs.

On **Cross-cutting Concerns**, the programme design lacks a clear **Gender Equality** strategy, while several supply chains involved in RSCA have a very strong *female* presence (between 40-80% of workers). An important achievement of the programme is that out of the 2,563 workers and managers reached by the intervention no less than **48%** were women. The Research activities always included gender sections, and a few RSCA activities were specifically targeted at women, e.g. the joint activities with UN Women, and with CALSS in China. Overall, women in Global Supply Chains are a priority target-group for the ILO, and the Programme team itself was clearly gender sensitive. *Non-discrimination* and *Disability inclusion* did not receive much targeted attention, while *Environmental concerns* were not explicitly included in the Programme. *ILS*, *Tripartism* and *Social Dialogue*, as well as constituent *capacity development* were all key concerns in the RSCA Programme.

Recommendations

The recommendations formulated on the basis of the findings of the present final independent evaluation are as follows:

1. The present Evaluation agrees with the first Recommendation of the EU-Evaluation of RSCA (2021) that **it is highly relevant for the EU to provide further support to bilateral and multilateral processes on RBC and CSR, and for the ILO to be further involved as implementing partner**. This will demonstrate that the EU and the ILO are consistent global actors in the field of RBC. It is further recommended that this should include support to the implementation of the EU Directive on Mandatory Human Rights Due Diligence (MHRDD) (once fully approved by the EU/EC). The present evaluation found that there is already a lot of interest among the relevant stakeholders for example for technical training on HRDD, as countries have started to realize gradually the reality of the Mandatory DD in the EU and its Member States whereby buyers are being made responsible legally.
2. For a possible follow-up intervention involving the EU, **the ILO should continue to engage with DG INTPA (former DEVCO), Brussels, as well as with EU/FPI in Bangkok**. While generally DG INTPA has the responsibility to deal with developing countries and FPI deals specifically with High-Income Countries, these internal barriers are not absolute. Nevertheless, the funding source for RSCA was the *pilot* Partnership Instrument (PI), which has now been dissolved and/or merged with DG INTPA. It might be difficult to involve Japan and China in a follow-up intervention when working only with DG INTPA.
3. **Involve the EU Delegations and the ILO Country Offices in the design and preparation of similar interventions** in particular through discussing with local governments and major private stakeholders to highlight the commitment of the EU and the ILO on RBC and the relevance of supporting specific supply chains. During implementation, regular contacts and dialogue of the EU Delegations with Ministries involved in the possible intervention will

underpin the efforts of the implementing agencies in complementarity to the contacts of the ILO Country Offices with the Tripartite Constituents.

4. **Reduce the number of countries (to 4) and increase the project duration (a minimum of 4 - 5 years) for a follow-up intervention** considering the experience with the RSCA Programme which was quite complex with a relatively short project duration. In order to contain the complexity of the programme, it is advised not to increase the number of sectors per country too much (2 or 3 sectors), and if possible, make sure that more *common* sectors in different countries are included.
 - During the interviews with key informants a number of suggestions were done for **possible sectors to add**, including: Gig- and Platform economy, hotel/tourism, textile, sugarcane, and seafood, and also a focus on Youth, and on Export-Processing Zones (PEZA). However, it is recommended to conduct rounds of consultations with EUDs, ILO Country Offices and the national tripartite stakeholders on the selection of sectors.
5. **Include a much more comprehensive *Regional Component* in a new intervention.** This has been proven to be essential as it opens up possibilities for Peer-to-Peer and Triangular Cooperation, for the exchange of Good Practices among countries as well as for trade dialogues. As an example, lessons could be learned by other countries from the situation in Viet Nam where all eight Fundamental Conventions are ratified, *and* a new Labour Code was introduced. It could also have a snowball effect, when one country does a lot on Business and Human Rights Due Diligence, then other countries do not want to be left behind. Such a regional component would further allow for a mapping of labour issues in supply chains across countries and to design interventions in countries with interlinked supply chains including home-host dialogues. Two sub-recommendations are linked to this regional component:
 - Explore cooperation with ASEAN, amfori and SEDEX.
 - Consider integrating such topics as environmental concerns/climate change and digitalization.
6. **Involve workers' organisations more systematically in the activities and provide comprehensive Capacity Building for them.** This is necessary also to enhance Tripartite Dialogue whereby Workers' and Employers' Organisations (WO/EO) are participants but also often the drivers for policy development (this was for example found when implementing RSCA in Japan); therefore, their understanding of CSR/RBC is key to advice the government and to monitor progress. An employers' organisation also indicated that enhanced knowledge among WO would benefit Collective Bargaining processes.
7. **Include a Gender Equality Strategy covering the particular role of women workers and entrepreneurs in the supply chains** in a follow-up intervention *from the design stage* in order to mainstream gender, and make sure to allocate dedicated resources to this strategy. In this gender strategy attention should be paid to:
 - The Promotion of Convention 190 (2019) on Violence and Harassment, particularly along Supply Chains in the region, for example, by including C.190 in (Free) Trade Agreements.
 - The promotion of Convention 156 on Workers with Family Responsibilities, taking into account the plight of Unpaid Care Workers.
 - The promotion of Women in Leadership and/or Entrepreneurship, for example, women entrepreneurs do not always associate themselves with the established Employers' Organisations, and thus promotion of cooperation with those organisations that specifically represent women entrepreneurs.
 - The Strategic Review (2021: 60) made important, more specific recommendations for such a gender strategy: to review and/or develop concrete tools to implement CSR/RBC actions relevant to gender issues in supply chains, and to offer training on

the gender mainstreaming aspect of CSR/RBC (C111, C190) to strengthen the capacity of policy makers and the private sector through:

- i. Training for policy makers to design gender-responsive action plans and shape policies to promote gender equality in companies, supporting SMEs to ensure a gender-responsive recovery from crisis.
 - ii. Training for MNEs and SMEs to develop and report on gender equality measures, with a focus on contributing to closing gender gaps through addressing gender-based discrimination and violence and harassment and ensuring women's voice in the workplace, representation and leadership on all levels. Training programmes should demonstrate gender inclusivity's benefits for the company and its stakeholders.
 - iii. Training for employers and workers organisations, academic institutions, on the integration of gender into CSR/RBC policies.
8. A follow-up intervention will need to **focus on collaboration with other UN Organisations**. Although all three international RSCA partners (EU, OECD and ILO) did indeed appreciate the value in implementing RSCA jointly because of the combined credibility and legitimacy, for practical reasons a next intervention will be different from the RSCA structure. In fact, EU/FPI is now preparing a project with OECD (alone) in High Income Countries on Green Resilient Responsible Supply Chains. This does, of course, not exclude targeted cooperation on specific activities and indeed coherence with the upcoming OECD intervention is recommended, especially also because both ILO as an organisation as well as its MNE Declaration are indeed also represented in High Income Countries.
9. **Involve SMEs and lower tiers of supply chains stronger in a new intervention with tools and methods adapted to their capacity**. This should include promoting the dialogue between buyers and suppliers to identify issues that prevent suppliers from complying with standards and to jointly develop solutions. It should also include research, innovative pilots, peer to peer learning partnerships, as well as a budget to support local (sector-specific) organisations, incl. WOs and CSOs, which have the expertise to reach these small and/or informal enterprises.
10. *If time still permits, organize a Closing Event, or “Sustainability Workshop” for the ILO-Component in the last month of the programme*, resulting in Recommendations for the future *discussed and endorsed by* all key (high-level) stakeholders. In terms of recorded documentation, next to the Country Briefs for the six countries and the regional component, it is recommended to include a substantial Sustainability Section in the Final Progress Report.
11. **Consolidate the outcomes of the present RSCA phase by discussing long-term strategies with the policy dialogue Platforms** (possibly included in the above-mentioned workshop). Find thereby a balance between *National* Platforms (for example the National Tripartite Forums which are already engaging with the ILO Country Offices) and *Sectoral* Platforms. Both Recommendations 10 and 11 could further help to *bridge the gap to a new intervention* and to keep the momentum going. It will also depend on the ability of ILO Country Offices to keep on supporting the Platforms (Task Forces, Think Tanks, Working Groups, etc.) set up by RSCA and the progress in the appointment processes of National Focal Points (NFP) for the promotion of the MNE Declaration, even without specific Development Cooperation projects.
12. **Create a Repository of all documents as a legacy of the project, including the digitisation of training modules**. This should, for example, refer to the platform of the Employers Confederation of the Philippines (ECOP) called *eCampus*, a Learning Management System (LMS) through which one can learn anywhere anytime. It should further include a roster of researchers, consultants and experts in this area who collaborated with the programme in each country in order to have a reference list for future collaborations especially given the lack of qualified researchers at the local/national level on the topic of CSR/RBC.

Lessons Learned and Good Practices

From the experience gained by evaluating the present project two Lessons Learned (LL) and three Good Practices (GP) have been identified in this report as follows:

LL1 – *Regional projects need to have a Regional Component for the exchange of good practices and lessons learned among the target countries.*

LL2 – *Multi-Stakeholder meetings and platforms are instrumental to CSR/RBC policies and practices.*

GP1 – *The Research Studies undertaken in the first phase of the programme laid a foundation for the remainder of the programme as it served as a basis for identifying the specific activities for other implementation modalities as well as for meaningful consultations and hence ownership.*

GP-2 – *The CSR Think Tank for the Seafood Sector in Viet Nam could be a model to be replicated.*

GP-3 – *It is a Good Practice in programmes dealing with responsible supply chains to include a combination of a cross-country supply chain approach with national interventions.*

The details are discussed in Chapter 5 of the present report, while the ILO/EVAL **Templates** with the full description of these Lessons Learned (LL) and Good Practices (GP) are provided **in Annex 14**.

1 Introduction

This report presents the findings of the Final Independent Evaluation of the project entitled “*Responsible Supply Chains in Asia (RSCA)*”, and it is based on the Terms of Reference for this evaluation (see Annex 1).

1.1 Background and Objectives of the Project

RSCA is a multi-stakeholder partnership developed by the European Union together with the International Labour Organization (ILO) and the Organisation for Economic Co-operation and Development (OECD). It is financed by the European Union through its Foreign Policy Instrument (FPI) and implemented by ILO and OECD in six countries, i.e. China, Japan, Myanmar, the Philippines, Thailand and Vietnam, and it includes also a regional component. The **overall objective** of this programme is to contribute to the promotion of smart sustainable and inclusive growth by supporting Corporate Social Responsibility (CSR) and Responsible Business Conduct (RBC) practices in supply chains in Asia in line with international instruments, which include the ILO Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy (the ILO MNE Declaration) and the OECD Guidelines for Multinational Enterprises (MNE)¹. It aims to contribute to an enhanced respect for human rights, labour and environmental standards by businesses engaged in supply chains in Asia. Ultimately, this programme will contribute to enhance market access opportunities and strengthen an international level playing field for EU responsible businesses in the region.

The total **budget** of the programme is EUR 9 million committed from the EU Partnership Instrument (PI) under Objective 2: ‘Promoting the external dimension of Europe 2020’. Out of the EUR 9 million, EUR 4.05 million is allocated to the ILO, and EUR 4.95 million to the OECD. In US\$ terms, the ILO part of the EU-budget is about US\$ 4,6 million, with a total budget of about US\$ 5 million including a contribution in regular staff from the ILO.² The programme was designed in 2016 – early 2017, while implementation started in December 2017 by the OECD and in September 2018 by the ILO with the arrival of the ILO programme manager. Originally, the project was planned to be executed over a period of 3 years until mid-December 2020. Due to the COVID-19 pandemic the implementation continued largely through virtual training sessions and meetings. The EU-FPI has agreed to a no-cost extension until December 2021, as well as to a second no-cost extension until 30 April 2022, which makes 52 months the overall duration of the programme.

The **main target groups** of the programme are tripartite constituents (national governments, employers and trade unions in the six countries under the programme) as well as European and Asian businesses operating in or having suppliers in the six targeted countries. **Secondary target groups** are business associations, chambers of commerce, media, academic institutions, CSR related organisations and other relevant stakeholders in different sectors and at different geographical levels in the six targeted countries. The **ultimate beneficiaries** are as follows: men and women working in enterprises in the six target countries, including vulnerable groups such as migrants, women and youth; European and Asian consumers benefiting from products made

¹ It further incorporates the ILO Fundamental Principles and Rights at Work (FPRW) and related ILO codes of practice, guidelines, programmes and other sectoral guidance, as well as the UN Guiding Principles on Business and Human Rights (UGPBHR)

² This contribution consists of the time of the ILO Regular Budget (RB) Staff who participated/contributed to RSCA.

in a socially responsible manner; European and Asian citizens benefiting from environmental protection, community trade and human rights; and European and Asian companies benefiting from sustainable growth, improved productivity, and competitive advantage.

Intervention Logic/Theory of Change (ToC)

The Description of Action (DoA, 2017) identified five specific objectives and six expected results (See Annex 2). The initial **Logframe** was part of this DoA (see its Annex I.b). This Logframe included a detailed description of activities both for the OECD and for the ILO component whereby for each of the six project countries the activities were specified by four implementation modalities:

A. Research	B. Outreach	C. Policy Advocacy	D. Training
--------------------	--------------------	---------------------------	--------------------

For each activity a varying number of ‘Outputs’ were specified. For all practical purposes, this document in Annex 1.b of the DoA has been used to monitor the implementation of the programme; see for example the 13-page ‘Output Monitoring Matrix’ with traffic light indications in the *Strategic, Operative and Technical Review* (October 2021: 78-90).

Geographic and Sectoral Scope of Activities

The selected countries are all relevant EU trading partners in the region, who are also major actors in global supply chains. In each of the targeted country, the programme focuses on the following key target sectors to ensure high impact and appropriate focus:

China	Japan	Myanmar	Philippines	Thailand	Vietnam
Electronics Textiles	Electronics Vehicle parts	Seafood Agriculture	Agriculture (Food)	Agriculture/Poultry Vehicle parts	Wood Processing Seafood

A regional component was added at the end of 2020 and approved by the EU. This component focuses on Outreach and Policy Advocacy only, in particular on disseminating knowledge and best practices through the Responsible Business and Human Rights Forum (RBHR).

Institutional arrangements and Project Management Set-up

A **Joint Steering Committee (JSC)** has been established as per the programme document, to advise on the implementation of the programme and provide strategic guidance on the Action implemented by the OECD and the ILO. The JSC is composed of representatives from the European Union (represented by services such as Foreign Policy Instruments (FPI), DG TRADE, European External Action Service (EEAS), Delegations, etc.), the ILO and the OECD. Four JSC meetings were organized: the first JSC meeting took place in Brussels in April 2018 after the kick-off meeting, the second, third, and fourth meetings took place in Bangkok on November 2018, November 2019, and March 2021 respectively, with rotating chairs among the three organizations.

The implementation of the **ILO** activities under the RSCA programme is under the responsibility of the ILO Regional Office for Asia and the Pacific (ROAP) in Bangkok and is managed by a Programme Manager based in the ROAP reporting directly to the Deputy Regional Director of ILO ROAP. Technical backstopping of the programme falls under the ILO Multinational Enterprises and Enterprise Engagement Unit (MULTI) in Geneva.

The ILO programme management team based in Bangkok is responsible for all the programme operations. The team consists of one Programme Manager (PM), Administrative/Finance Assistant, Knowledge Management Officer, and Policy and Advocacy Officer, as well as a

Communication Advisor (hired as ExColl). In each ILO country office except for the Japan office, a National Programme Coordinator (NPC) manages central level coordination and reporting for the programme supported by an administrative/finance Assistant. In ILO's Country office (CO) in Japan, a Programme Assistant works under the direct supervision of the Programme Officer and in a subsequent stage under the joint supervision of both the PM based in Bangkok and works closely with the Programme Officer in this CO. During the no-cost extension phases of the programme, changes in staffing arrangements have taken place in part due to budget constraints. All NPCs reported technically to the PM and operationally/administratively to the CO Directors, this required a permanent communication with Country Directors and alignment of the RSCA programme with national strategies and priorities (e.g. DWCP).

The **OECD** manages the programme from its headquarters in Paris. The OECD's contribution focuses on key areas of corporate responsibility covered by the OECD Guidelines for Multinational Enterprises, including human rights, environment, and labour. The **Collaboration between OECD and ILO**, as co-implementers of the programme, in the implementation of the Action is guided by the respective mandate, relevant instruments and tools, structure, field presence and expertise on CSR/RBC of each organisation. While the Joint Steering Committee (JSC) guides the overall implementation of this Action, both organisations seek to coordinate and collaborate in the implementation of the activities and seek synergies at the country level as well as coordination among themselves and with CSR/RBC initiatives of EU-affiliated entities in the targeted countries, in order to create greater impact with joint strength and efforts. Most activities are in principle separate/stand-alone, as they relate to the specific mandate and expertise of each organisation, but there were some "Joint activities" (in particular high-level National Conferences). In general terms, it is expected that both organisations coordinate efforts in terms of visibility, communications, as well as in overall strategic planning.

While the programme is implemented by ILO and OECD as the main actors for the implementation of the activities (through two separate delegation agreements), the **EU** provides indirect management of the programme to forge bilateral and multilateral partnerships and to promote EU and the international principles and approach to RBC. The EU has emphasised the fact that this is a **partnership** (funded through their Partnership Instrument) and as such the EU, in addition to being the main donor, is also a partner in the implementation of the Action. The EU delegations, through DG Trade or FPI staff, are in direct contact with the ILO staff at the country level and at the regional level. In some cases, such as in Japan, Thailand and Philippines, the Delegations have been very instrumental to reach out to partners and as entry point to build relations with partners and government institutions beyond the tripartite partners of the ILO.

1.2 Purpose, Scope and Limitations of the Final Independent Evaluation

Evaluation Background

ILO considers evaluation as an integral part of the implementation of technical cooperation activities. In line with the ILO Evaluation Policy Guidelines³ any project having a budget over five million US\$ will require a mid-term and an independent final evaluation. The evaluation applies the OECD/DAC criteria of relevance, coherence, effectiveness, efficiency, impact, sustainability, and ILO cross-cutting concerns. The evaluation complies with the United Nations Evaluation Guidelines (UNEG) Norms and Standards, ILO policy guidelines (4th edition, 2020)⁴ and the

³ See: https://www.ilo.org/eval/Evaluationpolicy/WCMS_571339/lang--en/index.htm

⁴ <http://www.unevaluation.org/document/download/2787>

ethical safeguards. The COVID-19 crisis led to restrictions especially on travel and on meetings that affected the programme implementation and the evaluation methodology. In this regard, the evaluation draws on internal ILO guidance, in particular the document: *Implications of COVID-19 on evaluations in the ILO: An internal guide on adapting to the situation*⁵ and its update of 19 August 2021.⁶

Purpose and Objectives of the Evaluation

The main **purpose** of this final independent evaluation is to evaluate ILO's overall performance in the implementation of the project and promote accountability to ILO key stakeholders, including the EU as the main funding partner, as well as the tripartite constituents of the six countries, and to enhance learning within the ILO and key stakeholders. The findings will be used to improve the design and implementation of similar projects in the future. The evaluation provides a set of strategic recommendations for the potential follow-up phase of the programme. It also contributes to improving programming strategies and approaches of the ILO programmes in the area of responsible business conduct and corporate social responsibility.

The RSCA programme has already undergone a number of evaluation activities as follows:

- 1) an **Evaluability Assessment (EA)** conducted by an external consultant in May 2020.
- 2) a **Mid-Term Evaluation (MTE) stakeholder survey** and an **MTE PowerPoint Presentation** (August 2020; the MTE-Report itself was not finalized by the consultant for unknown reasons).
- 3) an external **programme evaluation** of EU-supported programmes under the EU's Partnership Instrument, including the RSCA. This evaluation was commissioned by the EC to an external evaluation team led by Particip GmbH and evaluated both the ILO and the OECD components (July 2021).⁷
- 4) An internal **Strategic, Operative and Technical Review** of the ILO Component conducted by an external consultant (October 2021). This Review was in particular also undertaken because the MTE did not result in a final report.

These evaluation activities provide substantial secondary data and information required for a final evaluation.⁸ Therefore, much of the information that is normally only collected during an evaluation is already available. For these reasons, the review and assessment of secondary data constitute an important element of the methodology of the present evaluation. These data were complemented with on-line interviews/meetings with selected key stakeholders in the six project countries. In addition, the total of **59 Recommendations** made by these four evaluations (respectively 2, 14, 23 and 20; see Annex 13) will be followed-up to see in how far they were accommodated.

The evaluation also addresses all relevant **cross-cutting issues**: Gender equality and non-discrimination, disability inclusion, promotion of international labour standards, tripartite processes and constituent capacity development and environmental issues.

⁵ See: http://www.ilo.ch/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_741206.pdf, and www.ilo.ch/eval/WCMS_744068/lang--en/index.htm

⁶ https://www.ilo.org/eval/WCMS_817079/lang--en/index.htm

⁷ In fact, this evaluation included also two other programmes under the PI: RBC-LAC (Latin America & Caribbean) implemented by OECD & ILO, and Women's Economic Empowerment implemented by UN Women and ILO (now completed).

⁸ Two surveys were already conducted: one was part of ILO's independent Mid-Term evaluation, and the other one was part of the EC's programme evaluation.

Scope of the Evaluation

The present evaluation covers the ILO component of the programme, and all geographical coverage of the programme in the six Asian countries, as well as at the regional level with actions implemented by the RSCA team. The evaluation covers the programme's period from the inception until the time that the evaluation is carried out in February-April 2022. The actions by OECD are only investigated where they intersect with those of the ILO.

The evaluation integrates gender dimension, disability inclusion and other non-discrimination issues as cross-cutting concerns throughout the methodology, deliverables, and final report of the evaluation. In terms of this evaluation, this implies involving both men and women in the consultation, evaluation analysis and evaluation team. Where possible, the evaluation is conducted with gender equality as a mainstreamed approach and concern. Analysis of gender-related concerns will be based on the ILO Guidelines on Considering Gender in Monitoring and Evaluation of Programmes (September 2007).

The evaluation gives specific attention to how the intervention is relevant to the programme and policy frameworks at the national and global levels, UN Sustainable Development Cooperation Framework (UNSDCF) and national sustainable development strategy (or its equivalent) or other relevant national development frameworks. The evaluation also focuses on the sustainability of the programme and provide strategic recommendations on the programme's potential follow-up phase.

Recipients/Clients of the Evaluation

The recipients and users of the independent evaluation include the ILO management at country, regional and Headquarters levels, ILO tripartite constituents, the partners of the programme and Joint Steering Committee members, in particular the EU as the main financing partner of this Action. The evaluation has ensured that the issues and inputs from tripartite constituents and other stakeholders are being adequately covered in the objectives of the evaluations and that they have the opportunities to provide inputs and feedback throughout the evaluation process.

Contents of Report

The present Evaluation Report provides in the next section an overview of the Conceptual Framework based on seven Evaluation Criteria and of the methodology, deliverables, management arrangements and work plan. In Chapter 3 the findings will be presented for each of the seven evaluation criteria identified. The Conclusions and recommendations will be presented in Chapter 4, while the final Chapter (5) will discuss the Lessons Learned and the Good Practices identified.

2 Methodology of the Evaluation

2.1 Conceptual Framework

The evaluation addresses the OECD/DAC and ILO evaluation criteria and concerns as defined in the ILO Policy Guidelines for results-based evaluation 2020. The ToR for the present evaluation identifies the following seven *Evaluation Criteria* (cf. Annex 1):

A. Relevance and Validity of Design	D. Efficiency of Resource Use
B. Coherence	E. Sustainability
C. Effectiveness, (incl. management arrangements)	F. Impact
	G. Cross-cutting concerns

For each of these seven criteria, a series of *Evaluation Questions* (in total **32** questions) have been identified in the Inception Report (dated 9 February 2022) as follows:

A. Relevance and Validity of Design

- 1) Are the programme design and strategies adequate to promote International Labour Standards and CSR/RBC instruments with each of the partner countries?
- 2) To what extent has the programme responded to the needs and priorities of the beneficiaries, ILO constituents, the EU and development partners at policy and enterprise levels in the partner countries?
- 3) To what extent has the programme responded to the changing situations and challenges relating to the COVID19 pandemic?

B. Coherence

- 4) To what extent has the RSCA programme aligned with national priorities and the international development frameworks?
- 5) To what extent are the programme objectives complementary to other CSR/RBC initiatives in the participating countries and in the region?

C. Effectiveness (incl. management arrangements)

- 6) To what extent have the outputs yielded expected results?
- 7) To what extent and in what way has the awareness of, and understanding of CSR/RBC in line with internationally agreed principles and guidelines increased? *)
- 8) To what extent and in what way has the programme contributed to establishing a CSR/RBC enabling environment in the partner countries?
- 9) To what extent and in what way has the programme facilitated the contributions of businesses operating in Asia to CSR/RBC?
- 10) To what extent and in what way has the programme contributed to maximising the positive contribution of business to sustainable development and inclusive growth?
- 11) To what extent and in what way has the programme contributed to facilitating the interplay between initiatives by private stakeholders (e.g. at sectorial level) and international regulatory frameworks on labour rights, social dialogue and environmental protection and their implementation?
- 12) To what extent have the identified and emerging risks and assumptions affected the programme implementation? How well has the programme managed those risks?
- 13) To what extent have the EU-ILO partnership and visibility/image as key actors in the promotion of CSR/RBC been promoted through this programme?
- 14) What are the challenges the programme encountered during the implementation and how they were addressed?
- 15) In terms of programme management what are the aspects that could be improved, if any?
- 16) What are the aspects with regard to communication and coordination that should be taken into account in possible future similar programmes?

D. Efficiency of Resource Use

- 17) Have the financial resources and other inputs been strategically allocated and efficiently used to achieve results?
- 18) To what extent are the programme resources leveraged with others' related projects or partners' resources to maximise the programme impacts?

E. Sustainability

- 19) To what extent has the strategy adopted by the RSCA contributed to sustainability of results, especially in terms of decent work and CSR/RBC?
- 20) To what extent has the RSCA supported the commitment, leadership, and ownership of the ILO constituents, enterprises, and other relevant stakeholders to advocate for and engage in CSR/RBC?
- 21) How likely will the results be sustained beyond the RSCA through the actions of the ILO constituents, enterprises, and other relevant stakeholders? Which programme components or results appear likely to be sustained?
- 22) What are the major factors that will have or have influenced the continuity of the programme's activities and benefits? Is there any needed support to ensure the sustainability of programme's benefits?
- 23) Which programme components would be essential for a possible new programme to promote responsible supply chains? Which components could be instead deprioritised benefiting from the deliverables/outputs of the current programme?

F. Impact

- 24) How has the awareness of the importance of CSR/RBC improved in the concerned countries as a result of RSCA's contribution? *)
- 25) To what extent has the RSCA contributed to strengthening the capacity of tripartite constituents to develop policies and measures that promote the alignment of business practices with decent work and a human centred approach to the future of work? Is there any unexpected impact?
- 26) To what extent has the programme contributed to the establishment of networks/bodies/platforms for continued dialogue and/or joint action on matters relating to RBC/CSR?
- 27) To what extent has the programme contributed to supporting CSR/RBC practices and approaches at policy and enterprise levels in the countries covered by the programme?
 - To what extent has the programme contributed to CSR/RBC policy coherence at the national level and beyond?
 - To what extent has the programme contributed to the implementation of the recommendations outlined in the CSR/RBC related instruments e.g. MNE Declaration, OECD MNE Guidelines, etc.
- 28) What are the best practices in terms of programme design and implementation that other programmes can replicate?
- 29) What are the factors that influence improved change in practices or adoption of desired practices?

G. Cross-cutting concerns

- 30) What efforts have been undertaken to ensure that both women and men are able to benefit from project activities?
- 31) To what extent has the programme contributed to improving decent working conditions and the respect of social, human rights and environmental concerns in sectors where women are highly employed but also in sectors where women are underrepresented?
- 32) To what extent has the programme contributed to gender equality and non-discrimination, disability inclusion, promotion of international labour standards, tripartite processes and constituent capacity development?

The ILO template for the [Data Collection Worksheet](#) describes the way that the chosen data collection methods, data sources, sampling and indicators support the evaluation questions

identified above. In the Inception Report (9 February 2022) it has been discussed in detail, and the Data Collection Worksheet itself is included here in Annex 4.

2.2 Methodology, Key Deliverables and Work Plan

The methodology includes multiple methods, with analysis of both quantitative and qualitative data, and captures the intervention's contributions to the achievement of expected and unexpected outcomes. As earlier mentioned, *secondary data* constitute a main element of the methodology, in particular those data acquired through the four evaluation activities listed in Section 2.1 for which the interviews were conducted between May 2020 and June 2021. During these reviews, ILO's partners and constituents in all the partner countries had been extensively engaged and many of them were interviewed twice or even more often. Nevertheless, interviews with partners and constituents are inevitable in order to validate the existing programme data. To counter interview fatigue, the evaluation team tried to avoid as much as possible repeating those questions that had been asked in the previous reviews, and the focus of the present evaluation during the interviews will be on the activities conducted by the project in the past eight months or so as well as on suggestions for a follow-up project phase based on the experiences of the stakeholders with the present RSCA programme. The data from these sources will be triangulated with the data from the previous evaluations and from the relevant documents and websites to increase the validity and rigor of the evaluation findings.

The methodology for collection of evidences was implemented in **three phases**:

1) Inception Phase

In this first phase, initial discussions were held with the ILO Evaluation Manager and the Project Team. Upon reviewing the available key documents, including the Description of Action (DoA), the four evaluations and the Theory of Change, the Inception Report was prepared.

2) Data Collection Phase

In this phase the full list of project support **documents** was investigated (see Annex 15). Furthermore, 36 virtual **interviews** were conducted with key stakeholders of which around 60% were women (but some interviews were with more than one participant; see Annex 5). In Table 1 below the number of interviews is summarized by type of organisation and country.

Table 1: Number of interviews by type of organisation and country/Global/Regional.

Type of Organisation	Global & Regional	China	Japan	Myanmar	Thailand	Viet Nam	Philippines	TOTAL
ILO	8			1	1	1		11
Donor	2		1		1			4
UN partners	2							2
GO		1			1	1	1	4
EO		1			1	3	1	6
WO			1					1
Implementing partners	1	1			1		1	4
Strategic partners		2				2		4
TOTAL	13	5	2	1	5	7	3	36

The meetings were conducted by the independent international evaluator (IE) with the support of national evaluators/translators. The original list of stakeholders was developed by the evaluator with the support of the project team and the evaluation manager in such a way that a balanced number of stakeholders was arrived at divided more or less equally over countries and components. However, both in Japan and the Philippines two stakeholders declined for a lack of time, while with respect to Myanmar engagement could only be minimal due to the political situation following the UN advice. As a result of the COVID-19 restrictions on travel, the evaluation consultants were not able to travel to, nor within project countries. Therefore, the interviews undertaken were all conducted online. For five countries (excluding Myanmar) the support is acquired of a national evaluator or an interpreter (Japan). After the data collection phase had been completed, the *preliminary findings* were presented to the key stakeholders for validation in a well-attended virtual stakeholders' workshop on 16 March 2022 (see Annex 10).

3) *Data analysis and reporting phase*

The third and final phase includes the data analysis and the preparation of a draft report and ultimately the final report (for details see below).

The following **four Key Deliverables** will be provided:

1. **Inception Report including the workplan** (dated 9 February 2022) following ILO EVAL Checklist 3.
2. **Stakeholder workshop:** After the data collection phase was completed, the preliminary findings were presented to key stakeholders by means of a PowerPoint Presentation for validation in a virtual stakeholders' workshop on 16 March 2022 (see Annex 10). The comments raised at the workshop were included in the draft report.
3. **Draft evaluation report:** This report was prepared as per the *ILO EVAL Checklist 5: Preparing the Evaluation Report*. The first draft evaluation report was improved by incorporating the comments and inputs from the Evaluation Manager. Subsequently, the Evaluation Manager circulated the draft report to key stakeholders including the programme team, ILO officials concerned with this evaluation, representatives of the donor and national partners for comments. They returned their comments within a specified period of time (usually not more than 10 to 14 working days) and these comments will be included in the final report.
4. **Final evaluation report with a stand-alone evaluation summary:** The final report will be finalised as per the *ILO Checklist 5: Preparing the Evaluation Report*. The comments received from key partners and stakeholders will be consolidated by the Evaluation Manager and will be sent to the evaluation consultant to incorporate them into the revised evaluation report. The evaluators will indicate how comments were incorporated or, if not incorporated, why not. The quality of the report and evaluation summary will be assessed against the ILO Checklists 5, 6, 7 and 8 (cf. ToR in Annex 1). The lessons learned and good practices identified by the evaluators will be included by means of the standard annex templates as per EVAL guidelines. The stand-alone evaluation summary will be prepared in the ILO EVAL template. The evaluation report will be considered final only when it gets final approval by the ILO Evaluation Office. The quality of the report will be assessed against the relevant EVAL Checklists (See Checklist 6 Rating the quality of evaluation report).

Management Arrangements

The evaluation manager is responsible for the overall coordination and management of this evaluation. The manager of this evaluation is Ms. Rattanaporn Pongpattana, M&E Officer at ILO Regional Office for Asia and the Pacific (ROAP) Bangkok, who also conducts quality assurance. The final evaluation report will be quality checked by the Regional Evaluation Officer in Bangkok and the Senior Evaluation Officer based in the ILO Evaluation Office in Geneva who will approve the report.

The evaluation was conducted by an international independent evaluator and National evaluators in Thailand, the Philippines, Vietnam and China, and with the support of an interpreter in Japan. The international evaluator reports to the evaluation manager.

The programme team handles all contractual arrangements and provide logistic and administrative support to the evaluation throughout the process.

Work plan

It is foreseen that the duration of this Final Evaluation will fall in the period February 2022 – April 2022. The level of efforts included 35 working days for the team leader/international evaluator and a varying number of working days for the five national evaluators (NE)/interpreters in the five different project countries, excluding Myanmar. The detailed work plan as developed in the Inception Report is included in Annex 12.

Limitations

The Evaluation assignment is clearly laid out in the ToR (Annex 1) and the original list of stakeholders to be interviewed is comprehensive and is representative of the main stakeholders (see Annex 5). Interview fatigue as a result of four earlier evaluation exercises was somewhat manifest with four stakeholders who declined indicating they had no time available (Japan and Philippines), while three others did not reply even after repeated requests (regional stakeholders, China) and one was in the process of evacuating from Ukraine (stakeholder for Myanmar).

The travel restrictions laid out by different countries as a result of the COVID-19 crisis made it impossible for the international consultant to undertake field missions and for the national consultants to travel in-country. The mitigation strategy was to focus on conducting virtual and phone interviews with project stakeholders through online means of communication.

Another limitation was caused by the political crisis in Myanmar preventing the evaluators from conducting (online) interviews with tripartite stakeholders in this country. An interview could be held, though, with the Deputy Director of the ILO Liaison Office in Myanmar.

3 Overall Findings

For the Final Independent Evaluation of the programme entitled **Responsible Supply Chains in Asia (RSCA)**, seven evaluation criteria have been identified in the previous chapter which will be discussed in depth in the present chapter (Sections 3.1 – 3.7). These criteria have been analysed with the help of the 32 Evaluation Questions (listed in Section 2.1 above).

3.1 Relevance and Validity of Design

Validity of Design

The present Evaluation as well as the previous Evaluations found that RSCA programme design and strategies were generally adequate to promote International Labour Standards (ILS) and CSR/RBC instruments with the partner countries. As confirmed by many stakeholders interviewed, it was a timely and important programme in view of an overall lack of knowledge on CSR/RBC in Asia and an incipient but increasing interest in it among a growing number of stakeholders. To be sure, the design of the programme was quite complex with 3 international partners (i.e. OECD, ILO and EU incl. EUD's), 6 Countries, 12 Sectors, a large number of planned activities (66 in the case of the ILO Component), tripartite constituents in six countries, a series of national implementing and strategic partners, etc. The outlines of the design were laid down initially in the EU's Action Fiche in 2016 whereby DG TRADE played an important role in selecting the countries and the sectors jointly with FPI (see Annex 8). Based on this Action Fiche a joint 'Description of Action' (DoA 2017) was then developed by the ILO and OECD with a strong country focus (DoA 2017: 14-40).

The specific **countries** selected are logical because they have strong trade linkages with the EU as well as interlinked supply chains among themselves (see for details Annex 7). The country selection was also embedded in the policy dialogues that the EU has in these countries; for example, the focus of the project on CSR and labour relation issues are particularly important topics for businesses in the implementation of the Free Trade Agreements (FTA) with the EU (e.g. the EU-Viet Nam FTZ, EVFTA). Japan is a major investor in the region (home country), and China is pivotal as it is present in most supply chains in the region (as one stakeholder underscored: "A small change in China can have a tsunami of effects on other countries"). The other four countries being host countries the programme was expected to enhance home-host country dialogues. In this context, a strong *Regional Component* was lacking from the design and would have been instrumental to enhance cross-country dialogue and sharing of experiences, to map labour issues in supply chains across countries, and to design interventions in countries with interlinked supply chains.

The project design is in itself in terms of results-based management logical and coherent with the objectives and expected results clearly defined. However, the **LogFrame** in the original project document, or DoA (2017), is more of an extensive listing of the activities for each of the 6 countries by the four implementation modalities (research, outreach, policy advocacy, training). This listing amounts to a total of 62 activities in the case of the ILO component and 58 for OECD, of which 17 are joint activities, and this was used throughout the project period to monitor the implementation of the programme, the so-called 'Output Monitoring Matrix'. As a result, this matrix was more *activity-based* than output or outcome based. One of the original reasons to design it in this way was to remain *flexible* for adaptations to the dynamic context of the six countries, and

to respond to specific requests, for example, the involvement of universities and academic institutions was as such not foreseen in the original design. In addition, the first modality, i.e. research, was generally conducted as the first activity in each country to further shape the activities in the other three modalities. On the whole, the workplan and the Outputs specified in the DoA are quite ambitious, also because work through sectors can be complex since the economics of high export figures to EU markets is tied to politics and diplomacy.

In fact, this LogFrame was changed twice, during the inception and during the implementation phase through two revisions (in March 2018 and May 2020 respectively). The latter, more comprehensive change included in particular the addition of a regional component for knowledge management and policy exchange, and at the same time, a Theory of Change (ToC) was also developed which included four *Outcomes* and related to them, eight *Outputs* (see Annex 3). In total, the second revision includes 66 activities for these outputs including 4 activities for the new Regional Component, and this 27-page document clearly specifies the Indicators, Means of Verification and Assumptions for each Output.

Relevance

All previous evaluations (as discussed in Section 1.2 above) found that the RSCA programme was highly relevant and that its objectives respond to the needs and priorities of the key stakeholders at policy and enterprise levels in the six partner countries. The present evaluation confirms this general finding, and all stakeholders interviewed underlined that RSCA is currently still relevant or even more so. Below we will look into the relevance for the different types of stakeholders.

The EU Evaluation (2021: 3) concluded for example that the RSCA responds to the priorities and agendas of stakeholders, i.e. national governments and the private sector; the action is perceived as highly relevant because of the good momentum for RBC in the region. The Strategic Review (2021: 17-18) found further that the project is in line with the needs and priorities of the target beneficiaries, in particular employers' organisations, governments and policymakers, European and Asian businesses operating in or having suppliers in the six targeted countries, as well as educational institutions and CSOs. They are interested to get a better understanding of the concept of CSR/RBC and to learn how to integrate the principles of ILS into policies and strategies. Asia is one of the largest trading partners of the EU, and target countries are key trading partners of the EU. In view of trade negotiations with the EU, participating countries strive to comply with ILS in order to enhance trade competitiveness and access to new markets.

While all of the Employers' organisations in the six countries had already been implementing activities to promote CSR/RBC,⁹ and the RSCA programme is thus in line with their priorities, this applies much less to the other social partner, i.e. the workers' organisations (WO). As the Strategic Review found (2021: 19), while the WO work together with employers' organisations at the ground level to address challenges faced by workers in supply chains, they are in need to improve their knowledge and capacities to promote CSR/RBC and to implement the MNE Declaration.¹⁰ Workers' organisations do play an important role in particular to reach the lower tiers of supply chains.

⁹ China Enterprise Confederation (CEC), Keidanren (Japan), Union of Myanmar Federation of Chambers of Commerce and Industry (UMFCCI), Employers Confederation of the Philippines (ECOP), Employers' Confederation Thailand (ECOT), Vietnam Chamber of Commerce and Industry (VCCI).

¹⁰ To respond to this need, the ILO-ACTRAV has published the guide "The ILO MNE Declaration: What's in it for workers" (2017) as a tool to engage with trade unions in promoting CSR/RBC.

Also according to the Strategic Review (2021: 18) the ILO's Tripartite Constituents were consulted during the inception phase of the programme, through bilateral meetings, stakeholders' engagement events and seminars in the six countries whereby EU's Action Fiche was the basis for consultations. Defining work plans at the country level required to bridge some gaps in views according to some stakeholders interviewed for the present evaluation whereby the flexibility built into the LogFrame was helpful. However, some decisions had already been made through the Action Fiche, such as the sectors selected, while several stakeholders felt that other sectors would be more relevant.

Response to the changing situation relating to the COVID-19 pandemic

The programme has responded efficiently and flexibly to the changing situations and the challenges relating to **the COVID-19 pandemic**, switching swiftly to online meetings, trainings, events and even studies, and providing support and training to key partners in order to use online means of meeting and sharing information. This was more difficult for some stakeholders such as trade unions since they had more difficulties than others to adapt to the new situation with a predominance of online meetings (as a result of such factors as less equipment, less used to virtual meetings, and less capacities in that respect). For this transformation the Project Team maintained close contacts with the Donor, the partners and ILO country offices. Outreach activities tailored to the current context were organised to provide a platform to discuss and learn from peers and CSR networks concerning COVID-19 resilient recovery, mandatory human rights due diligence and free trade agreements. Furthermore, many activities have been repurposed to better reflect the necessities of businesses under COVID, such as the need for more information on Occupational Safety and Health (OSH).

On the whole, as the EU Evaluation (2021: 4-5) found, the COVID-19 pandemic has exposed significant vulnerabilities in company operations with regard to supply chain continuity and disaster preparedness. Large parts of global supply chains came to a halt and many companies and workers were at risk. The crisis underlined the inter-dependence of global markets and the effect of business practices beyond the companies' operations; it has propelled back some important social and economic progress. Key stakeholders highlighted that the COVID-19 pandemic pushed companies to focus on the survival of their businesses. At the same time, the pandemic urged RBC promoters to demonstrate that RBC policies contribute to the resilience of companies and that promoting RBC is even more relevant because of the current reorganisation and the reflection on the so-called "new normal" after the COVID pandemic.

3.2 Coherence

Overall, it was found that the RSCA programme is coherent and complements other initiatives in the region, though it could further develop synergies with other ILO/UN programmes.

Alignment with national and international priorities

The alignment with national priorities is clear, as all countries, except Japan which is a high-income country, have Decent Work Country Programmes (DWCP) which means that governments promote decent work as a key component of their national development strategies. However, CSR/RBC legislation is far from being a norm in Asian countries, where CSR tends to be perceived as a charitable or philanthropic activity. Two countries of the programme have

implemented National Action Plans (NAP) for Business and Human Rights (B&HR): Japan and Thailand. In Japan, the launch of the NAP in October 2020 confirmed the government's commitment to CSR and RBC, and its willingness to use internationally agreed instruments and guidelines. In Thailand, the programme provided inputs to the draft NAP, the first in Asia Pacific, and to the DWCP, contributing to the inclusion of the MNE Declaration in the NAP and in the DWCP (cf. Strategic Review 2021: 28). This Review has also compiled the detailed interlinkages and contributions showing the alignment of RSCA to the DWCPs and other ILO programmes (see Annex 6).

The intervention is further aligned with international development frameworks, such as the 2030 Agenda for Sustainable Development in particular by promoting Decent Work and Economic Growth (SDG 8), and also by reducing Inequalities (SDG 10), promoting Responsible Consumption and Production (SDG 12), and revitalizing Global Partnerships for Sustainable Development (SDG 17).

With respect to the priorities of the ILO, the intervention aligns to the ILO Programme and Budget (P&B 2020-21): "Outcome 4: Sustainable enterprises as generators of employment and promoters of innovation and decent work", and in particular Output 4.4. Increased capacity of member States and enterprises to develop policies and measures that promote the alignment of business practices with decent work and a human centred approach to the Future of Work. The alignment to the DWCPs has already been discussed in the above (see also Annex 6).

The RSCA is furthermore in line with EU policies and international commitments in the field of trade and investments. The initiative is a part of the EU's long-standing commitment to promote human rights, decent work and sustainable development, a pledge underpinned by the EU Treaties and reinforced in the European Commission's trade policy strategy of 2015 "Trade for All". It falls in particular under the Commission's commitment to identify opportunities for responsible supply chain partnerships and the EU's strategic approach to responsible business conduct, which is based on internationally agreed principles and guidelines. It will also contribute to the EU strategic approach to CSR/RBC, as put forward in the Commission 2011 Communication "A renewed EU strategy 2011-14 for Corporate Social Responsibility."

The EU Evaluation (2021: 3) found that the Action is highly relevant in the countries where recent trade/investment negotiations have been concluded between the EU and partner countries, e.g. Free Trade Agreements (FTA) which include a Chapter on Trade and Sustainable Development (EVFTA), Economic Partnership Agreements (China, Japan), and the Generalised Scheme of Preferences (GSP – Vietnam; GSP+ - The Philippines). The Action enables local enterprises and governments to be better equipped to respond to these clauses and to the expectations of their European trading partners. In addition, RSCA also contributes to a better understanding of the obligations from the forthcoming 'mandatory human rights due diligence' (MHRDD).¹¹ Supporting global compliance with international standards contributes to creating a clear level playing field for the European Union and its businesses. The RSCA is also in line with the explicit priorities of EU Member States - in particular of Sweden, the Netherlands, Germany, France, Denmark - which finance projects that are complementary to the RSCA.

¹¹ Briefing European Parliament: "Towards a mandatory EU system of due diligence for supply chains", October 2020.

The EU Evaluation (2021: 3) further found that the intervention is fully aligned with the four objectives of the Partnership Instrument's (PI) 2018-2020 Multiannual Indicative Programme.¹² RSCA responds to the global challenge of improving responsible practices of all companies. It also promotes multilateralism (a cross-cutting issue of the PI) by actively promoting international standards and instruments such as due diligence, by collaborating with international organizations (OECD & ILO), who have a legitimate mandate to promote RBC, and by contributing to global rule-based international relations.

Alignment with other CSR/RBC initiatives in the participating countries and in the region

The Strategic Review (2021: 29-31) found that the RSCA programme is coherent in that it complements other initiatives in the region. Although there are not many other initiatives that *specifically* promote the labour dimension of CSR/RBC in the region (like RSCA does), the programme is complementary to other interventions such as UN programmes, industry initiatives, standards organisations and think tanks that promote good business practices. A list of 45 such interventions was compiled by the Strategic Review (2021) but it has many overlaps, e.g. other multi-country programmes, ASEAN CSR Network, etc. (see Annex 9).

Significantly, the intervention has collaborated with two EU funded programmes:

- *WeEmpowerAsia* by UN Women on the joint study entitled *Ecosystem Landscaping to advance the Accountability to implement the Women's Empowerment Principles in ASEAN* (2021): seven such WEP-principles were created to engage the private sector in closing gender gaps.
- *Business and Human Rights in Asia* by UNDP on the B&HR Forum.

RSCA collaborated with these two programmes to work towards a common goal which is to contribute to better human rights conditions and inclusive economic growth in Asia. On the whole, while the intervention complements other UN programmes (e.g. UNDP and UN Women), more synergies could be explored among UN entities and ILO programmes to deliver a better impact and promote decent work in global supply chains.

3.3 Effectiveness (including management arrangements)

Delivery of planned Activities and Outputs

The effectiveness of the intervention will be assessed by the extent to which the project managed to deliver the planned activities and outputs, and by the degree to which it has achieved its four Outcomes. In terms of **Activities** significant progress was made according to the 'Output Monitoring Matrix' of the ILO Component with traffic-light indications; as per early March 2022:

- 76.5 % of all 66 activities were **completed**, and
- 19.3 % were **ongoing**, while
- 4.2 % still had **to be started**.

The activities that still needed to be started were mainly related to the Regional Component, as well as to Japan and Thailand. Since these Activities are directly and integrally linked in the 'Output Monitoring Matrix' to the **Eight Outputs** the project thus also managed to deliver a large percentage of each of these Outputs (listed in Table 1). Overall, the stakeholders interviewed for

¹² The PI objectives are: (1) designing and delivering policy-driven actions that link the internal and external aspects of EU policies, (2) promote EU values and standards abroad, (3) build alliances and support multilateralism, and thereby (4) increase the EU's capacity to leverage influence globally.

this evaluation also underlined the significant progress made by the project in terms of activities and outputs.

The Effectiveness of RSCA in achieving its Four Outcomes

These four Outcomes correspond to the four implementation modalities (see Table 1). With respect to **Outcome 1**, the present evaluation found that such understanding and awareness by private and public institutions, businesses, civil society and other relevant partners on CSR/RBC has indeed increased as a result of the project, as was confirmed by many stakeholders interviewed. This applies in particular to the situation in China, Vietnam, the Philippines and Thailand, while there was also great progress in Japan in the last half year or so. For example, in China the RSCA programme partnered with the China Enterprise Confederation (CEC), the Chinese Academy of Labour and Social Security (CALSS), and local universities such as Donghua University and the University of Nottingham Ningbo, to raise awareness on RBC/CSR among the business community and future business leaders.

The research undertaken by the programme was in majority Sector-oriented and included 2 or 3 studies per country, except for Vietnam (4) and the Philippines (1); for the titles of the documents see the list in Annex 15. It has laid a foundation for the remainder of the work in the programme as it served as a basis for identifying the specific activities during the implementation of the other three modalities. The quality of the reports varied somewhat, in large part based on the identification and selection of the implementing partner. Research was generally appreciated by the stakeholders, but some indicated that more focus could have been given to labour rights, Trade Union rights and collective rights/bargaining.

Table 1: The Outcomes, Outputs and Implementation Modalities of RSCA.

OUTCOMES	OUTPUTS	Implementation Modality
1 - Increased understanding and awareness by private and public institutions, businesses, civil society and other relevant partners on CSR/RBC in line with internationally agreed principles and guidelines	1.1 Research and evidence generated following the framework of the DW analysis and specifically the recommendations of the MNE Declaration	Research
	1.2 Adherence to the international labour standards, DW agenda and internationally agreed CSR/RBC principles promoted through peer to peer learning, discussions, social dialogue and knowledge sharing	
2 - Multi-stakeholder partnerships promoted to facilitate social dialogue in relation to the implementation of socially responsible labour practices at the sectoral, national and enterprises level	2.1 Development and dissemination of CSR/RBC approaches and initiatives; good practices, case studies, tools, and lessons learned documentation enhanced	Outreach
	2.2 Strengthened, continued information exchange through tripartite plus platforms	
3 - Policy environment conducive to promoting responsible business conducts established in targeted countries	3.1 Policy dialogues promoted at national, provincial, and sectorial levels to enhance inter-ministerial CSR/RBC policies coordination (including exchange of good practices)	Policy Advocacy
	3.2 Policy advocacy materials on labour dimension of CSR/RBC developed and adapted to the country and sector specific context	
4 - Institutional and operational capacities of the government, workers' and employers' organizations as well as business strengthened, in relation to the MNED, and other international policy frameworks on RBC/CSR	4.1 Training material to facilitate the contribution of businesses operating in Asia to implement responsible business practices designed and developed	Training
	4.2 Trainings and capacity building activities designed, adapted, and implemented	

Source: Logical Framework Matrix (18 May 2020).

With respect to **Outcome 2** (cf. Table 1), the present evaluation found that such Multi-stakeholder partnerships were indeed promoted, and that several of these partnerships were actually set up and functioning regularly. This was achieved by the programme by involving a large number of people in its various activities. In fact, according to the latest information from the Project no less than 10,887 People participated in its activities (until 15 March 2022). This included both workers and managers from 2,572 businesses of which 1,406 SMEs and 1,166 MNEs.

With respect to actual partnerships, most progress was made in the case of the following three:

- 1) The CSR Think-Tank for **Vietnam's** seafood sector has about 15 core members (see Box 1, although additional organisations are also invited for different activities). It recently convened its 3rd annual meeting to take stock of what has been achieved. The RSCA programme contributed to the success of this Think-Tank in different ways: Firstly, RSCA organized a kick-off meeting for CSR promotion and implementation in the seafood and fishery industry bringing together the members of the Think-Tank in Hanoi in February 2019 in the MARD. Secondly, when in 2020 the members of the CSR Think Tank jointly decided that a 'Q&A' format manual should be developed to provide guidance on the implementation of the newly revised Labour Code 2019 in the seafood industry, RSCA provided CSR training to the members; RSCA and the ILO Hanoi Office also supported the development by D-FISH/MARD (cf. Box 1) and MOLISA of the Handbook on implementation of the new Labour Code 2019 for seafood sector, both in terms of resources and technical inputs. Thirdly, RSCA facilitated sectoral policy dialogues in order for the think-tank to take the lead in discussions on CSR/RBC and labour issues and to propose solutions to the relevant ministry (MARD) for further policy interventions. For example, RSCA in collaboration with International Collaborating Centre for Aquaculture and Fisheries Sustainability (ICAFIS) supported the Third Meeting of the CSR Think Tank on 19 November 2021, and RSCA also facilitated a sectoral policy dialogue on the actions required for removing the yellow card for illegal, unreported, and unregulated (IUU) fishing which led to identifying the root causes and solutions to inform key actions moving forward. Fourthly, it initiated the development of the sustainability plan for the think-tank (still in development).

Box 1: Members of CSR Think Tank on Seafood Sector in Viet Nam.

- 1) Directorate of Fisheries (D-FISH), Ministry of Agriculture & Rural Development – MARD
- 2) Department of Catch Fisheries (D-FISH), MARD
- 3) Legal Department of MARD
- 4) Legal Department of MOLISA
- 5) Vietnam Fishery Society (VICAFIS)
- 6) International Collaborating Center for Aquaculture and Fishery Sustainability (ICAFIS)
- 7) Agricultural Products Processing and Development, AGROTRADE, MARD
- 8) Department of Academic Affairs, Nha Trang University
- 9) OXFAM in Vietnam
- 10) Vietnam Tuna Association (VINATUNA)
- 11) Vietnam Association of Seafood Exporters & Processors (VASEP)
- 12) Vietnam Pangasius Association (VINAPA)
- 13) VCCI
- 14) VCA

- 2) The second platform is the Tripartite-Plus Working Group (WG) in the agricultural sector in the Philippines. Initially, a tripartite plus dialogue for the Promotion of CSR/RBC in the Banana Industry was organized by RSCA and held in November 2019 in Davao (Mindanao); it brought together 104 members of the Banana Industry Tripartite Council (BITC), including officials and staff of the Department of Labour and Employment (DOLE) in Region XI, banana growers and exporters and trade unions. Several follow-up seminars were organized by RSCA especially in the second half of 2021, and this was successful in reinforcing the mission of the BITC to review, revise and update its Voluntary Code of Conduct of Good Practices (VCGP) on Decent Work in the Banana Industry whereby the principles and recommendations of the MNE Declaration were followed; it was also planned to develop a strategic plan for VCGP's implementation (still

in development). It can serve as a model to be replicated in other sub-sectors of the Agricultural sector in the Philippines.

- 3) The “Taskforce on Promoting Socially Responsible and Sustainable Business in Auto Parts Supply Chains” (Auto Parts TF) in Thailand is a multi-stakeholder dialogue platform established under the RSCA programme in July 2019 aiming to promote socially responsible and sustainable business using the MNE Declaration as a benchmark. RSCA organised a meeting in February 2021 to present the research findings of the RSCA research: "Driving Change: A market systems analysis of responsible business practices in Thailand's automotive parts sector". Using the MNE Declaration as a benchmark, the research revealed information on the auto parts supply chains and provided an analysis of decent work deficits and the constraints that inhibit businesses from being more responsible. The root causes were analysed to provide recommendations for win-win solutions both for businesses and workers. The study provided information and analysis on responsible business for stakeholders to discuss and voice out their opinions via the Auto Parts Taskforce, which comprises diverse actors in the supply chains.
 - Members of the Auto Parts TF include representatives from Ministry of Labour, Ministry of Industry, Ministry of Commerce, Employers' Confederation of Thailand (ECOT), Federation of Thai Industries (FTI), Thai Auto-parts Manufacturers Association (TAPMA), Thai Confederation of Electronic, Electrical Appliances, Auto and Metal Workers (TEAM) and Federation of Thailand Automobile Workers Union (TAW), Thai Trade Unions Council (TTUC), The Labour Congress of Thailand (LCT), Solidarity Centre, Thailand Automotive Institute (TAI) and International Institute for Trade and Development (ITD).

It is important that these platforms are Tripartite in nature, which is a strength of the ILO, whereby it also has the leverage of the Country Offices. The programme has also built other, ad hoc platforms that bring together governments, sectoral associations, workers' organisations (WO), employers' organisations (EO), as well as companies (SMEs and MNEs) for dialogue and information exchange. The sustainability of all such platforms is a key issue, which will be discussed in Section 3.5.

In Japan, the absence of a tripartite plus committee seems to have hindered the engagement of all relevant stakeholders especially in the early programme years. Later on, the partnership established with the sectoral business association the Japan Auto Parts Industries Association (JAPIA), as well as with the Institute of Developing Economies – Japan External Trade Organization (IDE-JETRO), and top universities in the country (University of Tokyo, Kanagawa University) led to the enhancement of dialogues and information exchange on CSR/RBC at national, sectoral, and enterprise levels.

In China, collaborations with other key partners *beyond* the ILO tripartite constituency, such as the EU Chamber of Commerce and the Boao Forum for Asia, enabled the RSCA programme to reach a wider audience; it led to the organisation of a high-level conference in this country which saw participation from the EU, Ministry of Commerce, the Ministry of Information, Industry and Technology, the ILO and the OECD.

In the Philippines, the programme extended its reach to broader groups through numerous outreach and capacity building activities organised in collaboration with government agencies (the House Committee on Labour and Employment), Employers Confederation of the Philippines (ECOP), the Philippine industrial parks (the First Philippine Industrial Park (FPIP) and West Cebu

Industrial Park) trade unions, and academic institutions (Asian Institute of Management - Centre for Corporate Responsibility, AIM-CCR).

While in Myanmar activities were suspended, the ILO Yangon and the programme joined the UNDP and other like-minded partners in a virtual panel in December 2021 to discuss challenges and opportunities for implementing Human Rights Due Diligence in Myanmar's context from the perspective of global norms and best practices; this was considered important given the increasing relevance of human rights risks to global businesses with a presence in Myanmar.

In addition, the programme has *initiated* discussions around the appointment of National Focal Points (NFPs) for the promotion of the MNE Declaration in several countries (China, Thailand, Vietnam and the Philippines), but more needs to be done to finalize such appointments, which can be based either in a ministry of labour, an employers' organisation, a workers' organisation, or a combination of these.

At the *regional* level, the ASEAN CSR Network (ACN), a leading regional network of businesses and organisations advocating for responsible business, played a significant role in the drafting of the ASEAN Guidelines for CSR on Labour, adopted by the ASEAN Labour Ministers in 2016 to serve as a guide for governments, businesses, employers and workers organisations on adequate labour standards. The RSCA Programme has partnered with the ASEAN CSR Network to produce a white paper targeted at governments, which maps the state of CSR in ASEAN, especially in relation to the labour dimension of CSR, and which identifies good practices and provides recommendations.¹³

The programme also enhanced dialogue among ILO tripartite plus constituents through various workshops, for example the Regional Trade Union Workshop from which some key action points emerged, such as the active role and responsibility of unionists in promoting labour CSR in global supply chains. Another example is a webinar on Socially Responsible Practices for the Promotion of Sustainability in Seafood Supply Chains in Asia, together with OXFAM and the OECD, which highlighted the policy frameworks and coherence for the seafood sector from the perspective of RBC.

Outcome 3 is about making the policy environment in the targeted countries conducive to promoting RBC. The evaluation found that the policy environment for RBC has clearly improved in *targeted* sectors and provinces, as well as in *selected* ministries and sectoral organisations at national level in particular through enhanced policy dialogues and exchanges of good practices. In addition, policy advocacy materials on the labour dimension of CSR/RBC were developed and/or adapted to the country and sector specific context which also contributed to making the policy environment more conducive to promote RBC. A long list of concrete examples of dialogues and advocacy materials adapted is included in the 24-page 'Output Monitoring Matrix' used and continuously updated by the Programme Team.

Translation as well as adaptation of materials is instrumental to promote CSR/RBC in a given context. In most countries, the programme published research studies focused on the target sectors as well as a set of advocacy materials both in the local language and in English. Materials of the ILO Helpdesk for Business on ILS were often printed and uploaded in the local language. Direct links were made from partner organisations' websites to media briefing packages, to video

¹³ Corporate Social Responsibility and Labour Good Practices in ASEAN with Reference to the ASEAN Guidelines for Corporate Social Responsibility on Labour, T Thomas, F Y Kheong – Asia CSR Network and the ILO, 2021

animations about the programme, and to other relevant training tools. Most of these materials have been translated into local language and adapted to local context to enhance their relevance.

A very significant activity at the *regional* level to which the programme has contributed is the annual “United Nations Regional Forum on Responsible Business and Human Rights (B&HR), Asia and the Pacific”. For example, in June 2020 this was co-organised by the UN Working Group on Business and Human Rights (UNWG), UNDP, ILO, UNICEF, UN Women and UN-ESCAP. A year later in June 2021, this Forum was organized again by a similar group of UN organisations with UNDP and ILO as co-coordinators and contributors of resources, when about 4,000 people attended. ILO organized a well-attended session focusing on Labour Rights, RBC, Informal workers and gender equality. For sustainability it would be important if ILO could be involved again in the next Forum in June 2022.

Outcome 4 was achieved to an important degree by the strengthening of the institutional and operational capacities of the government, workers’ and employers’ organizations as well as businesses in relation to the MNE Declaration and other international policy frameworks on CSR/RBC. Training materials and capacity building activities on CSR/RBC were designed, adapted, and implemented. The programme’s Capacity Building efforts are fully listed in the ‘Output Monitoring Matrix’, and the overall results are as follows (as per 15 March 2022):

- 301 trainers trained in specialised courses on CSR and RBC, and
- 909 future business leaders reached through universities and other academic institutions.

The programme has strengthened the capacity of relevant actors in relation to CSR/RBC in particular in China, Vietnam, the Philippines and Thailand. In terms of organisations, the capacity building efforts were more directed towards governments and employers’ organisations than to workers’ organisations.

Despite the challenges in Myanmar, the sectoral research and translation of the MNE self-assessment tool for enterprises were finalised. Against the backdrop of the current political context, the impact of COVID-19, and the preparation of the EU mandatory human rights due diligence, the tool is deemed relevant and valuable in benchmarking corporate social policies and practices against the guidance provided in the MNE Declaration as well as ways to contribute to the 2030 Agenda especially for those enterprises deciding to remain operating in the country.

Contributions of businesses to CSR/RBC and to sustainable development

The programme facilitated the contributions of businesses to CSR/RBC and to sustainable development and inclusive growth by making these businesses more aware and more knowledgeable about these topics by means of the programme’s four implementation modalities (as discussed in the above).

Interplay between initiatives by private stakeholders & international regulatory frameworks

The programme has contributed to facilitating the interplay between initiatives by private stakeholders (e.g. at sectoral level) and international regulatory frameworks on labour rights and social dialogue especially through the multi-stakeholder dialogue platforms discussed in the above. The programme thereby has enhanced awareness of and knowledge about international regulatory frameworks, such as the MNE Declaration and business and human rights due diligence. Environmental protection did not receive as much attention as labour rights and social dialogue.

Risks and Assumptions

The Action Fiche for the RSCA programme contains a sub-section on Risks and Assumptions (here included as Annex 11), while the DoA (2017) lacks such a section because the template provided by the EU did not require it. Annex 11 lists two assumptions, of which the first one the stability of the economic framework turned out to be generally correct except in Myanmar, while the second assumption was also right in stating that the interest in this action by relevant stakeholders remains stable over time. However, as the Strategic review found (2021: 42) business did not always consider CSR/RBC as a key element for corporate success and the conducive business environment and condition for responsible investment is very nascent in most of the countries. Lack of CSR/RBC knowledge has caused the lack of buy-in from some stakeholders. In addition, macro-economic developments have been determining if and how business will respond to the requirements to develop CSR/RBC. It has been demonstrated in Thailand and Myanmar, where economic political factors have influenced the interest of stakeholders in participating in the project. The reluctance of some stakeholders to engage with each other has an impact on the programme in Japan.

The Evaluability Assessment (2020: 15) and the Strategic Review (2021: 42) further found that there was insufficient risk analysis conducted during the design phase as only economic and political risks were listed, not operational risks, such as the availability of qualified researchers, and the sensitivity of labour rights related issues that could cause reluctance in some countries. In addition, the risks have not been defined for each target country which would be very useful as countries covered by the Action are quite different in terms of the level of development of the economic relations with the EU and the situation in the target sectors in the area of CSR/RBC.

The programme has managed the expected and unexpected risks well. During the COVID-19 pandemic as well as the abrupt political development in Myanmar, the programme together with the donor and country offices has repurposed some of the activities and changed their modes of delivery. Although these unexpected events had some implications on the delivery (e.g. delays in the research studies), overall the flexibility of all involved has enabled the programme to continue.

Visibility

The Visibility of the EU-ILO partners as key actors in the promotion of CSR/RBC has clearly been promoted according to key informants, as one stakeholder underlined “RSCA has generated a lot of visibility which was a big achievement!” The OECD also confirmed that RSCA was successful in raising the visibility of the three international partners. The EU Visibility regulations were generally followed closely, and in order to further reinforce the implementation of the Communications and Visibility strategy, the programme has recruited a communication specialist during the second year. Thereafter, RSCA has developed regional and national web portals, a consistent visual identity, a social media presence, brochures, press releases, etc. The Programme continued to publish regular articles about its outreach, advocacy and training activities. These articles were supported and promoted through the Programme’s social media channels, as well as through third party’s channels such as local newspapers or local social media accounts. The Programme’s visibility strategy includes providing a minimum of a Tweet/LinkedIn post for every event. 2021 saw in excess of 100 such social posts with growing interaction from a broad range in institutions and individuals active in the CSR/RBC sphere. For links to articles and social media posts, see the comprehensive RSCA Website.¹⁴ Some stakeholders mentioned that *Facebook* should also be used at least in some countries, and that a platform was lacking for sharing the knowledge and lessons learned *among country teams*.

¹⁴ https://www.ilo.org/beijing/what-we-do/projects/WCMS_630692/lang--en/index.htm

Main Challenges

The RSCA programme encountered a number of overall challenges as well as some challenges specific for each of the target countries. The overall challenges are listed below, and where relevant the measures in which the challenge was mitigated by the programme are indicated.

- 1) COVID-19 resulted in some delays (in particular in conducting the field studies for research), as well as in less interaction during interactive training courses, in particular because there is less time for questions, and also because in case of face-to-face gatherings participants often stay together after the training discussing Good Practices and establishing their own communication networks (app-groups). However, the programme worked well under COVID and showed lots of flexibility to adjust. In fact, in some respects COVID led also to improvements, for example, it resulted in less events, but bigger audiences.
- 2) The political crisis in Myanmar led to the suspension of most of the activities there.
- 3) The multi-country nature of the programme with very diverse countries (e.g. Japan vs. Myanmar) provided a challenge, but also had value added, for example, Japan has lots of legitimacy in the region and this could convince other countries to participate.
- 4) The time constraint of originally three years for the programme was considered as a primary challenge identified by many actors, which was mitigated by the two no-cost extensions.
- 5) Another challenge was the large number of actors involved, which is inherent to the nature of Global Supply Chains.
- 6) The lack of buy-in from certain stakeholders in some countries was sometimes a result of the sensitivity of issues related to labour rights, or of a lack of knowledge of CSR practices.
- 7) It was also a challenge to engage with lower tiers of supply chains, especially the third and fourth tiers with SMEs and enterprises in the informal sector.
- 8) Another challenge was the focus of the programme on governments and businesses and not so much on workers. A regional event of Trade Unions was appreciated but was held rather late in the implementation period. Related to this is the fact that informal sector operators are often also workers, who are generally not organised into unions.
- 9) Working with Ministries *other than* the ministries of labour was also a challenge for ILO staff. NPC's and other ILO staff have experience and leverage with ministries of labour, but it was challenging to engage with ministries of commerce, justice, foreign affairs, agriculture, trade, etc. In addition, ministries of labour (and sometimes Chambers of Commerce as well) did at times insist that ILO should operate through them being one of ILO's Tripartite Constituents.
- 10) It is a challenge reaching out and cooperating with Private Sector Organizations that are not members of ILO's constituencies; different venues were used in different countries resulting in the long list of national partners (see e.g. Annex 5 and 9).
- 11) The lack of qualified researchers at the local/national level on knowledge on ILS/Labour, on Global Supply Chains, and on the targeted sectors resulted in substantial delays in the delivery of the research studies.
- 12) There were also organisational and practical Challenges: while both OECD and ILO as the two international implementing organisations were mostly working in parallel, the daily organisation of the **joint** (High-Level) events presented substantial challenges in practice due to the different organisational cultures and sometimes to a lack of clarity on decision-making processes, and, as a result, FPI and EUD had to mediate to coordinate these high-level events. In addition, some stakeholders at the national level indicated that it was sometimes not easy to communicate with OECD being based in Paris and having no local presence (comparable to ILO Country Offices). For future interventions appropriate channels of communication at the national level should be designed explicitly from the beginning.

- 13) Staff changes in the project team also provided challenges, for example the leaving of the NPC in Thailand led to some delays; the regional staff members based in Bangkok stepped in and mitigated this challenge.
- 14) Some national partners reported that administration and paperwork can be at times burdensome following the EU/ILO requirements.

The challenges specific for each of the target countries are listed in Table 2.

Table 2: The challenges encountered specific for each of the target countries.

Japan	<ul style="list-style-type: none"> • In the beginning it was a real struggle to get buy-in from automotive companies (which are rivals of the EU companies). • Lack of knowledge on Due Diligence among SMEs, and Supply Chains of MNEs do have many links with the informal sector. • COVID showed that Japanese companies have a high reliance on China (due to the pandemic products did not arrive in Japan as much as before): the Japanese Government tried to diversify to other countries, such as Thailand and Viet Nam.
China	<ul style="list-style-type: none"> • Due to their busy schedules, the availability of the Tripartite Constituents was not always assured.
Myanmar	<ul style="list-style-type: none"> • Before the political crisis, RSCA did not get the full buy-in from the Government, and therefore often worked with MCRB (non-profit organisation with Danish support) and with EuroCham.
Thailand	<ul style="list-style-type: none"> • It took a lot of time to identify key partners and build relations with them because both key sectors (poultry and auto parts) are quite sensitive to Thailand's economic market to the EU; another reason was the complicated supply chains in these sectors. • A problem in the poultry sector is the existence of child labour and forced labour (which is becoming increasingly sensitive). • In auto parts, it was difficult to get buy-in from the companies, partly because the relevant trade union, the Thailand Auto Parts and Metal Workers Union (TAM), is relatively strong. Significantly, in the end the programme managed to organize a relatively strong Task Force in auto parts, as was discussed in the above.
Philippines	<ul style="list-style-type: none"> • It was a big challenge to engage in the banana/pineapple sector with the lower tiers of supply chains, in particular the third and fourth tiers: SMEs & enterprises in the informal sector. • Many of these owner-operators are in fact workers, but they are not unionized.
Viet Nam	<ul style="list-style-type: none"> • The production in the Seafood Sector depends heavily on SMEs and household business, and they are very busy with subsistence, so it is very difficult to convince them to participate in project activities such as training or workshop on CSR/RBC. • In the second sector, Wood Processing, not as many activities were conducted as in the Seafood Sector, in particular because the stakeholders in the latter sector were much more interested and involved (among others because of its higher relevance for the trade between EU and Vietnam).

Success Factors

Despite the large number of challenges identified in the above, the RSCA programme did manage to achieve good progress. This was facilitated by several pertinent Success Factors as follows:

- 1) The interest in this action on the side of the relevant stakeholders and the gradual *buy-in* from the key stakeholders.
- 2) The support of the Ministries of Labour and other ministries in the targeted countries.
- 3) The effective collaboration established with key partners through the various multi-stakeholder Platforms retaining their interest in and support of the programme.
- 4) The programme was very timely with the interest in CSR/RBC increasing due to various factors, such as the enhanced need for business and human rights compliance in trade agreements.
- 5) The high commitment of the project team, and their technical expertise.

6) The involvement, flexibility and adaptability of the EU and ILO. For example, the flexibility to adjust activities to the COVID-19 conditions, and the creation of two full-time regional positions during implementation:

- Knowledge Management Officer (second year of the programme), and
- Policy Advocacy Officer (third year of the programme).

While being regional positions, these team members also supported implementation at country level when needed in particular in Myanmar and Thailand.

7) The combined legitimacy and credibility of the three international partners (EU, OECD and ILO) convinced high-level public decision-makers to be involved actively in the RSCA programme.

8) The implementation by the ILO programme team was pro-active and transparent, seeking EU guidance where needed.

9) The local presence of the ILO through the Country Offices was also important.

Programme Management and Communication/Coordination

As a result of the complex programme design as discussed in Section 3.1 above, the management arrangements and the communication with such a large number of stakeholders also became at times complex. Arrangements of cooperation were established between EU, OECD and ILO, including the Joint Steering Committee (JSC) which met annually (in total four times), whereby it is important to note that the EU was not only the funding agency, but also a partner in the programme implementation and this included the EU Delegations in the partner countries. In addition, FPI has been monitoring the programme on a daily basis. Another factor making programme management complex is the decentralized structure within ILO. NPCs have two lines of supervision: firstly, administratively and organizationally the NPCs report to the Country Office Director, and secondly, technically they report to the Programme Manager.

Communication and coordination between programme team and MULTI was at times insufficient, especially in the first few years, for example, new activities were regularly implemented on which MULTI was not informed, but this communication was later much improved. The MTE (2020) also found that communication and coordination among the project team members could be enhanced and more regular meetings were recommended. The positions of National Project Coordinator (NPC) in the targeted countries require substantial technical knowledge on CSR/RBC as well as experience in dealing with politically sensitive issues; therefore, for future interventions an increase of scale is advisable to NOB (from NOA). This was not so much anticipated, and it also has budget implications.

The RSCA Programme has done a good job in terms of communication with the extensive number of stakeholders involved in six partner countries and beyond. This involved the Tripartite Constituents in the six countries and at regional level (e.g. ASEAN), but also beyond tripartite partners such as other ministries (e.g. the Ministry of Justice in Thailand), specialised employers' organisations, business associations (EuroChams), sectoral associations, or industry initiatives (such as SEDEX and amfori), as well as specialised universities and academic institutions. The RSCA programme has benefited from the extended network of their enterprise members as well as their expertise in event marketing and public relations. Partners bring on board different resources, expertise and networks that help extend the outreach.

Using adapted communication channels and social media strategies is key to reach the target audience. As the Strategic Review found (2021: 56) the programme has worked to deepen its digital engagement, primarily through Twitter, LinkedIn and the Websites. In China, these platforms are not available, hence the ILO has adapted and chosen suitable platforms to

disseminate information; the programme has launched, for example, a Weibo account and a WeChat channel, on which content in Chinese was posted. It is instrumental for the programme's success to choose the right channel to reach the right audience. Some stakeholders during the present evaluation indicated that the use of Facebook could have been useful.

The reporting through Annual Interim Reports by the programme team was punctual and accurate, although a greater focus on Outcomes would have been preferable than the current activities-based monitoring. This could have been improved if the programme had followed the template for the EU Partnership Instrument Monitoring System (PIMS) reports, which presents monitoring data for progress review and for accountability for the EU FPI actions. However, this was not part of the contract between ILO and the EU, and thus not mandatory. In addition to the interim reports, the team was required to prepare periodic reports in line with the ILO reporting standards such as the reports of NPCs to the programme management team, and country level reports for the DWCP and for the UN Sustainable Development Cooperation Framework, UNSDCF (Strategic Review 2021: 51).

Follow-up of the Recommendations made by earlier Evaluation Activities

The four earlier Evaluation activities made a total of 59 Recommendations (cf. Section 1.2). The recommendations of the two MTE-documents (Evaluability Assessment and PowerPoint) were mostly followed-up, while follow-up for those of the other two activities was more difficult as they were completed in the latter half of 2021 and thus there was only little time left to accommodate them. Besides the majority of recommendations of both reports were directed at a new future intervention. In addition, the EU Evaluation's recommendations targeted mainly proposed actions by the EU/FPI. The specific follow-up for each of these 59 Recommendations and the comments of the present evaluation are provided in Annex 13.

3.4 Efficiency of Resource Use

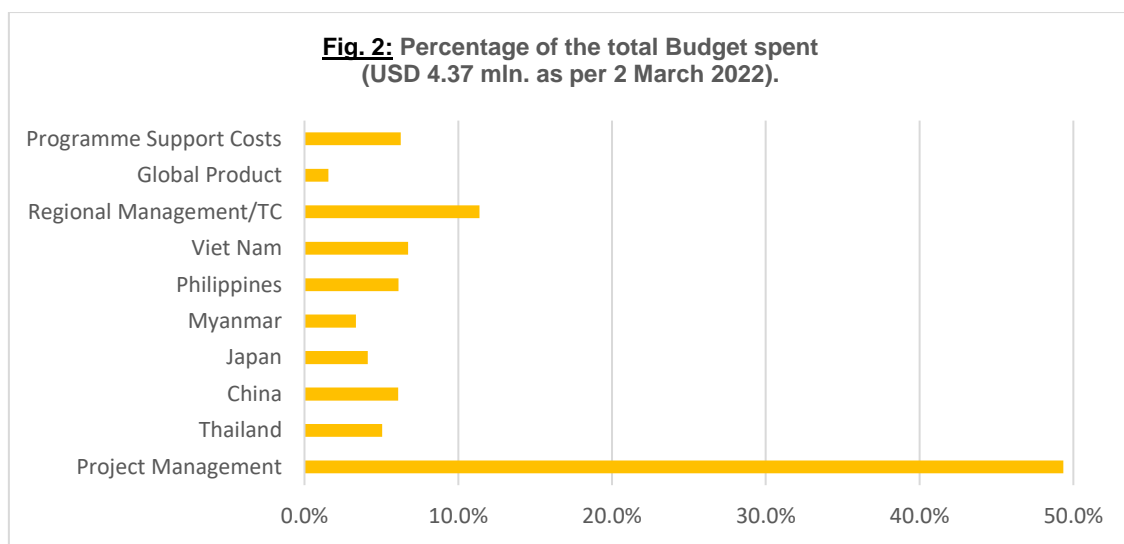
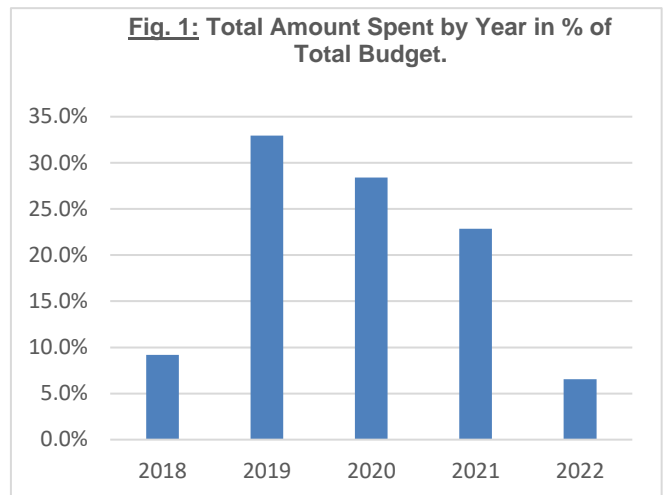
The financial resources and other inputs have been strategically allocated and efficiently used by the ILO. There were relatively large savings due to the adaptations to the conditions of the COVID-19 pandemic, in particular the reduction in expenditures for travel, logistics, workshop/training venues, provision of food/beverages, etc. These were re-allocated to expenditures for enhanced training, workshops and staff costs.

As per early March 2022, 94.3% of the ILO budget was spent or committed, and of the remaining 5.7% a large part will be spent in the final two months until 30 April 2022 when the project ends (see Table 3 based on information from the Project Team).

Table 3: Expenditure overview	USD
Spent as per 2 March 2022	4,375,421
Budget	4,640,784
Balance	265,363
Balance as % of Budget	5,7%
Spent as % of Budget	94,3%

The total spending by year is given in Figure 1. It shows that spending started slowly in 2018, while the pace of expenditures then rapidly increased with 2019 showing the highest yearly spending (about one third of the total budget). It further shows that in just over two months in the year 2022 no less than 6.6 % of the total amount was spent. This could even increase to 11.9 % if the entire remaining balance would be spent before the project ends in April.

Figure 2 shows the percentage spent on each of the different budget categories used for the RSCA programme. For each of the six target countries about 5 – 8 % of the budget was spent on activities belonging to one of the four implementation modalities. The largest amount is spent on Project Management (about 48%); however, the Project Staff were not only performing management duties, but they were also providing a lot of technical support (including delivering trainings, seminars, etc.), usually attributable to the budget category of 'activities'. Regional management includes the regional component, while the Programme Support Costs consist of the overhead for the ILO as an organisation.



The programme resources were also **leveraged** incidentally with other related projects or partners' resources to maximise the programme impacts. Two important examples are the Business and Human Rights Forum co-organised with UNDP and the cooperation with UN Women's WeEmpowerAsia programme. The RSCA programme has further leveraged the network and expertise (outreach, marketing, events coordination) of European Chambers of Commerce (EuroCham) to engage businesses (specifically European buyers).

3.5 Sustainability

Contribution of RSCA's Strategy to the sustainability of results

In the Description of Action (DoA 2017) there was no 'Exit Plan', but the RSCA programme has proposed several sustainability measures in the Second Interim Progress Report on 2019. It even included a Section entitled "Sustainability Strategy" (2020: 55-56), but the MTE's finding on this was as follows: "Sustainability was reflected in the second interim progress report, but of generic nature and still lacks the strategic approach (sustainability elements) and specification per target country." (MTE 2020; PowerPoint Slide 24). Nevertheless, this section included several important

elements which will be discussed below. It was expected that this strategy would have been further developed in the *Third Interim Report on 2020* but the sustainability section is entirely lacking, and sustainability is mainly mentioned on page 6 dealing with National Focal Points (NFP) and future business leaders (discussed further below).

The present evaluation found that the RSCA Programme has made the following positive contributions to the sustainability of results:

- The research studies on the targeted economic sectors commissioned by RSCA in each of the six partner countries (cf. Annex 15) have informed the relevant partners about CSR/RBC in those sectors and have stimulated research interest and partnerships in this area.
- The multi-stakeholder platforms for dialogue set up by the programme, in particular the ones discussed in Section 3.3. in Thailand, the Philippines and Viet Nam, are potentially a powerful venue for sustainability, and these policy dialogue spaces have developed and adopted their own action plans to advance socially responsible labour practices in the targeted sectors. However, these Platforms are still in an early stage of development, and therefore technical support will remain necessary to ensure their sustainability.
- The awareness raising and policy advocacy activities have left a clear lasting imprint on the specific stakeholders reached.
- The capacity building efforts are clearly durable as long as the trainees are using their newly learned skills in relevant areas, while the Training of Trainers (ToT) activities have the potential to involve the newly trained trainers in many capacity building efforts in the future.
- RSCA has further engaged with universities and other academic institutions in the partner countries in order to train future business leaders on CSR/RBC and Decent Work, as well as to promote research on these topics by academic institutions.

In order to document the sustainability of the programme outcomes, the RSCA Programme has commissioned the writing of Country Briefs for each of the six partner countries as well as for the Regional Component. These are documents of 8 to 10 pages except the ones for Myanmar (6) and the Regional Component (12) with a similar structure discussing Achievements, Challenges, Lessons Learned and The Way Forward. This is an important way to document the lessons learned of the whole programme.

Overall, therefore, the strategy adopted by the RSCA (cf. Second Interim Report) did make some good contributions to the sustainability of results, especially in terms of CSR/RBC, but much more time and follow-up support is required to arrive at genuine sustainability especially also for the Decent Work Challenges requiring long-term measures and policies.

Ownership of relevant stakeholders

Another important element of Sustainability is *Ownership* of the ILO constituents, enterprises, and other relevant stakeholders to advocate for and engage in CSR/RBC in the future. The RSCA programme has enhanced this in several specific ways. Firstly, the initiating and supporting of the multi-stakeholder policy dialogue Platforms in particular in Thailand, the Philippines and Viet Nam has enhanced commitment and ownership in particular at the Ministries of Labour and at the Employers' Organisations in those countries, but much less so to other stakeholders including Workers' Organisations. In addition, the evaluation found that *Leadership* was clearly shown by the Ministry of Labour in Thailand, as well as for selected activities by the employers' organisations in the three countries mentioned above.

Secondly, the RSCA Programme has initiated the engagement with the Tripartite Constituents in the Philippines, Vietnam, Thailand and China on the possible appointment of *National Focal Points (NFP)* for the promotion of the MNE Declaration. This is quite important to strengthen the institutionalisation and therefore the sustainability of the programme's outcomes achieved so far, and several steps have been made but it is quite a political and sensitive process. For example, in Thailand, conversations started with the Ministry of Labour, and the programme team has prepared a document for them in this respect. In Viet Nam, conversations were started with the employers' organisation, VCCI, but it has been difficult to follow up on that front because the NPC in Viet Nam left in March 2021. In the Philippines, the Department of Labour and Employment (DOLE) has consulted the Department of Trade and Industry (DTI)/Philippine Board of Investments (BOI) on the appointment of a tripartite NFP from the perspective of trade and investment. The answer from DTI was positive, and discussions are ongoing. DOLE indicated to the present evaluation that it is important and urgent to finalize "... the determination of the appropriate office or body as NFP that shall undertake awareness campaigns and other similar activities alongside with the RSCA project." In China, some of the Tripartite Constituents have also shown interest in the last year in the appointment of an NFP, and it is one of the points to discuss with partners and constituents there in the last months of the programme. In sum, it is indeed urgent to continue these processes in all four countries *without interruption* because once these NFPs are actually appointed it concerns real Tripartite Institutional Development, and thus genuine Ownership!

Thirdly, in Thailand, the RSCA Programme supported the setting up of the Project Advisory Committee (PAC) with the Ministry of Labour (MoL) whereby the Permanent Secretary of MoL is the chair, and six other Government institutions are members as well as the social partners (Trade Unions and Employers' organisations in the country). It has been used as a platform to review activities of the programme and advocate for policy changes, including the appointment of a NFP. The PAC provided its recommendations on the activities of 2020, and the workplan was agreed upon, gaining ownership from all participating institutions.

In sum, the RSCA has to some extent supported and enhanced the commitment, leadership, and ownership of the ILO constituents, enterprises, and other relevant stakeholders to advocate for and engage in CSR/RBC, but still a lot remains to be done and follow-up support is imperative if only not to lose the momentum reached with the different activities described above.

Results that are likely to be sustained beyond the RSCA

There are several *specific results* that are likely to be sustained beyond the end of the RSCA Programme, in particular:

- OXFAM is taking over the support to the CSR Think-Tank for Vietnam's seafood sector and will support the policy from now until 2023.
- The various Training of Trainers (ToT) activities will have trainers ready to be involved in further training activities. The training activities were well-received, and companies responded that it really increased their knowledge on compliance (cf. ECOP).
- In some universities CSR has been incorporated in the curriculum (e.g. Can Tho University in Viet Nam), or the university lecturers can from now on provide the courses themselves (without ILO), with trained trainers and the relevant (ILO) documents at their disposal (e.g. Nha Trang University in Viet Nam and the Asia Institute of Management, AIM, in the Philippines). This will spread the knowledge on CSR/RBC to many students in the future.

- The development of Guidelines for Responsible Business practices in the Japanese textile industry through a new Joint Project of ILO and the Japan Textile Federation (November 2021 to November 2022).

These are highly specific areas where results are likely to be sustained beyond the end of the RSCA, but for more programme outcomes to become sustainable further support will be needed in the coming years (as indicated as well in the above for Ownership). In particular, a follow-up phase is needed with the EU and ILO as the international partners (EU/FPI is just starting a separate project with OECD on green resilient Responsible Supply Chains).

Essential programme components for a possible new programme on CSR/RSC

Several of the *Recommendations* formulated in Section 4.2 will target the sustainability of the programme *at large* and will propose programme components that are essential for a possible new programme to promote Responsible Supply Chains, and some other programme components that can be deprioritised.

3.6 Impact

On the whole, it is difficult to measure the *impact* of the RSCA Programme even though there are several indications in particular through the willingness and commitment of Tripartite Constituents and partners to participate in the programme and the actions stemming from it.

Awareness of the importance of CSR/RBC in the concerned countries

As a result of the contributions of the RSCA Programme the *Awareness* of the importance of CSR/RBC increased to a certain extent in the concerned countries. This was underscored by most key stakeholders interviewed during the present evaluation; as one Employers' Organisation stated it: "The project has significantly improved the capacity of industries and businesses in the practice of CSR." Other stakeholders also mentioned that Due Diligence on EU companies is currently much more put on the map (than about two or three years ago). A big achievement of the programme is that the Message of CSR/RBC is growing in the region (including in MNEs), and that it is gradually moving towards a critical mass in the targeted sectors. An important indication for this is that stakeholders keep on requesting for more events and training, and in particular for more specialized ones.

Country-wise, the largest impact in terms of awareness of the importance of CSR/RBC was achieved in Thailand, Philippines and Viet Nam. The High-Level events organised jointly by OECD and ILO, though cumbersome at the organisational level, were indeed considered successful and thereby made a substantial contribution to raising the awareness on CSR/RBC among tripartite constituents and beyond. Significantly, it was the first time that the CSR/RBC concepts were raised structurally with employers' and workers' organisations.

RSCA further created the conditions in the region for several new measures to be accepted more easily, such as the Business Case for Responsible Supply Chains including Business and Human Rights Due Diligence, and the fact that, without complying to such measures, companies cannot export to the EU. A related area of impact was the structural attention paid to the MNE Declaration including labour rights and fair recruitment. More specifically, from an EU and ILO perspective, the programme was important in Thailand to highlight the two Fundamental Conventions that the Government of Thailand has not yet ratified: The *Freedom of Association and Protection of the Right to Organise Convention* (C.87) and the *Right to Organise and Collective Bargaining*

Convention (C.89). These two conventions are required for the binding commitment on sustainable development of Free Trade Agreements (FTA). The programme facilitated the building of trust in this respect with the Government of Thailand.

A different kind of impact is that RSCA provided the opportunity to Tripartite Constituents and others to learn from each other. A prime example is the CSR Think-Tank on the Seafood Sector in Viet Nam. Another example is that cooperation amongst stakeholders was strengthened, for example, in Thailand between the Ministry of Labour and the Ministry of Justice to participate in the development of the National Action Plan (NAP) on Business and Human Rights, including the labour dimension.

In Japan, significant progress was achieved at least in part attributable to the RSCA Programme, but also to other factors such as the United States regulation on Trade regarding China and the preparations for the EU draft bill on Mandatory Human Rights Due Diligence (MHRDD). These factors combined resulted in an increasing degree of international demands for Due Diligence, and that led the Japanese Government to consider a more active role for them in global supply chains, and, as a result, they published the Guidance on Due Diligence in 2020, as well as the National Action Plan (NAP) on Business and Human Rights. It also led the Japanese Government to seek support from ILO in the collection of Good Practices and in awareness raising at MNEs. The forthcoming Ratification of the Fundamental Convention 105 on Forced Labour is scheduled for 2022 for which a preparatory law has already been passed, and further progress was made in this country with including labour provisions and Fundamental Principles and Rights at Work (FPRW) in Trade Agreements.

Strengthening the capacity of tripartite constituents

As we have seen in Section 3.3. through the achievements under Outcome 4, the RSCA Programme has contributed substantially to the strengthening of the capacities of the ministries of labour and the employers' organisations in most of the partner countries to develop policies and measures that promote the alignment of business practices with decent work and a human centred approach to the future of work. This was much less pronounced for the other stakeholders and partners, including the workers' organisations.

The main ***unexpected impact*** encountered by the programme were caused by the COVID-19 Pandemic and its impact on travel and on research, workshops, meetings and trainings, as well as the political crisis in Myanmar.

Establishment of networks/bodies/platforms for continued dialogue on RBC/CSR

As we have seen in Section 3.3. through the achievements under Outcome 2, the RSCA Programme has certainly in Thailand, the Philippines and Viet Nam contributed to the establishment of networks/bodies/platforms for continued dialogue and/or joint action on matters relating to RBC/CSR. This was much less pronounced in the other three partner countries for different reasons: for Japan we have already discussed the reluctance of some stakeholders to engage with each other, while in China the availability of the Tripartite Constituents was not always assured due to their busy schedules. In Myanmar the promising ongoing activities were abruptly interrupted by the political crisis.

Support to CSR/RBC practices at policy and enterprise levels in the partner countries

As we have seen in Section 3.3. through the achievements under Outcome 3, the RSCA Programme has in certain respects contributed to supporting CSR/RBC practices at policy and enterprise levels in the partner countries, in particular in *targeted* sectors and provinces, as well

as in *selected* ministries and sectoral organisations at national level in particular. Through policy advocacy activities the policy environment was made more conducive to promoting responsible business conducts established in the partner countries.

Recommendations of the MNE Declaration

The programme has contributed to the implementation of the recommendations outlined in the MNE Declaration, which relate to Employment, Training, Conditions of work and life, and Industrial relations (see also the quotation in the box). Firstly, the principles of the MNE Declaration were systematically distributed through the research, outreach, policy advocacy and capacity building activities analysed in Section 3.3. Secondly, the programme has initiated the engagement with the Tripartite Constituents in the Philippines, Vietnam, Thailand and China on the possible appointment of National Focal Points (NFP) for the promotion of the MNE Declaration which was considered as an important step towards tripartite institutional development.

“The MNE Declaration provides clear guidance on how enterprises can contribute through their operations worldwide to the realization of decent work. Its recommendations rooted in international labour standards reflect good practices for all enterprises but also highlight the role of government in stimulating good corporate behaviour as well as the crucial role of social dialogue.”

Guy Ryder, ILO Director-General

Best practices to be replicated

A few Good Practices in terms of programme design and implementation that other programmes might replicate will be identified in Section 5.2 and are presented in the ILO Templates in Annex 14.

3.7 Cross-cutting Concerns

Gender Equality

The Programme Design lacks a clear strategy to ensure that both women and men are able to benefit from project activities. The EU Evaluation of Partnership Instrument actions (2021) also concluded that gender issues did not get sufficient attention in the RSCA programme, and that the ILO MNE Declaration only refers briefly to equal pay and sexual harassment. It further found that ILO and OECD (*outside* RSCA) have developed tools and methodologies to create an adequate policy environment for women workers and women entrepreneurs, but explicit attention and resources should be allocated to promote the involvement of women in the supply chains – using a gender lens.

Attention for gender equality is the more important since several supply chains involved in the RSCA programme have a very strong *female* presence, for example, 80% of garment workers, 75% of electronic workers and 40% of agricultural workers. In particular in China women participants in all programme activities accounted for more than 50% because there are overall more women workers than men workers in the selected two sectors (electronics and textiles).

An important achievement of the programme is that out of the 2,563 workers and managers reached through the different implementation modalities no less than **48%** were women (measured in November 2021). According to some stakeholders, for example employers' organisations, the RSCA Programme has proactively encouraged women (business operators/suppliers and smallholders) in the supply chains to actively participate in the programme activities. The project also did successfully engage female executives in certain activities according to these key informants. It is here important to note that for example ECOT has a chapter on Gender Equality in their Labour Standards.

The programme was further oriented towards enhancing the inclusion of gender equality issues in the implementation modalities. Research activities are underpinned by Terms of Reference (ToR) which always include gender issues, and thus it has been raised as one of the main issues in all research activities on sectors that were undertaken in the first stages of the programme. A few activities of RSCA were specifically targeted at women, e.g. the joint activities on gender quality with UN Women, incl. the Report on Women's Empowerment Principles (WEP) of 2021. In China, a stakeholder underlined that the CALSS training was much appreciated by participants, particularly on the issue of sexual harassment prevention in the workplace. Overall, women in Global Supply Chains are also a priority target-group for the ILO, and the Programme team itself was clearly gender sensitive.

Other Cross-Cutting Concerns

Non-discrimination and disability inclusion did not receive much targeted attention, with the exception of two specific activities:

- For the Philippines a Guide was re-written on the request of ECOP with support from the ASEAN Confederation of Employers (ACE) to mainstream disability inclusion for employers (publication is in its final phase).
- For Thailand a paper is to be finalised soon on Forced Labour in Supply Chains; this is key as Thailand was the first to ratify Protocol P029 to the Forced Labour Convention.

Environmental concerns were not explicitly included in the RSCA Programme.

International Labour Standards (ILS), Tripartism and Social Dialogue, as well as constituent capacity development were all key concerns in the RSCA Programme and have received prime attention throughout the present evaluation report. The programme has for example further enhanced tripartism principles and social dialogues to key strategic partners and tripartite constituents, resulting in enhanced engagement from strategic partners, including investors and private sectors, in social dialogues.

4 Conclusions and Recommendations

4.1 Conclusions

The conclusions of the present independent final evaluation are below categorized according to the seven evaluation criteria used throughout this report. The first criteria, *Relevance and Validity of Design*, has two components. The present and the earlier Evaluations found that the RSCA *Programme Design* and strategies were generally adequate to promote ILS and CSR/RBC instruments with the partner countries. It was a timely and important programme in view of an overall lack of knowledge on CSR/RBC in Asia and an incipient but increasing interest in it among a growing number of stakeholders. Nevertheless, the design was quite complex with 3 international partners, 6 Countries, 12 Sectors, and many stakeholders. Based on the EU Action Fiche (2016) a joint 'Description of Action' (DoA 2017) was developed by the ILO and OECD. The specific *countries* selected are logical because they have strong trade linkages with the EU as well as interlinked supply chains among themselves allowing for home-host country dialogues.

The project design is logical and coherent with the objectives and expected results clearly defined, but the LogFrame in the DoA is more of an extensive listing of the (62) activities for each of the 6 countries by the four implementation modalities: Research, Outreach, Policy advocacy and Training. This listing was used throughout the project period to monitor the implementation of the programme, the so-called 'Output Monitoring Matrix', and thus monitoring was very much *activity based*. One of the original reasons to design it in this way was to remain *flexible* for adaptations to the dynamic context of the six countries. During the implementation period the LogFrame was changed twice whereby in May 2020 a regional component for knowledge management and policy exchange was added as well as a Theory of Change.

With respect to the criteria of *Relevance*, it was found that the RSCA programme was highly relevant and that its objectives respond to the needs and priorities of the key stakeholders at policy and enterprise levels in the six partner countries. All stakeholders interviewed for the present evaluation underlined that RSCA is currently still relevant or even more so. This did not apply as much to the workers' organisations (WO) which are in need of knowledge and capacity building on CSR/RBC. The programme has responded efficiently and flexibly to the changing situations and the challenges relating to the COVID-19 pandemic, switching swiftly to online meetings, trainings, events and even studies, and providing support and training to key partners where needed.

With respect to the second evaluation criteria, it was found that the RSCA programme is *Coherent* with national and international priorities, in particular with the national DWCPs (cf. Annex 6) and the international SDGs, ILO's P&B Outcome 4, the EU's 2015 "Trade for All" policy strategy and the four objectives of the Partnership Instrument (PI). The intervention is particularly relevant in the countries where recent trade/investment negotiations have been concluded between the EU and partner countries (FTA, EPA, GSP). The RSCA programme is further aligned to other CSR/RBC initiatives in the region, and 45 of them are identified in Annex 9. Significantly, the RSCA has collaborated with two EU funded programmes *WeEmpowerAsia* by UN Women and *Business and Human Rights in Asia* by UNDP on the B&HR Forum. On the whole though, more synergies could be explored among UN entities and ILO programmes to deliver a better impact and promote decent work in global supply chains.

The *Effectiveness* of the RSCA Programme can be assessed by the extent to which the project managed to deliver the planned **Activities and Outputs**: significant progress was made and as per early March 2022 just over three-quarters of all 66 activities were completed, while almost 20% were ongoing. The achievements of the four **Outcomes** listed in Table 1 differed. With respect to **Outcome 1**, the understanding and awareness on CSR/RBC by key stakeholders has indeed increased, as was confirmed by many stakeholders interviewed. The research studies undertaken were in majority sector-oriented (Annex 15), and it served as a basis for identifying the specific activities of the other three modalities. The quality of the reports varied, and more focus could have been given to labour/Trade Union rights and collective bargaining.

With respect to **Outcome 2**, it was found that a large number of people were involved in RSCA: no less than 10,887 People participated in its activities including workers and managers from 2,572 businesses of which 1,406 SMEs and 1,166 MNEs. Several Multi-Stakeholder Partnerships were indeed set up, such as the CSR Think-Tank for Vietnam's seafood sector, the Tripartite-Plus WG in the agricultural sector in the Philippines, and the TF in the Auto Parts supply chain in Thailand. It is important that these platforms are Tripartite in nature, which is a strength of the ILO, whereby it also has the leverage of the Country Offices. Significantly, the programme has *initiated* discussions around the appointment of National Focal Points (NFPs) for the promotion of the MNE Declaration in several countries (China, Thailand, Vietnam and the Philippines), but more needs to be done to finalize such appointments.

At the *regional* level, the ASEAN CSR Network (ACN) played a significant role in the drafting of the ASEAN Guidelines for CSR on Labour, adopted by the ASEAN Labour Ministers in 2016, and the programme has partnered with this Network to produce a white paper targeted at governments. The programme also enhanced dialogue among ILO tripartite plus constituents through various regional workshops, for example the Regional Trade Union Workshop and the webinar on Socially Responsible Practices for the Promotion of Sustainability in Seafood Supply Chains in Asia together with OXFAM and OECD.

On **Outcome 3** it was found that the policy environment for RBC has clearly improved in *targeted* sectors and provinces and in *selected* ministries and sectoral organisations at national level in particular through enhanced policy dialogues and exchanges of good practices, including the translation/adaptation of policy advocacy materials on CSR/RBC in local languages. A very significant activity at the *regional* level to which the programme has contributed is the annual "United Nations Regional Forum on Responsible Business and Human Rights (B&HR), Asia and the Pacific" co-organised by several UN organisations both in June 2020 and June 2021.

Outcome 4 was achieved to an important degree by the strengthening of the institutional and operational *capacities* of relevant stakeholders in relation to the MNE Declaration. Training materials and capacity building activities on CSR/RBC were designed, adapted, and implemented. The overall results included 301 trainers trained in specialised courses on CSR and RBC, and 909 future business leaders reached through universities and other academic institutions. The capacity building efforts were less directed towards workers' organisations.

Emerging *Risks and Assumptions* were indicated in the Action Fiche for the RSCA programme assuming e.g. that the interest in this action by relevant stakeholders remains stable over time. Generally, this was indeed the case, but business did not always consider CSR/RBC as a key element for corporate success. Overall, there was insufficient risk analysis conducted during the design phase as only economic and political risks were listed, not country-wise or operational risks, such as the availability of qualified researchers and the sensitivity of labour rights related

issues. The programme has managed the expected and unexpected risks well; for example, during the COVID-19 pandemic as well as the abrupt political development in Myanmar, the programme together with the donor and country offices had repurposed some of the activities and changed their modes of delivery.

The *Visibility* of the EU-ILO partners as key actors in the promotion of CSR/RBC has clearly been promoted according to key informants. The EU Visibility regulations were generally followed closely, and in order to further reinforce the implementation of the Communications and Visibility strategy, the programme has recruited a communication specialist during the second year. RSCA has developed regional and national web portals, a consistent visual identity, a social media presence, brochures, press releases, as well as the comprehensive RSCA Website. Some stakeholders mentioned that *Facebook* should also be used at least in some countries, and that a platform was lacking for sharing the knowledge and lessons learned *among country teams*.

The RSCA programme encountered a series of **Challenges** such as COVID-19 and the political crisis in Myanmar but also some challenges inherent to the nature of the programme: the multi-country and multi-actor nature. Other challenges: the time constraint of three years; the lack of buy-in from certain stakeholders; the engagement with lower tiers of supply chains (SMEs and informal sector); insufficient focus on workers and their organisations; working with organisations *other than* ILO's Tripartite Constituents; the lack of qualified researchers at the local/national level; several organisational Challenges in coordinating with OECD; staff changes in the project team; etc. In addition, challenges were reported specific for each of the target countries (see Table 2).

Despite the large number of challenges identified in the above, the RSCA programme did manage to achieve good progress. This was facilitated by several pertinent **Success Factors** such as: the interest in this action on the side of the relevant stakeholders and the gradual *buy-in* from the key stakeholders; the support of the Ministries of Labour in the partner countries; the effective collaboration established with key partners through the various multi-stakeholder Platforms; the timeliness of the programme with the interest in CSR/RBC increasing; the high commitment and technical expertise of the project team; the involvement, flexibility and adaptability of the EU and ILO (adaptations to the pandemic, and addition to the team of two regional staff members); the combined legitimacy and credibility of the three international partners; the implementation by the ILO programme team was pro-active and transparent seeking EU guidance where needed; and the local presence of the ILO through the Country Offices.

Following the complex programme design the **Management Arrangements** and the communication with such a large number of stakeholders also became at times complex. Arrangements of cooperation were established between EU, OECD and ILO, including the Joint Steering Committee (JSC). The decentralized structure within ILO led to NPCs having two lines of supervision: organizationally to the Country Office Director, and technically to the Programme Manager. Communication and coordination between programme team and MULTI and within the team was at times insufficient. On the other hand, the RSCA Programme has done a good job in terms of communication with the extensive number of stakeholders involved in six partner countries and beyond. The reporting through Annual Interim Reports by the programme team was punctual and accurate, although a greater focus on Outcomes would have been preferable than the current activities-based monitoring. The four **earlier Evaluation activities** made a total of 59 Recommendations, and the specific follow-up for each of them and the comments of the present evaluation are provided in Annex 13.

In terms of *Efficiency of Resource Use*, it was found that financial resources and other inputs have generally been strategically allocated and efficiently used by the ILO. There were relatively large savings due to the adaptations to the conditions of the COVID-19 pandemic. As per early March 2022, 94% of the ILO budget was spent or committed, and of the remaining percentage a large part will be spent in the final two months until 30 April 2022. For each of the six target countries about 5 – 8 % of the total budget was spent on activities (Figure 2). The largest amount is spent on Project Management (about 48%); however, the Project Staff were not only performing management duties, but they were also providing a lot of technical support. The programme resources were also **leveraged** incidentally with other related projects or partners' resources to maximise the programme impacts, of which two important examples are the Business and Human Rights Forum co-organised with UNDP and the cooperation with UN Women's WeEmpowerAsia programme.

With respect to the fifth evaluation criteria, *Sustainability*, the programme did not have an Exit Plan, nor a clear strategic approach including specification per target country. Nevertheless, the interim progress reports included several measures, and it was found that these measures made some positive contributions to the sustainability. The sectoral research studies in the partner countries have informed the relevant partners about CSR/RBC and have stimulated research interest and partnerships in this area. The multi-stakeholder platforms for dialogue set up by the programme are potentially a powerful venue for sustainability, but they are still in an early stage of development and require further technical support. The awareness raising and policy advocacy activities have left a lasting imprint on the stakeholders reached. The capacity building efforts, including ToT, are clearly durable as long as the trainees are using their newly learned skills. Sustainability is also enhanced by the training of future business leaders and the promotion of research on CSR/RBC. Overall, therefore, the measures adopted by the RSCA did make some good contributions to the sustainability of results, especially in terms of CSR/RBC, but much more time and follow-up support is required to arrive at genuine sustainability especially also for the Decent Work Challenges requiring long-term measures and policies.

Another important element of Sustainability is **Ownership** of the relevant stakeholders to advocate for and engage in CSR/RBC in the future. The RSCA programme has enhanced this in several *specific ways*. Firstly, the initiating and supporting of the multi-stakeholder policy dialogue Platforms in particular in Thailand, the Philippines and Viet Nam has enhanced commitment and ownership in particular at the Ministries of Labour and at the Employers' Organisations in those countries, but much less so to other stakeholders including Workers' Organisations. Secondly, the RSCA Programme has initiated the engagement with the Tripartite Constituents in the Philippines, Vietnam, Thailand and China on the possible appointment of *National Focal Points (NFP)* for the promotion of the MNE Declaration. Several steps have been made so far, but it is crucial to continue these processes in all four countries *without interruption* because once these NFPs are actually appointed it concerns real Tripartite Institutional Development, and thus genuine Ownership. Thirdly, in Thailand, the RSCA Programme supported the setting up of the Project Advisory Committee (PAC) with the Ministry of Labour (MoL) and six other Government institutions as well as the social partners. In sum, the RSCA has to some extent supported and enhanced the commitment, leadership, and ownership of stakeholders, but still a lot remains to be done and follow-up support is imperative if only not to lose the momentum reached so far.

There are several *specific results* that are likely to be sustained beyond the end of the RSCA Programme, in particular: OXFAM is taking over the support to the CSR Think-Tank for Vietnam's seafood sector; The various ToT activities will have trainers ready to be involved in further training activities; in some universities, e.g. in Viet Nam and Philippines, CSR has been incorporated in

the curriculum; and in Japan the development of Guidelines for Responsible Business practices in the Japanese textile industry will be taken up by a new Joint Project of ILO and the Japan Textile Federation. These are highly specific areas where results are likely to be sustained beyond the end of the RSCA, but for more programme outcomes to become sustainable further support will be needed in the coming years (see also the *Recommendations* in Section 4.2).

Concerning the sixth evaluation criteria, it is difficult to measure the *Impact* of the RSCA Programme even though there are several indications that some degree of impact has been reached. The *Awareness* on the importance of CSR/RBC and Due Diligence increased to a certain extent in the concerned countries as some employers' stakeholders indicated. The Message of CSR/RBC is growing in the region and it is gradually moving towards a critical mass *within* the targeted sectors, e.g. stakeholders keep on requesting for more/more specialised events and training. Country-wise, the largest impact was achieved in Thailand, Philippines and Viet Nam, partly also as a result of the High-Level events organised jointly by OECD and ILO.

RSCA further created the conditions in the region for several measures to be accepted more easily, such as the Business Case for Responsible Supply Chains including Business and Human Rights Due Diligence, and the recommendations of the MNE Declaration. In Thailand the intervention highlighted the two Fundamental Conventions that the Government did not yet ratify (C.87/C.89) important for FTAs. There was also an impact in terms of learning from each other (Think Tanks, cooperation between ministries, etc.). In Japan, significant progress was achieved because the increasing degree of international demands for Due Diligence led the Japanese Government to consider a more active role for them in global supply chains, resulting in the Guidance on Due Diligence and the National Action Plan (NAP) on Business and Human Rights.

RSCA has contributed substantially to the *Capacity Building* of the ministries of labour and the employers' organisations in most of the partner countries on CSR/RBC, but this applies much less to the workers' organisations. The intervention contributed to the establishment of *Platforms* particularly in Thailand, the Philippines and Viet Nam, but this was much less pronounced in the other three partner countries for different reasons. RSCA has in certain respects also contributed to supporting CSR/RBC practices at policy and enterprise levels in the partner countries, in particular in *targeted* sectors and provinces, as well as in *selected* ministries and sectoral organisations in particular through policy advocacy activities. In addition, the programme has contributed to the implementation of the recommendations outlined in the MNE Declaration by distributing its principles through the four implementation modalities, and by initiating the engagement with Tripartite Constituents on the appointment of NFPs.

The final evaluation criteria are the *Cross-cutting Concerns*. The Programme Design lacks a clear *Gender Equality* strategy to ensure that both women and men are able to benefit from project activities. Attention for gender equality is the more important since several supply chains involved in the RSCA programme have a very strong *female* presence (between 40-80% of workers). An important achievement of the programme is that out of the 2,563 workers and managers reached by the intervention no less than **48%** were women. The Research activities always included gender sections, and a few RSCA activities were specifically targeted at women, e.g. the joint activities with UN Women, and with CALSS in China. Overall, women in Global Supply Chains are a priority target-group for the ILO, and the Programme team itself was clearly gender sensitive. *Non-discrimination* and *Disability inclusion* did not receive much targeted attention, while *Environmental concerns* were not explicitly included in the Programme. *ILS*, *Tripartism* and *Social Dialogue*, as well as constituent *capacity development* were all key concerns in the RSCA Programme.

4.2 Recommendations

The recommendations formulated on the basis of the findings of the present final independent evaluation are as follows:

1. The present Evaluation agrees with the first Recommendation of the EU-Evaluation of RSCA (2021) that **it is highly relevant for the EU to provide further support to bilateral and multilateral processes on RBC and CSR, and for the ILO to be further involved as implementing partner.** This will demonstrate that the EU and the ILO are consistent global actors in the field of RBC. It is further recommended that this should include support to the implementation of the EU Directive on Mandatory Human Rights Due Diligence (MHRDD) (once fully approved by the EU/EC). The present evaluation found that there is already a lot of interest among the relevant stakeholders for example for technical training on HRDD, as countries have started to realize gradually the reality of the Mandatory DD in the EU and its Member States whereby buyers are being made responsible legally.

Responsible Unit	Priority	Time Implication	Resource Implication
EU, ILO-MULTI, ILO ROAP, Programme Team	Very High	Coming months	None

2. For a possible follow-up intervention involving the EU, **the ILO should continue to engage with DG INTPA (former DEVCO), Brussels, as well as with EU/FPI in Bangkok.** While generally DG INTPA has the responsibility to deal with developing countries and FPI deals specifically with High-Income Countries, these internal barriers are not absolute. Nevertheless, the funding source for RSCA was the *pilot* Partnership Instrument (PI), which has now been dissolved and/or merged with DG INTPA. It might be difficult to involve Japan and China in a follow-up intervention when working only with DG INTPA.

Responsible Unit	Priority	Time Implication	Resource Implication
EU/DG INTPA, EU/FPI, ILO- MULTI, ILO ROAP, Programme Team	Very High	Coming months	None

3. **Involve the EU Delegations and the ILO Country Offices in the design and preparation of similar interventions** in particular through discussing with local governments and major private stakeholders to highlight the commitment of the EU and the ILO on RBC and the relevance of supporting specific supply chains. During implementation, regular contacts and dialogue of the EU Delegations with Ministries involved in the possible intervention will underpin the efforts of the implementing agencies in complementarity to the contacts of the ILO Country Offices with the Tripartite Constituents.

Responsible Unit	Priority	Time Implication	Resource Implication
EU & EUDs, ILO- MULTI, ILO ROAP and ILO-COs, Programme Team, Tripartite Constituents and other relevant stakeholders	High	Coming months	Part of regular budgets

4. **Reduce the number of countries (to 4) and increase the project duration (a minimum of 4 - 5 years) for a follow-up intervention** considering the experience with the RSCA Programme which was quite complex with a relatively short project duration. In order to contain the complexity of the programme, it is advised not to increase the number of sectors

per country too much (2 or 3 sectors), and if possible, make sure that more *common* sectors in different countries are included.

- During the interviews with key informants a number of suggestions were done for **possible sectors to add**, including: Gig- and Platform economy, hotel/tourism, textile, sugarcane, and seafood, and also a focus on Youth, and on Export-Processing Zones (PEZA). However, it is recommended to conduct rounds of consultations with EUDs, ILO Country Offices and the national tripartite stakeholders on the selection of sectors.

Responsible Unit	Priority	Time Implication	Resource Implication
EU & EUDs, ILO- MULTI, ILO ROAP and ILO-COs, Programme Team, Tripartite Constituents and other relevant stakeholders	Medium to High	Coming months	Budget for a possible new intervention

5. Include a much more comprehensive *Regional Component* in a new intervention. This has been proven to be essential as it opens up possibilities for Peer-to-Peer and Triangular Cooperation, for the exchange of Good Practices among countries as well as for trade dialogues. As an example, lessons could be learned by other countries from the situation in Viet Nam where all eight Fundamental Conventions are ratified, *and* a new Labour Code was introduced. It could also have a snowball effect, when one country does a lot on Business and Human Rights Due Diligence, then other countries do not want to be left behind. Such a regional component would further allow for a mapping of labour issues in supply chains across countries and to design interventions in countries with interlinked supply chains including home-host dialogues. Two sub-recommendations are linked to this regional component:

- Explore cooperation with ASEAN, amfori and SEDEX.
- Consider integrating such topics as environmental concerns/climate change and digitalization.

Responsible Unit	Priority	Time Implication	Resource Implication
EU, ILO- MULTI, ILO ROAP, Programme Team, Regional Stakeholders, ASEAN, ACE, ATUC	Medium to High	Coming months	Budget for a possible new intervention

6. Involve workers’ organisations more systematically in the activities and provide comprehensive Capacity Building for them. This is necessary also to enhance Tripartite Dialogue whereby Workers’ and Employers’ Organisations (WO/EO) are participants but also often the drivers for policy development (this was for example found when implementing RSCA in Japan); therefore, their understanding of CSR/RBC is key to advice the government and to monitor progress. An employers’ organisation also indicated that enhanced knowledge among WO would benefit Collective Bargaining processes.

Responsible Unit	Priority	Time Implication	Resource Implication
EU, ILO- MULTI, ILO ROAP, Programme Team, Tripartite Constituents in partner countries	Medium	2022	Budget for a possible new intervention

7. Include a Gender Equality Strategy covering the particular role of women workers and entrepreneurs in the supply chains in a follow-up intervention *from the design stage* in

order to mainstream gender, and make sure to allocate dedicated resources to this strategy. In this gender strategy attention should be paid to:

- The Promotion of Convention 190 (2019) on Violence and Harassment, particularly along Supply Chains in the region, for example, by including C.190 in (Free) Trade Agreements.
- The promotion of Convention 156 on Workers with Family Responsibilities, taking into account the plight of Unpaid Care Workers.
- The promotion of Women in Leadership and/or Entrepreneurship, for example, women entrepreneurs do not always associate themselves with the established Employers' Organisations, and thus promotion of cooperation with those organisations that specifically represent women entrepreneurs.
- The Strategic Review (2021: 60) made important, more specific recommendations for such a gender strategy: to review and/or develop concrete tools to implement CSR/RBC actions relevant to gender issues in supply chains, and to offer training on the gender mainstreaming aspect of CSR/RBC (C111, C190) to strengthen the capacity of policy makers and the private sector through:
 - i. Training for policy makers to design gender-responsive action plans and shape policies to promote gender equality in companies, supporting SMEs to ensure a gender-responsive recovery from crisis.
 - ii. Training for MNEs and SMEs to develop and report on gender equality measures, with a focus on contributing to closing gender gaps through addressing gender-based discrimination and violence and harassment and ensuring women's voice in the workplace, representation and leadership on all levels. Training programmes should demonstrate gender inclusivity's benefits for the company and its stakeholders.
 - iii. Training for employers and workers organisations, academic institutions, on the integration of gender into CSR/RBC policies.

Responsible Unit	Priority	Time Implication	Resource Implication
EU, ILO- MULTI, ILO ROAP/DWT, Programme Team, Tripartite Constituents and Organisations representing Women Workers and Entrepreneurs in partner countries	Medium	2022	Budget for a possible new intervention

8. A follow-up intervention will need to **focus on collaboration with other UN Organisations**. Although all three international RSCA partners (EU, OECD and ILO) did indeed appreciate the value in implementing RSCA jointly because of the combined credibility and legitimacy, for practical reasons a next intervention will be different from the RSCA structure. In fact, EU/FPI is now preparing a project with OECD (alone) in High Income Countries on Green Resilient Responsible Supply Chains. This does, of course, not exclude targeted cooperation on specific activities and indeed coherence with the upcoming OECD intervention is recommended, especially also because both ILO as an organisation as well as its MNE Declaration are indeed also represented in High Income Countries.

Responsible Unit	Priority	Time Implication	Resource Implication
ILO- MULTI, ILO ROAP, Programme Team, Other UN Organisations, EU/DG INTPA, EU/FPI	Medium	2022	Budget for a possible new intervention

9. **Involve SMEs and lower tiers of supply chains stronger in a new intervention with tools and methods adapted to their capacity**. This should include promoting the dialogue

between buyers and suppliers to identify issues that prevent suppliers from complying with standards and to jointly develop solutions. It should also include research, innovative pilots, peer to peer learning partnerships, as well as a budget to support local (sector-specific) organisations, incl. WOs and CSOs, which have the expertise to reach these small and/or informal enterprises.

Responsible Unit	Priority	Time Implication	Resource Implication
ILO- MULTI, ILO ROAP, Programme Team, EU, Tripartite Constituents in partner countries, Relevant CSOs	Medium	2022	Budget for a possible new intervention

10. *If time still permits, organize a Closing Event, or “Sustainability Workshop” for the ILO-Component in the last month of the programme*, resulting in Recommendations for the future *discussed and endorsed by* all key (high-level) stakeholders. In terms of recorded documentation, next to the Country Briefs for the six countries and the regional component, it is recommended to include a substantial Sustainability Section in the Final Progress Report.

Responsible Unit	Priority	Time Implication	Resource Implication
Programme Team, ILO ROAP/DWT, ILO MULTI, Tripartite Constituents and Other Key Stakeholders, EU/FPI	Very High	March-April 2022	Part of the RSCA budget (remaining balance)

11. **Consolidate the outcomes of the present RSCA phase by discussing *long-term strategies with the policy dialogue Platforms*** (possibly included in the above-mentioned workshop). Find thereby a balance between *National Platforms* (for example the National Tripartite Forums which are already engaging with the ILO Country Offices) and *Sectoral Platforms*. Both Recommendations 10 and 11 could further help to *bridge the gap to a new intervention* and to keep the momentum going. It will also depend on the ability of ILO Country Offices to keep on supporting the Platforms (Task Forces, Think Tanks, Working Groups, etc.) set up by RSCA and the progress in the appointment processes of National Focal Points (NFP) for the promotion of the MNE Declaration, even without specific Development Cooperation projects.

Responsible Unit	Priority	Time Implication	Resource Implication
Programme Team, ILO ROAP/DWT, ILO MULTI, Tripartite Constituents and Other Key Stakeholders, EU/FPI	Very High	March-April 2022	Part of the RSCA budget (remaining balance)

12. **Create a Repository of all documents as a legacy of the project, including the digitisation of training modules.** This should, for example, refer to the platform of the Employers Confederation of the Philippines (ECOP) called *eCampus*, a Learning Management System (LMS) through which one can learn anywhere anytime. It should further include a roster of researchers, consultants and experts in this area who collaborated with the programme in each country in order to have a reference list for future collaborations especially given the lack of qualified researchers at the local/national level on the topic of CSR/RBC.

Responsible Unit	Priority	Time Implication	Resource Implication
Programme Team, ILO ROAP/DWT, ILO MULTI, Tripartite Constituents and Other Key Stakeholders, EU/FPI	High	March-April 2022	Part of the RSCA budget (remaining balance)

Specific Suggestions/Considerations for the six Partner Countries

The present evaluation found in addition some very specific suggestions or considerations for a follow-up intervention relating to the situation on CSR/RBC in each of the six partner countries of RSCA as follows:

Country	Suggestions/Considerations
China	<ul style="list-style-type: none"> • Explore linkages with the Belt and Road Initiative (BRI), for example by developing a National Plan or Road map, as proposed by both academic and employers’ organisations. It could include how ILS could be implemented by enterprises engaged in deliveries of the BRI. • Promote the tool developed by ILO on DD and B&HR, the “Self-assessment tool”, based on the MNE declaration and on EU guidance. This tool can be made available and further promoted at local/enterprise level by partners including SEDEX. • Pay more attention to gender issues by supporting the implementation of the national law on protection of women and children amended in 2021.
Japan	<ul style="list-style-type: none"> • Support the implementation of the NAP for B&HR, in particular in order to incorporate ILO’s Norms into the Government’s agenda.
Myanmar	<ul style="list-style-type: none"> • Explore if Myanmar could be included in a follow-up intervention under the proposed comprehensive Regional Component, especially because progress on CSR is urgently needed in Myanmar. As engagement with the government is currently not possible, cooperation with MCRB could be continued, with a focus on the Thailand – Myanmar corridor.
Philippines	<ul style="list-style-type: none"> • Enhanced Capacity Building in the lower tiers of the Supply Chains, especially the informal sector, which makes up a large part of the banana/pineapple sector (e.g. they have only little knowledge about ILS).
Thailand	<ul style="list-style-type: none"> • Support in the improvement of Thailand's performance on anti-trafficking and labour exploitation, and to focus on economic sectors where child labour and forced labour should be reduced. • Expand the target group for capacity building and awareness raising on RBC with Youth (including university students), which is a key actor in the Future of Work. • Support for the translation of the policies and norms into practices. • Support to the building of stronger partnerships amongst UN, Thai Government and Businesses to collaborate on Thailand’s labour commitments as part of the SDGs.
Vietnam	<ul style="list-style-type: none"> • Support policy advocacy activities, such as supporting the recently established "Domestic Advisory Group" (DAG) chaired by the Employers’ Organisation for the implementation of EVFTA. • Explore the involvement of Cooperatives (with VCA).

5 Lessons Learned and Good Practices

This chapter identifies two lessons learned (LL) and three good practices (GP) from the experience gained by the evaluation in the present report.

Lessons Learned

One of the purposes of evaluations in the ILO is to improve project or programme performance and promote organizational learning. Evaluations are expected to generate lessons that can be applied elsewhere to improve programme or project performance, outcome, or impact. The present evaluation has identified two Lessons Learned (LL) and these are briefly introduced below while the full descriptions in the ILO/EVAL Templates are included in Annex 14.

LL1 – Regional projects need to have a Regional Component for the exchange of good practices and lessons learned among the target countries.

The RSCA Programme was lacking a Regional Component in its design, but due to the widely felt need for exchange of experiences among countries halfway such a component was added in the LogFrame especially targeting knowledge management and policy exchange. It turned out to be instrumental also to map labour issues in supply chains across countries and to design interventions in countries with interlinked supply chains including home-host dialogues. Such a component further opens up possibilities for Peer-to-Peer and Triangular Cooperation as well as for trade dialogues.

LL2 – Multi-Stakeholder meetings and platforms are instrumental to CSR/RBC policies and practices.

The Multi-Stakeholder Platforms launched by the RSCA Programme facilitated social dialogue between key stakeholders and broadened the outreach of the recommendations of the MNE Declaration and the adoption of socially responsible labour practices. This laid the foundation for the institutionalisation of the policy dialogue. It is important that these platforms are Tripartite in nature, which is a strength of the ILO, whereby it also has the leverage of the Country Offices.

Good Practices

ILO evaluation sees lessons learned and emerging good practices as part of a continuum, beginning with the objective of assessing what has been learned, and then identifying successful practices from those lessons which are worthy of replication. The present evaluation has identified three Good Practices (GP) and these are briefly introduced below while the full ILO/EVAL Templates are included in Annex 14.

GP1 – The Research Studies undertaken in the first phase of the programme laid a foundation for the remainder of the programme as it served as a basis for identifying the specific activities for other implementation modalities as well as for meaningful consultations and hence ownership.

It is essential to maintain continuous engagement and consultations with stakeholders to get their contribution and buy in before validating the research. Through multi stakeholder platforms, the programme presented the preliminary findings to relevant stakeholders to get their feedback and inputs. Research outcomes fostered active discussion in the tripartite dialogue.

GP-2 – The CSR Think Tank for the Seafood Sector in Viet Nam could be a model to be replicated.

Establishment of regular, focused and strategic dialogue between stakeholders are key to have efficient implementation mechanisms and ensure the sustainability of the programme. The CSR Think Tank for the seafood sector in Viet Nam could be a model for converting policy/topical dialogues into real activities. The programme supported the formation of the Task Force to facilitate dialogues among multi-stakeholders in the sector and take the lead in discussions on CSR/RBC and labour issues and proposed solutions to the relevant ministry for further policy interventions.

GP-3 – It is a Good Practice in programmes dealing with responsible supply chains to include a combination of a cross-country supply chain approach with national interventions.

This Good Practice is partly based on the findings of the EU-Evaluation Report (2021), as well as on those of the Strategic Review (2021) and the present evaluation. Interventions that combine support to supply chains and national level interventions are better equipped to effectively respond to the main RBC challenges. In addition, Supply chain approaches require a cross-country approach covering the links between countries and companies involved in the same supply chain in different countries.

Templates in Annex 14

The ILO/EVAL Templates with the full description of these Lessons Learned (LL) and Good Practices (GP) are provided in Annex 14.

ANNEXES

Annex 1: Terms of Reference (TOR)

Terms of Reference Independent Final Evaluation Responsible Supply Chains in Asia

ILO IRIS Code	RAS/16/13/EUR
Program dates	15 December 2017 - 14 December 2020 (1 st No Cost Extension until 14 December 2021 and 2 nd No Cost Extension until 30 April 2022)
Administrative Unit in charge of the program	RO-Bangkok
Unit in charge of technical backstopping	MULTI
Timing of evaluation	Final
Type of Evaluation	Independent evaluation
Donor	The European Union
Budget	US\$ 5,272,511 Total budget (EU contributes 4,050,000 EUR and the ILO contributes 400,000 EUR)
Evaluation data collection dates	February-April 2022
TOR preparation date	January 2022
Evaluation Manager	Rattanaporn Pongpattana, Monitoring and Evaluation Officer, ILO Regional Office for Asia and the Pacific

•.....

Table of Contents

1. Introduction and rationale for evaluation	2
2. Brief background on the program and context	3
3. Purpose, Scope and Client of the evaluation	9
4. Evaluation criteria and evaluation questions	10
5. Methodology	12
6. Main deliverables	14
7. Management arrangements and workplan	15
8. legal and ethical matters	18
9. Annex	19
10. All relevant ILO evaluation guidelines and standard templates	19

Abbreviation

CSR/RBC	Corporate social responsibility
EM	Evaluation manager
IE	International Evaluator
MNE	Multinational Enterprises
NE	National Evaluator
OECD	Organisation for Economic Co-operation and Development
RBC	Responsible business conduct

1. Introduction and rationale for evaluation

This Terms of Reference (TORs) concerns a final independent evaluation of the Responsible Supply Chains in Asia (RSCA) programme, which covers six countries including China, Japan, Myanmar, the Philippines, Thailand and Vietnam, plus a regional component added at the end of 2020 and approved by the EU as funding partner for this joint programme.

The overall objective of the final evaluation focuses on assessing the effectiveness of the programme (achievements vis-à-vis the intended objectives/outcomes and the action plan). The evaluation will also apply other OECD/DAC criteria/ United Nation Evaluation Group (UNEG)'s Evaluation criteria e.g. relevance, coherence, efficiency, impact, sustainability of the programme, and other ILO cross-cutting concerns. The specific objectives of this final evaluation are to assess the extent to which the programme expected results have been achieved, the extent to which the programme had made a difference in enhancing respect for human rights, labour and environmental standards by businesses engaged in supply chains in Asia, and the likelihood of programme sustainability. It will also examine other aspects of the programme from relevance, coherence with other CSR/RBC programmes and initiatives at national and regional level, and efficiency on resource utilisation. The evaluation will provide a set of strategic recommendations for the potential second phase of the programme. It should also contribute to improving programming strategies and the approaches of ILO programmes in the area of responsible business conduct and corporate social responsibility.

The final evaluation process will be carried out between February and April 2022. It will be conducted in compliance with the UNEG Evaluation's Norms and Standards¹⁵ and with the principle for programme evaluation set forth in the *ILO policy guidelines for evaluation: Principles, rationale, planning and managing for evaluations, 4th edition* (Aug 2020) .

The final evaluation will be managed by an M&E Officer based in the ILO Regional Office-Bangkok and will be conducted by an independent evaluator to be recruited by the evaluation manager. Key stakeholders, including tripartite constituents and partners in all the six countries covered under the programme, the donor - EU, and the ILO's Multinational Enterprises and Enterprise Engagement Unit (MULTI) which is the technical backstopping unit. The ILO Country Offices in China, Vietnam, Myanmar, Thailand, Japan, and the Philippines will be consulted throughout the evaluation process.

Since the mid-term, the programme has executed a number of evaluation activities. These include (1) an evaluability assessment conducted by an external consultant in August 2020; (2) mid-term stakeholder surveys¹⁶ and; (3) a Strategic, Operative and Technical Review of the Responsible Supply Chains in Asia Programme, which was conducted with the support from external consultant between March and October 2021. In addition, the European Commission had also commissioned an external evaluation team to conduct a separate programme evaluation of EU-supported programmes under the EU's Partnership Instrument, including the RSCA, in September 2021. These evaluation activities provide substantial secondary data and information required for a final evaluation. As such, much of the information that is normally only collected during an evaluation is already available.

For these reasons, the review and assessment of secondary data will constitute the main element of the methodology. These will be complemented with on-line interviews/meetings

¹⁵ <http://www.unevaluation.org/document/detail/1914>

¹⁶ Two surveys were conducted. One of the surveys was part of the ILO's independent midterm evaluation. The other one was part of the EU commission evaluation.

with selected key stakeholders in the six project countries. Despite these suggested outlines for evaluation methodology, the home-based international consultant will further refine and determine the final methodology of this evaluation during the inception phase, in consultation with the Evaluation Manager as well as with the ILO programme team. The evaluation will also need to address all relevant cross-cutting issues. Gender equality and non-discrimination, disability inclusion, promotion of international labour standards, tripartite processes and constituent capacity development and environmental issues will also be considered throughout this evaluation.

2. Brief background on the programme and context

About Responsible Supply Chains in Asia

Responsible Supply Chains in Asia is a multi-programme developed by the European Union together with the International Labour Organization (ILO) and the Organisation for Economic Co-operation and Development (OECD). Financed by the European Union and implemented by ILO and OECD in **China, Japan, Myanmar, the Philippines, Thailand and Vietnam**, this three-year programme aims to contribute to an enhanced respect for human rights, labour and environmental standards by businesses engaged in supply chains in Asia, in line with international instruments which include the ILO MNE Declaration and the OECD MNE Guidelines.

This initiative is a part of the EU's long-standing commitment to promote human rights, decent work and sustainable development, a pledge underpinned by the EU Treaties and reinforced in the European Commission's trade policy strategy of 2015 "*Trade for All*". It falls in particular under the Commission's commitment to *identify opportunities for responsible supply chain partnerships* and the *EU's strategic approach to responsible business conduct*, which is based on internationally agreed principles and guidelines. It will also contribute to the EU strategic approach to CSR/RBC, as put forward in the Commission 2011 Communication "A renewed EU strategy 2011-14 for Corporate Social Responsibility."

The main target groups of the programme are tripartite constituents (national governments, employers and trade unions in the six countries under the programme) as well as European and Asian businesses operating in or having suppliers in the six targeted countries. Secondary target groups are business associations, chambers of commerce, media, academic institutions, CSR related organisations and other relevant stakeholders in different sectors and at different geographical levels in the six targeted countries.

The ultimate beneficiaries are: men and women working in enterprises in the six target countries, including vulnerable groups such as migrants, women and youth; European and Asian consumers benefiting from products made in a socially responsible manner, European and Asian citizens benefiting from environmental protection, community trade and human rights; European and Asian companies benefiting from sustainable growth, improved productivity, and competitive advantage.

The programme utilizes internationally agreed principles and guidelines on corporate responsibility, namely, the ILO Tripartite Declaration of Principles concerning Multinational

Enterprises and Social Policy,¹⁷ and the OECD Guidelines for Multinational Enterprises. It further incorporates the ILO Fundamental Principles and Rights at Work and related ILO codes of practice, guidelines, programmes and other sectoral guidance, as well as the UN Guiding Principles on Business and Human Rights. Other frameworks, especially regional or national, may be used as entry points for specific activities under the implementation plan. The programme has the following objectives:

The **overarching objective** is to promote smart, sustainable and inclusive growth by supporting CSR/RBC¹⁸ practices and approaches adopted in global supply chains in Asia, in line with international instruments in this area. Ultimately, this programme will contribute to enhance market access opportunities and strengthen an international level playing field for EU responsible businesses in the region.

The specific objectives of the intervention will contribute to:

- strengthening a common and understanding of CSR/RBC in line with internationally agreed principles and guidelines and promoting the EU's approach to CSR/RBC including in relation to decent work;
- contributing to the establishment of a CSR/RBC enabling environment in line with internationally agreed principles and guidelines;
- facilitating contributions of businesses operating in Asia to CSR/RBC (e.g. environmental protection, decent working conditions, and human rights);
- maximising the positive contribution of business to sustainable development and inclusive growth through generation of decent work while minimising possible negative impact on environmental protection, decent working conditions, and respecting human rights in Asia and its international suppliers;
- facilitating the interplay between initiatives by private stakeholders (e.g. at sectorial level) and international regulatory frameworks on labour rights, social dialogue and environmental protection and their implementation.

Expected results and main activities

This action aims to achieve the following expected results:

- Increased awareness and strengthened capacity of all relevant actors, particularly businesses and public authorities in the region, in relation to CSR/RBC;
- Enhanced development and dissemination of CSR/RBC approaches and initiatives (including best practices, case studies, tools, lessons learned and documentation) on CSR/RBC in line with internationally agreed principles and guidelines;
- Improved coherence among CSR/RBC between the EU and Asia, in line with relevant internationally agreed principles and guidelines;
- Facilitate the development and/or reinforce existing multi-stakeholder partnerships, including at sector level and sound industrial relations in line with internationally agreed principles and guidelines on CSR/RBC;
- Strengthened and continued information exchange involving all relevant stakeholders in relation to internationally agreed CSR/RBC principles and guidelines;

¹⁷the ILO Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy (ILO MNE Declaration, 2017) http://www.ilo.org/wcmsp5/groups/public/---ed_emp/---emp_ent/---multi/documents/publication/wcms_094386.pdf

¹⁸ CSR/RBC is about companies integrating social, human rights and environmental concerns in their business operations as a complement for the respect of existing legislation.

- Enhanced contributions of businesses operating in Asia to environmental protection, decent working conditions, and the respect of human rights and strengthened coherence with relevant regulatory frameworks

These results will be achieved through the following main indicative activities:

- Research activities to support the effective implementation of principles and guidelines on CSR/RBC by defining what is already available and what potentially needs to be developed or adapted, including by building on existing studies/material. This entails:
 - mapping current approaches and initiatives,
 - collecting (or via pilot programmes, developing) adequate Case Studies/Best Practices that show the added value for businesses to adhere to CSR/RBC,
 - collecting available tools, lessons learned and success/fail factors for implementation and effectuation
- Outreach and in-country roundtables for key stakeholders of selected priority sectors and value chains (e.g. specific governments and/or specific industry sectors) on dedicated topics related to CSR/RBC principles, guidelines and practices, to foster peer learning, promote the adherence of trading partners and businesses to internationally agreed CSR/RBC principles, guidelines and compliance to (sector-specific) standards, to increase awareness of the existence of tools and instruments and foster multi-stakeholders partnerships, in consultation with relevant frameworks and stakeholders.
- Policy advocacy work on international CSR/RBC principles and guidelines, building upon all work done in the last decade in all involved countries, and especially focussing on strengthening inter-departmental coordination and stimulating implementation of national-level strategies of relevance for CSR/RBC.
- Capacity building and training activities to promote the development and dissemination of specific local high-priority issues related to internationally agreed CSR/RBC principles and guidelines. These activities will target prioritized sectors and their businesses, associations, employers, trade union and responsible governmental institutions

Geographic and sectoral scope of activities

The programme focuses on relevant EU trading partners in this region, who are also major actors in global supply chains, namely, China, Myanmar, Japan, the Philippines, Thailand and Vietnam. In each of the targeted countries, the programme focuses on the following key target sectors to ensure high impact and appropriate focus:

- **China:** textile and electronics
- **Japan:** Vehicle parts and electronics
- **Myanmar:** Agriculture and seafood
- **the Philippines:** Agriculture (Food)
- **Thailand:** Vehicle parts and agriculture (Food)
- **Vietnam:** Wood Processing Seafood/Aquaculture

A regional component was also added at the end of 2020 and approved by the EU. This component focuses on disseminating knowledge and best practices through the Responsible Business and Human Rights Forum (RBHR).

Programme theory of change, and strategy - See annex 1

Alignment with ILO's strategic framework

The programme links to ILO Policy outcomes, Decent Work Country Programmes (DWCPs) in the partner countries, and Country Programme Outcome (CPO) of ILO. With regards to P&B, the programme is linked to the following ILO 2020-2021 Programme and Budget (P&B) Outcomes:

“Outcome 4: Sustainable enterprises as generators of employment and promoters of innovation and decent work”

Output 4.4. Increased capacity of member States and enterprises to develop policies and measures that promote the alignment of business practices with decent work and a human centred approach to the future of work.

Cross cutting issues and gender responsiveness in programme design

CSR/RBC is about companies integrating social, human rights and environmental concerns in their business operations as a complement for the respect of existing legislation. It is therefore a concept that addresses many human rights and sustainable development issues such as the protection of the environment or decent working conditions, which are mainstreamed throughout the proposed action.

The action is expected to ensure gender mainstreaming in all its activities and to contribute to improving decent working conditions and the respect of human rights in sectors where women are highly employed but also in sectors where women are underrepresented. CSR/RBC activities will contribute at establishing more inclusive business models. The PRODOC, i.e. the Description of the Action, requires that the needs of and impact on the ultimate beneficiaries be analysed through sex- and age-disaggregated data during the implementation of the Action and gender expertise be sought to better address gender dimensions within specific activities and to mainstream gender throughout the Action lifecycle, including in its evaluations and monitoring.

Institutional arrangements

A joint steering committee (JSC) has been established as per the programme document, to advise on the implementation of the programme and provide strategic guidance on the Action implemented by the OECD and the ILO. The JSC is composed of representatives from the European Union (represented by services such as Foreign Policy Instruments (FPI), DG TRADE, European External Action Service (EEAS), Delegations, etc.), the ILO and the OECD. Four JSC meetings were organized: the first JSC meeting took place in Brussels in April 2018 after the kick-off meeting, the second, third, and fourth meetings took place on November 2018, November 2019, and March 2021 in Bangkok respectively, with rotating chairs among the three organizations.

Programme management set-up

ILO

The programme is under responsibility of the ILO Regional Office for Asia and the Pacific (ROAP) in Bangkok and is managed by a Programme Manager based in the Regional Office for Asia and the Pacific (ROAP). Technical backstopping of the programme falls under the ILO MULTI Unit in Geneva.

The ILO programme management team based in Bangkok is responsible for all the programme operations. The team consists of one Programme Manager, Administrative/Finance Assistant, Knowledge Management Officer, and Policy and Advocacy Officer. In each ILO country office except for the Japan office, the programme places a National Programme Coordinator (NPC), who manages central level coordination and reporting for the programme and an administrative/finance Assistant. In the office of ILO in Japan, a Programme Assistant works under the direct supervision of the PM based in Bangkok and closely with the Programme Officer who is based in the Japan Country Office.

During the no-cost extension phase of the programme, changes in staffing arrangements have taken place due to budget constraints.

The role and responsibility of the programme partners

ILO

The ILO methodology for implementation adopts a participatory approach involving the direct beneficiaries and partners (government, employers and workers organisations, and businesses). As in all its actions, the ILO works predominantly with its tripartite constituents to implement the actions of the programme. In addition to the tripartite constituents, the ILO involve partners such as academic institutions, universities, European Chambers of Commerce, Business Associations, government institutions, membership organisations and enterprises.

The ILO uses the Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy, (ILO MNE Declaration) as the main policy framework for the programme implementation. The ILO approaches the implementation of CSR/RBC concepts and practices from the labour perspective based on the tripartite agreed recommendations in the MNE Declaration. In that sense the ILO refers to socially responsible labour practices at the enterprise level and along the supply chains in the sectors targeted.

All the actions of the ILO in the context of the programme are structured around the 4 components and the activities stated in the Annex I.b of the Action. However the RSCA-ILO team may, at times, have gone beyond these components and implemented activities that were not explicitly included in the action plan in Annex I.b, but were nonetheless conducive to achieve the strategic objectives of the Action. These strategic activities remain framed by the strategic objectives of the Action and the mandate and objectives of the ILO.

As the specialised agency of the UN on the world of work, ILO's work involves adopting International Labour Standards and providing policy guidance, capacity building and technical assistance to governments, employers and workers in its 187 member States. The call for ratification and implementation of International Labour Standards, especially the core labour standards, are included in EU trade agreements.

The ILO Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy (MNE Declaration) is the only ILO instrument that directly addresses enterprises in addition to governments and social partners, and forms the framework for ILO's work on CSR, containing principles derived mainly from International Labour Standards.

The MNE Declaration incorporates the ILO Fundamental Principles and Rights at Work, which are included in the "Responsibility of business to respect human rights" pillar of the Guiding Principles on Business and Human Rights implementing the UN Protect, Respect and Remedy Framework on Business and Human Rights, which also constitute the four labour principles of the UN Global Compact. Raising awareness of the principles of the MNE Declaration among government ministries and agencies, multinational enterprises and employers' and workers' organizations, including through organizing capacity-building events and developing online information and dialogue platforms in local languages, remains at the centre of the strategic priorities of the programme for the ILO.

Through the proposed RSCA programme, the ILO promotes evidence-based dialogues based on research findings and recommendations to advance the common understanding and knowledge on the issues at hand; and to facilitate the alignment of company policies at different levels of the supply chain with national development and decent work objectives to enhance their economic and social development impacts and to address the decent work challenges. Moreover, ILO engages with enterprises through national, sub-national/provincial, and sectoral campaigns to raise awareness of the MNE Declaration; to disseminate good practices translating its principles into action; and to roll out a series of technical seminars, training and experience sharing activities highlighting the importance of the labour dimension of CSR. Tripartite-plus dialogues and cooperation (involving the ILO tripartite constituents - government, employers' and workers' organizations - and enterprises - both MNEs and SMEs) will be fostered through training and awareness-raising for government and social partners, sectoral actors and enterprises, highlighting the importance of evidence-based dialogue approaches. Country and sectoral-level mechanisms such as dialogue platforms, working groups and task forces will be enhanced or developed in addressing decent work priorities. This is a critical element in ensuring the longer-term sustainability of the Action through enhanced ownership of the issues by the national and local actors and an adequate supporting mechanism.

This programme fosters synergies with ongoing ILO-supported assistance in the countries as part of the Decent Work Country Programmes in areas such as labour administration/labour inspection, occupational safety and health, labour law, fundamental principles and rights at work, working conditions and industrial relations.

OECD

The OECD manages the programme from its headquarters in Paris. The activities are managed by the OECD's Responsible Business Conduct Centre, which is a part of the Directorate for Financial and Enterprise Affairs. The OECD's contribution focuses on key areas of corporate responsibility covered by the OECD Guidelines for Multinational Enterprises, including human rights, environment, and labour. The programme also draws on the OECD Policy Framework for Investment and the OECD guidance on due diligence in various sectors, including minerals, extractives, agriculture, garment and footwear, and financial sectors.

The OECD also works closely with national governments and local stakeholders in each country to promote alignment with internationally recognised RBC principles and standards to ensure long-term ownership. The implementation of the activities by the OECD builds on the following methodology:

1. Implementation of responsible business conduct standards

2. Training on responsible supply chains
3. Enabling policy frameworks for responsible business conduct
4. Data collection and evidence on RBC policies and impacts

Collaboration between OECD and ILO

The collaboration between OECD and ILO, as co-implementers of the programme, in the implementation of the Action is guided by the respective mandate, relevant instruments and tools, structure, field presence and expertise on CSR/RBC of each organisation. While the Joint Steering Committee (JSC) guides the overall implementation of this Action, both organisations seek to coordinate and collaborate in the implementation of the activities, and seek synergies at the country level.

At the implementation level, the ILO and the OECD are expected to seek synergies and coordination among themselves and with CSR/RBC initiatives of EU-affiliated entities in the targeted countries to the maximum extent, in order to create greater impact with joint strength and efforts. The following categorisation explains the envisaged cooperation in the implementation of the various types of activities:

- A. "Joint activities" (i.e. the National Conferences), with equal sharing of logistical costs (rental of conference rooms, interpretation services, catering, etc.) between the two organisations.
- B. Activities that are "semi-joint", which have a common header but separately detail implementation and outputs. The objective is for both organisations to work together as much as possible, but retain flexibility. The details of collaboration in implementing semi-joint activities will be further refined in the inception phase.
- C. Activities that are in principle separate/stand-alone, as they relate to the specific mandate and expertise of each organisation. Wherever possible, both organisations will seek coordination and collaboration in their implementation.

In general terms, it is expected that both organisations coordinate efforts in terms of visibility, communications, as well as in overall strategic planning. During the first months of implementation it has been noted the need to jointly approach counterparts at the country level.

EU

While the programme is implemented by ILO and OECD as the main actors for the implementation of the activities (through a delegation agreement), the EU provides indirect management of the programme to forge bilateral and multilateral partnerships and to promote EU and the international principles and approach to responsible business conduct. The EU has emphasised the fact that this is a partnership (funded through their Partnership Instrument) and as such the EU, in addition to being the main donor, is also a partner in the implementation of the Action. The EU delegations, through DG Trade or FPI staff, are in direct contact with the ILO staff at the country level and at the regional level. In some cases, such as in Japan, Thailand and Philippines, the Delegations have been very instrumental to reach out to partners and as entry point to build relations with partners and government institutions beyond the tripartite partners of the ILO.

3. Purpose, scope and client of the evaluation

Purpose:

The main purpose of this final independent evaluation is to evaluate ILO's overall performance in the implementation of the project and promote accountability to ILO key stakeholders, including the EU as the main funding partner, as well as the tripartite constituents of the six countries, and to enhance learning within the ILO and key stakeholders. The findings will be used to improve the design and implementation of similar projects in the future. The evaluation will provide a set of strategic recommendations for the potential second phase of the programme. It should also contribute to improving programming strategies and approaches of the ILO programmes in the area of responsible business conduct and corporate social responsibility.

The final independent evaluation has the following specific objectives:

1. Assess whether the RSCA programme has responded to the needs and priorities on CSR/RBC of beneficiaries (ILO constituents, businesses, and development partners) within the scope of the programme, at national and regional level, and whether it had the appropriate design and strategies to achieve intended results in supporting CSR/RBC practices and approaches in line with the international agreed principles on CSR/RBC e.g. MNE Declaration, OECD MNE Guidelines
2. Assess whether resources have been strategically allocated and efficiently used
3. Assess whether the outputs and outcomes (expected results) have been effectively achieved at the programme level and the programme contribution to achieving decent work and social justice at national (DWCP and CPO), and corporate level (P&B).
4. Assess ownership and commitment of the ILO constituents, businesses, and other relevant stakeholders in CSR/RBC advocacy and implementation, as well as examining factors influencing sustainability of the programme benefits.
5. Assess the RSCA programme contribution to the promotion of smart, sustainable, and inclusive growth by supporting CSR/RBC practices and approaches at policy and enterprise levels and the extent to which its impacts reach the ultimate beneficiaries.

Scope:

The evaluation will **cover the ILO component of the programme**, and all geographical coverage of the programme in the six Asian countries, namely **China, Japan, Myanmar, the Philippines, Thailand and Vietnam, as well as at the regional level with actions implemented by the RSCA team**. The evaluation covers the programme's period from the inception until the time that the evaluation is carried out in April 2022.

The evaluation will integrate gender dimension, disability inclusion and other non-discrimination issues as cross-cutting concerns throughout the methodology, deliverables, and final report of the evaluation. In terms of this evaluation, this implies involving both men and women in the consultation, evaluation analysis and evaluation team. Moreover, the evaluators should review data and information that is disaggregated by sex and gender and assess the relevance and effectiveness of gender related strategies and outcomes to improve lives of women and men.

All this information should be accurately included in the inception report and final evaluation report.

The evaluation will give specific attention to how the intervention is relevant to the programme and policy frameworks at the national and global levels, UN Sustainable Development Cooperation Framework (Cooperation Framework) and national sustainable development strategy (or its equivalent) or other relevant national development frameworks, including any relevant sectoral policies and programmes.

The evaluation shall also focus on sustainability of the programme and provide strategic recommendations on the programme’s potential second phase with an emphasis on programme design, implementation, and monitoring.

Where possible, the evaluation must be conducted with gender equality as a mainstreamed approach and concern. This implies (i) applying gender analysis by involving both men and women in consultation and evaluation’s analysis, (ii) inclusion of data disaggregated by sex and gender in the analysis and justification of programme documents; (iii) the formulation of gender-sensitive strategies and objectives and gender-specific indicators; (iv) inclusion of qualitative methods and utilization of a mix of methodologies, (v) forming a gender-balanced team, and (vi) assessing outcomes to improve lives of women and men. Thus, analysis of gender-related concerns will be based on the ILO Guidelines on Considering Gender in Monitoring and Evaluation of Programmes (September, 2007). The evaluation will be conducted following UN evaluation standards and norms⁵ and the Glossary of key terms in evaluation and results-based management developed by the OECD’s Development Assistance Committee (DAC).

Recipients:

The recipients and users of the independent evaluation include the ILO management at country, regional and Headquarters levels, ILO tripartite constituents, the partners of the programme and Joint Steering Committee members, in particular the EU as the main financing partner of this Action.

The evaluation will ensure that the issues and inputs from stakeholders/tripartite constituents are being adequately covered in the objectives of the evaluations and they will have the opportunities to provide inputs and feedback throughout the evaluation process.

4. Evaluation criteria and evaluation questions

It is expected that the final evaluation will address all of the questions listed below. The evaluation team may adapt the evaluation criteria and questions, but any fundamental changes should be agreed upon with the ILO evaluation manager, and reflected in the inception report.

Key evaluation questions

<p>RELEVANCE AND VALIDITY OF DESIGN</p>	<ul style="list-style-type: none"> • Are the programme design and strategies adequate to promote International Labour Standards and CSR/RBC instruments with each of the partner countries? • To what extent has the programme responded to the needs and priorities of the beneficiaries, ILO constituents, the EU and development partners at policy and enterprise levels in the partner countries?
---	--

	<ul style="list-style-type: none"> To what extent has the programme responded to the changing situations and challenges relating to the COVID19 pandemic?
COHERENCE – how well does the intervention fit	<ul style="list-style-type: none"> To what extent has the RSCA programme aligned with national priorities and the international development frameworks? To what extent are the programme objectives complementary to other CSR/ RBC initiatives in the participating countries and in the region?
EFFECTIVENESS (including effectiveness of management arrangement)	<ul style="list-style-type: none"> To what extent has the outputs yielded expected results? <ul style="list-style-type: none"> To what extent and in what way has the awareness of, and understanding of CSR/RBC in line with internationally agreed principles and guidelines increased? To what extent and in what way has the programme contributed to establishing a CSR/RBC enabling environment in the partner countries? To what extent and in what way has the programme facilitated the contributions of businesses operating in Asia to CSR/RBC? To what extent and in what way has the programme contributed to maximising the positive contribution of business to sustainable development and inclusive growth? To what extent and in what way has the programme contributed to facilitating the interplay between initiatives by private stakeholders (e.g. at sectorial level) and international regulatory frameworks on labour rights, social dialogue and environmental protection and their implementation? To what extent have the identified and emerging risks and assumptions affected the programme implementation? How well has the programme managed those risks? To what extent have the EU-ILO partnership and visibility/image as key actors in the promotion of CSR/RBC been promoted through this programme?
EFFICIENCY (HOW WELL ARE RESOURCES BEING USED?)	<ul style="list-style-type: none"> Have the financial resources and other inputs been strategically allocated and efficiently used to achieve results? To what extent are the programme resources leveraged with others' related projects or partners' resources to maximise the programme impacts?
SUSTAINABILITY (WILL THE BENEFIT LAST)	<ul style="list-style-type: none"> To what extent has the strategy adopted by the RSCA contributed to sustainability of results, especially in terms of decent work and CSR/RBC? To what extent has the RSCA supported the commitment, leadership, and ownership of the ILO constituents, enterprises, and other relevant stakeholders to advocate for and engage in CSR/RBC? How likely will the results be sustained beyond the RSCA through the actions of the ILO constituents, enterprises, and other relevant stakeholders? Which programme components or results appear likely to be sustained?

	<ul style="list-style-type: none"> • What are the major factors that will have or have influenced the continuity of the programme's activities and benefits? Is there any needed support to ensure the sustainability of programme's benefits? • Which programme components would be essential for a possible new programme to promote responsible supply chains? Which components could be instead deprioritised benefiting from the deliverables/outputs of the current programme?
<p>IMPACT (WHAT DIFFERENCE DOES THE INTERVENTION MAKE)</p>	<ul style="list-style-type: none"> • How has the awareness of the importance of CSR/RBC improved in the concerned countries as a result of RSCA's contribution? • To what extent has the RSCA contributed to strengthening the capacity of tripartite constituents to develop policies and measures that promote the alignment of business practices with decent work and a human centred approach to the future of work? Are there any unexpected impact? • To what extent has the programme contributed to the establishment of networks/bodies/platforms for continued dialogue and/or joint action on matters relating to RBC/CSR? • To what extent has the programme contributed to supporting CSR/RBC practices and approaches at policy and enterprise levels in the countries covered by the programme? <ul style="list-style-type: none"> ➢ To what extent has the programme contributed to CSR/RBC policy coherence at the national level and beyond? ➢ To what extent has the programme contributed to the implementation of the recommendations outlined in the CSR/RBC related instruments e.g. MNE Declaration, OECD MNE Guidelines, etc.
<p>CROSS-CUTTING CONCERNS</p>	<ul style="list-style-type: none"> • What efforts have been undertaken to ensure that both women and men are able to benefit from project activities? • To what extent has the programme contributed to improving decent working conditions and the respect of social, human rights and environmental concerns in sectors where women are highly employed but also in sectors where women are underrepresented? • To what extent has the programme contributed to gender equality and non-discrimination, disability inclusion, promotion of international labour standards, tripartite processes and constituent capacity development?
<p>LESSONS LEARNED</p>	<ul style="list-style-type: none"> • What are the challenges the programme encountered during the implementation and how they were addressed? • What are the best practices in terms of programme design and implementation that other programmes can replicate? • What are the factors that influence improved change in practices or adoption of desired practices? • In terms of programme management what are the aspects that could be improved, if any?

	<ul style="list-style-type: none"> • What are the aspects with regard to communication and coordination that should be taken into account in possible future similar programmes?
--	---

5. Methodology

This independent final evaluation will comply with evaluation norms and standards and follow ethical safeguards, all as specified in ILO’s evaluation procedures. The ILO adheres to the United Nations Evaluation Group (UNEG) evaluation norms and standards as well as Evaluation Quality Standards.

The methodology should include multiple methods, with analysis of both quantitative and qualitative data, and should be able to capture the intervention’s contributions to the achievement of expected and unexpected outcomes. As earlier mentioned, secondary data will constitute a main element of the methodology. This is due to the fact that three evaluations had been executed between 2020 and 2021 and, during these reviews, ILO’s partners and constituents in all the partner countries had been extensively engaged. While there is a primary requirement for the final independent evaluation to validate the existing programme data, the evaluation team are encouraged to find alternative ways to validate the programme data. Where interviews with partners and constituents are inevitable, the evaluation team will try to avoid repeating those questions that had been asked in the previous reviews. Taking these into careful consideration, they will receive guidance on the protocol and relation with constituents from the programme team.

To collect the data for analysis, the evaluation will make use of the techniques listed below (but not limited to). As much as practically possible, the data from these sources will be triangulated to increase the validity and rigor of the evaluation findings.

Desk review. This includes a review of available documentation (including programme documents, work plans, programme monitoring plans, progress and interim reports, a desk-based programme evaluability assessment¹⁹, JSC meeting minutes, and other documents/materials/publications that were produced throughout the programme or by relevant stakeholders communications, research, and publications, etc.). The evaluation team will also review the evaluations/reviews that were undertaken. These include (1) an evaluability assessment conducted by an external consultant in August 2020; (2) mid-term stakeholder surveys²⁰ and; (3) a Strategic, Operative and Technical Review of the Responsible Supply Chains in Asia Programme, which was conducted with the support from external consultant between March and October 2021. In addition, the European Commission had also commissioned an external evaluation team to conduct a separate programme evaluation of EU-supported programmes under the EU’s Partnership Instrument, including the RSCA, in September 2021. These evaluation activities provide substantial secondary data and information required for a final evaluation.

¹⁹ The EA determine the extent a programme or project is ready for an evaluation and identifies any changes required to improve M&E components for enhanced effective performance https://www.ilo.org/wcmstp5/groups/public/---ed_mas/---eval/documents/publication/wcms_239796.pdf

²⁰ Two surveys were conducted. One of the surveys was part of the ILO’s independent midterm evaluation. The other one was part of the EU commission evaluation.

The full list of programme documents will be provided to consultants when they are on board. Examination of the intervention's Theory of Change is required specifically in the light of logical connections between levels of results and their alignment with ILO's strategic objectives and outcomes at the global and national levels, as well as with the relevant SDGs and related targets.

Key informant interviews. Virtual meetings will be conducted by the independent evaluator (IE), with support from national evaluators/translators, with ILO Programme staff, ILO HQ MULTI unit, tripartite constituents, implementing partners, strategic partners²¹, direct beneficiaries, the donor and members of the Joint Steering Committee. The full list of informants will be provided to consultants when they are on board.

- ILO programme staff members at the regional and national levels;
- ILO Specialists based in the Asia and the Pacific region, Programme Officers, and ILO Country Directors and Deputy Director of ROAP
- ILO HQ MULTI unit;
- The European Delegations in target countries;
- OECD
- Other CSR/ RBC initiatives in the participating countries and in the region
- A CSR think-tank for Vietnam's seafood sector
- A tripartite working group in the agricultural sector in the Philippines
- A task force to promote socially responsible and sustainable business in auto parts supply chains – Thailand
- Members of the Joint Steering Committee;
- Tripartite constituents (national governments, employers and trade unions in the six countries under the programme);
- European Chambers of Commerce
- European and Asian businesses operating in or having suppliers in the six targeted countries;
- Business associations;
- Chambers of commerce;
- Partner academic institutions;
- CSR related organisations (e.g. Amfori and SEDEX).

Focus groups. Field in-depth interviews in the selected countries, including Thailand and the Philippines. The National Evaluators are expected to meet programme beneficiaries to undertake more in depth reviews on the programme work and results. The evaluators must indicate the criteria selection for individuals to interview. The beneficiaries to be interviewed during field visits include:

- Samples of men and women working in enterprises in the six target countries, including vulnerable groups such as migrants, women and youth
- Representatives from some selected companies that have successfully implemented policies and practices to promote sustainable growth, improved productivity, and competitive advantage in their business operations.

²¹ Implementing partners are those who implement actions/activities in the context of the programme, either through MoUs, contracts, IAs, etc. Strategic partners are those who are partnering up, participate and provide insights (policy) but are not necessarily implementing any activity part of the annex I.b. Strategic partners can be government institutions, chambers of commerce, think tanks, CSOs, specific companies, etc.

An online survey to assess knowledge, attitude and understanding of stakeholders. IE will assess if the available data adequately allow measurement of the level of knowledge, attitude and understanding of stakeholders on the topics promoted by the programme. If not, the home-based IE will support the design of appropriate evaluation/self-administered online survey tools to be completed by stakeholders. NEs will be assigned to analyze the quantitative data.

The table below summarizes proposed evaluation methods and support in the target countries.

Country	NE/interpreter	Online KII with Stakeholders	Field visit/ FGD with end beneficiaries (e.g. workers/companies)
• Thailand	1 NE	YES	YES
Philippines	1 NE	YES	YES
Vietnam	1 NE	YES	NO
• China	1 NE/ Interpreter	YES	NO
• Japan	1 NE/Interpreter	YES	NO
• Myanmar	NONE (Programme will provide translation service when necessary)	YES with only employers' organization and EuroCham	NO

The evaluation approach and methodology should be determined by the Evaluator in consultation with the Evaluation Manager on the basis of what is appropriate and feasible to meet the evaluation purpose, objectives and answers to evaluation questions.

At the end of the field work the evaluation team will present preliminary findings to the “limited” Programme key stakeholders in an on-line workshop to discuss, validate and refine the findings and fill information gaps. The IE, NEs, the evaluation manager, and some programme stakeholders, will be connected online.

To the extent possible, the data collection, analysis and presentation should be responsive to and include issues relating to diversity and non-discrimination, including disability issues.

The data and information should be collected, presented and analyzed with appropriate gender disaggregation. Gender concerns should be addressed in accordance with ILO Guidance note 4: “Considering gender in the monitoring and evaluation of programmes”.

6. Main deliverables

The evaluators will deliver the following main outputs:

Deliverable 1: Inception report and workplan. The evaluator will draft an inception report upon the review of the available documents and Skype briefings/initial discussions with the programme team, relevant ILO officials/specialists and the donor.

The inception report will include among other elements, the evaluations questions, data collection methodologies and techniques and evaluation tools. The methodology should clearly state the limitations of the chosen evaluation methods, including those related to representation of specific group of stakeholders. The inception report will be prepared as per the EVAL Checklist 3: Writing the inception report, and approval by the evaluation manager.

- Deliverable 2: Stakeholder workshop to present the preliminary findings of the evaluation (on-line). At the end of the evaluation data collection, the evaluation team will present preliminary findings (on-line) for validation by key stakeholders. The programme team will provide necessary administrative and logistic support to organize this on-line stakeholder workshop.
- Deliverable 3: Draft evaluation report. The draft evaluation report should be prepared in accordance with the “EVAL Checklist 5: Preparing the Evaluation Report”, which will be provided to the evaluators. The draft report will be improved by incorporating the evaluation manager’s comments. Then the evaluation manager will circulate the draft report to key stakeholders including the programme team, ILO officials concerned with this evaluation, the donor and national partners for comments.
- Deliverable 4: Final evaluation report with stand-alone evaluation summary (in a standard ILO format). The evaluator will incorporate comments received from ILO and other key stakeholders into the final report. The report should be finalized in accordance with the EVAL Checklist 5: Preparing the Evaluation report.

The report 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. The final report should not be more than 50 pages (excluding annex). Findings and results should follow logically from the analysis, be credible and clearly presented together with analyses of achievements and gaps.

The draft report will be circulated to key stakeholders and partners of the programme, relevant tripartite constituents, and ILO staff i.e. programme management, ILO Regional office in Bangkok, ILO HQ MULTI unit, for their review. Comments from stakeholders will be consolidated by the Evaluation Manager and will be sent to the evaluation consultant to incorporate them into the revised evaluation report. The evaluation report will be considered final only when it gets final approval by the ILO Evaluation Office. The quality of the report will be assessed against the relevant EVAL Checklists (See Checklist 6 Rating the quality of evaluation report, in Section 12).

Ownership of the data from the evaluation rests jointly between ILO and ILO consultants. The copyrights of the evaluation report rest exclusively with the ILO. Use of the data for publication and other presentations can only be made with the agreement of ILO. Key stakeholders can make appropriate use of the evaluation report in line with the original purpose and with appropriate acknowledgement.

Draft and Final evaluation reports include the following sections:

1. Cover page with key programme data (programme title, programme number, donor, programme start and completion dates, budget, technical area, managing ILO unit, geographical coverage); and evaluation data (type of evaluation, managing ILO unit, start and completion dates of data collection, name(s) of evaluator(s), date of submission of evaluation report).
2. Acronyms

3. Executive Summary (*standard ILO format*) with key findings, conclusions, recommendations, lessons and good practices (*each lesson learned and good practice need to be annexed using standard ILO format*)
4. Description of the programme and its intervention logic
5. Purpose, scope and clients of the evaluation
6. Evaluation questions
7. Methodology and limitations
8. Presentation of findings for each criteria
9. A table presenting the key results (i.e. figures and qualitative results) achieved per objective (expected and unexpected)
10. Conclusions and recommendations, (including to whom they are addressed)
11. Lessons learned, potential good practices and models of intervention/possible future direction (including verifying the validity of the theory of change).
12. Appropriate Annexes (list of meetings and interviews, TOR, and other relevant documents, lesson learn and good practice using standard ILO format).
13. Standard evaluation instrument matrix (adjusted version of the one included in the Inception report)

7. Management arrangements and workplan

The evaluation manager is responsible for the overall coordination and management of this evaluation. The manager of this evaluation is Ms. Rattanaporn Pongpattana, M&E Officer at ILO Regional Office for Asia and the Pacific (ROAP) Bangkok. The final evaluation report will be quality checked by the Regional Evaluation Officer and approved by the ILO Evaluation Office.

The evaluation manager will consult all key stakeholders before finalising the TOR and key stakeholders will have the chance to provide inputs and comments to the evaluators during the data collection and reflection process.

The evaluation will be conducted by an international independent evaluator and National evaluators in Thailand, the Philippines, Vietnam, China and Japan.

The table below describes desired competencies and responsibilities for an international evaluator (team leader)

Profile	Responsibilities
<ul style="list-style-type: none"> • No previous involvement/engagement in the design and delivery of <i>the RSCA programme</i>; • Minimum seven years of experience in conducting programme evaluations; • Knowledge of, and experience in applying, qualitative and quantitative research methodologies; • Have proven knowledge of International Labour Standards, CSR/RBC instruments, international trade and the relevant EU trade policies, and its implications on the RSCA target countries, as well as the political and economic context in the RSCA target countries 	<ul style="list-style-type: none"> • Conduct evaluation and deliver all deliverables under this TOR; • Desk review of programme documents and other related documents; • Develop evaluation instrument and draft inception report; • Virtual interviews with project team and specialists of PUNOs; • Design survey tool (if deemed necessary);

<ul style="list-style-type: none"> • Substantial working experience in implementing and /or conducting evaluation for programmes pertaining to promotion of sustainable enterprise, supply chains, CSR/RBC • Substantial working experience in implementing and /or conducting evaluation for programmes in the Asia Region, or at least two of the target countries; • Knowledge of, and experience in gender issues will be an advantage; • Knowledge of ILO's roles and mandate and its tripartite structure • Knowledge of the UN evaluation norms and its programming; • Excellent analytical skills and communication skills; • Demonstrated excellent report writing skills in English; • Demonstrated ability to use on-line application tools for data collection (both interview, stakeholders workshop) 	<ul style="list-style-type: none"> • Facilitate stakeholders' workshop/ debriefing with the programme and key stakeholders; • Draft evaluation report; • Finalize evaluation; • Draft stand-alone evaluation summary as per standard ILO format.
--	--

The table below describes desired competencies and responsibilities for a national evaluator (team member) in Thailand, the Philippines, Vietnam, China and Japan.

Profile	Responsibilities
<ul style="list-style-type: none"> • Be a national of the target countries and based in the countries • No previous involvement/engagement in the design and delivery of <i>the RSCA programme</i>; • Minimum five years of experience in conducting project'/programme evaluations; • Knowledge of, and experience in applying, qualitative and quantitative research methodologies; • Have proven knowledge of International Labour Standards, CSR/RBC instruments, international trade and the relevant EU trade policies, and its implications on the RSCA target countries, as well as the political and economic context in the RSCA target countries; • Knowledge of gender mainstreaming, UN evaluation norms and its programming and the ILO's roles and mandate and its tripartite structure will be an advantage; • Excellent analytical skills and communication skills; • Demonstrated excellent report writing skills in English; 	<ul style="list-style-type: none"> • Desk review of programme documents and other related documents • Assist the team leader in developing evaluation instrument including online survey tools, and drafting inception report; • Take part in the interviews with key stakeholders and assist in note taking during interview; • Undertake in-country field visit to conduct field data collection; • Assist in analysing quantitative survey data and other and qualitative; • Assist the team leader in facilitating stakeholders' workshop/ debriefing with the programme and key stakeholders; • Contribute to the drafting of the evaluation report prepared by the team leader; • Might be requested to write certain sections in the draft report as requested by the team leader; • Participate in and jointly facilitate the stakeholders workshop; • Provide interpretation during the evaluation data collection as required.

- Demonstrated ability to use on-line application tools for data collection (both interview, stakeholders workshop).

**In a country where ILO could not recruit a qualified NE, interpreter will be recruited to support the IE.*

The international evaluator will report to the evaluation manager.

The programme team will handle all contractual arrangements and provide logistic and administrative support to the evaluation throughout the process. The programme team will provide all the programme and non-programme documents to be reviewed and ensure they are up-to-date. The programme team will also prepare an indicative list of stakeholders/partners/beneficiaries to be interviewed and facilitate the on-line data collection to the extent possible but not to interfere with the independent process of evaluation.

It is foreseen that the duration of this evaluation will fall in February 2022 – April 2022.

Timeframe, tasks and responsibilities:

Task	Responsible person	timeframe	Level of efforts-IE	Level of efforts—each NE in Thailand, Philippines and the	Level of efforts—each NE/interpreter in Vietnam, Japan, China
Preparation, sharing for feedbacks, and finalization of the TOR	EM, Programme team and key stakeholders				
Approval of the TOR	Regional Evaluation Officer	15 Dec 2021			
Ex-col contracts based on the TOR prepared/signed	Programme team	24 January 2022			
A list of key stakeholders and their skype/WhatsApp/phone no. addresses prepared	Programme team				
Briefing for evaluators on ILO evaluation policy	Evaluation manager				
Review programme documentation; and prepare and submit an inception report to the Evaluation manager	Evaluation team	Inception phase : 24 Jan -10 February; Inception report submitted by February	7 working days	1.5 working days	1 working days
Approve inception report, including ensuring any necessary adjustments by evaluator	Evaluation manager	12 Feb			
Data collection	Evaluator via on-line interviews with key stakeholders	14 Feb- 15 March 2022	15 working days	2 working days	2.5 working days

	NE's field visit and FGD			2 working days	
On-line Stakeholders workshop/Debriefing	Evaluator/Programme team+ key stakeholders	1 st week of April 2022 (TBC)	1 working day	0.5 working day	0.5 working day
Draft evaluation report prepared and submitted	Evaluator	16-31 Mar 2022	10 working days	2 working days	
Sharing the draft report with project team and specialists for internal review (check factual errors, political sensitive content)	Evaluation manager	2 nd week of Apr 2022			
Sharing the draft report with all the concerned stakeholders including the donor for comments	Evaluation manager	18-25 April			
Comments on the draft report collected and consolidated, and sent to the evaluators	Evaluation manager	27 April 2022			
Finalization and submission of the report to the Evaluation manager	Evaluator	30 April 2022	2 working days		
Review of the final report	Evaluation manager	2 May 2022			
Submission of the final report to EVAL	Evaluation manager	4 May 2022			
Approval of the final evaluation report	EVAL	May 2022			
TOTAL			35 working days	8 working days	4 working days

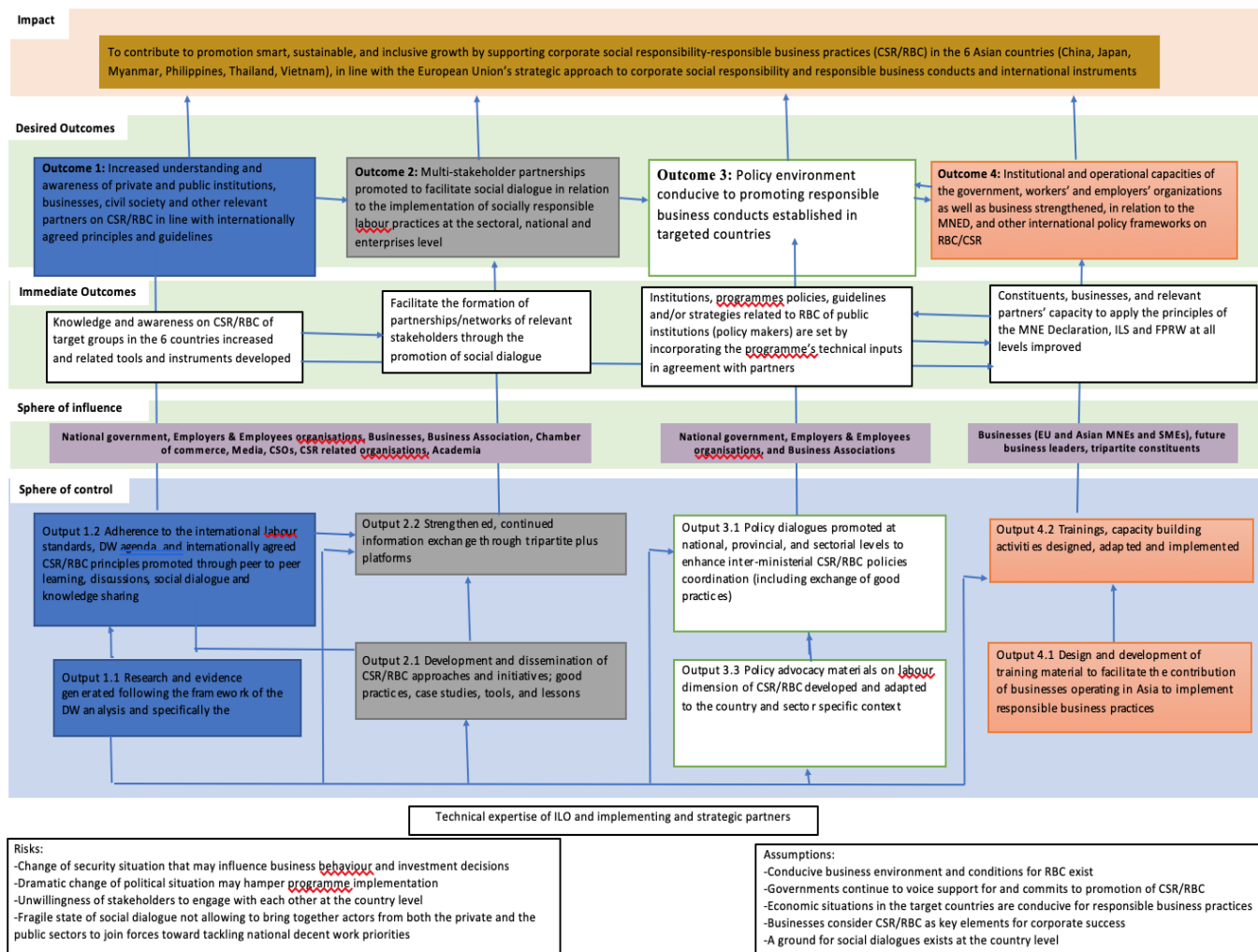
8. Legal and ethical matters

The evaluation will comply with UN Norms and Standards. UN Evaluation Group (UNEG) ethical guidelines will be followed.

All draft and final outputs, including 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 with the ILO and the ILO consultants. The copyright of the evaluation report will rest exclusively with the ILO. Use of the data for publication and other presentation can only be made with the agreement of ILO. Key stakeholders can make appropriate use of the evaluation report in line with the original purpose and with appropriate acknowledgement.

9. Annex

Annex 1 Theory of Change



Annex 2 Document (to be provided)

- programme documents
- programme logical framework
- programme monitoring plan
- programme progress reports
- minutes of the JSC meetings

10. All relevant ILO evaluation guidelines and standard templates

1. Code of conduct form (To be signed by the evaluator)
http://www.ilo.org/eval/Evaluationguidance/WCMS_206205/lang--en/index.htm
2. Checklist No. 3 Writing the inception report
http://www.ilo.org/eval/Evaluationguidance/WCMS_165972/lang--en/index.htm
3. Checklist 5 Preparing the evaluation report
http://www.ilo.org/eval/Evaluationguidance/WCMS_165967/lang--en/index.htm
4. Checklist 6 Rating the quality of evaluation report
http://www.ilo.org/eval/Evaluationguidance/WCMS_165968/lang--en/index.htm
5. 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
6. Guidance note 7 Stakeholders participation in the ILO evaluation
http://www.ilo.org/eval/Evaluationguidance/WCMS_165982/lang--en/index.htm
7. Guidance note 4 Integrating gender equality in M&E of programs
http://www.ilo.org/eval/Evaluationguidance/WCMS_165986/lang--en/index.htm
8. Template for evaluation title page
http://www.ilo.org/eval/Evaluationguidance/WCMS_166357/lang--en/index.htm
9. Template for evaluation summary: <http://www.ilo.org/legacy/english/edmas/eval/template-summary-en.doc>
10. ILO Handbook on “How to design, monitor and evaluate peacebuilding results in employment for peace and resilience programmes”
https://www.ilo.org/wcmsp5/groups/public/---ed_emp/documents/instructionalmaterial/wcms_712211.pdf

Annex 2: RSCA Specific Objectives and Expected Results

The **five Specific Objectives** identified in the ToR (Annex 1: page 4) are:

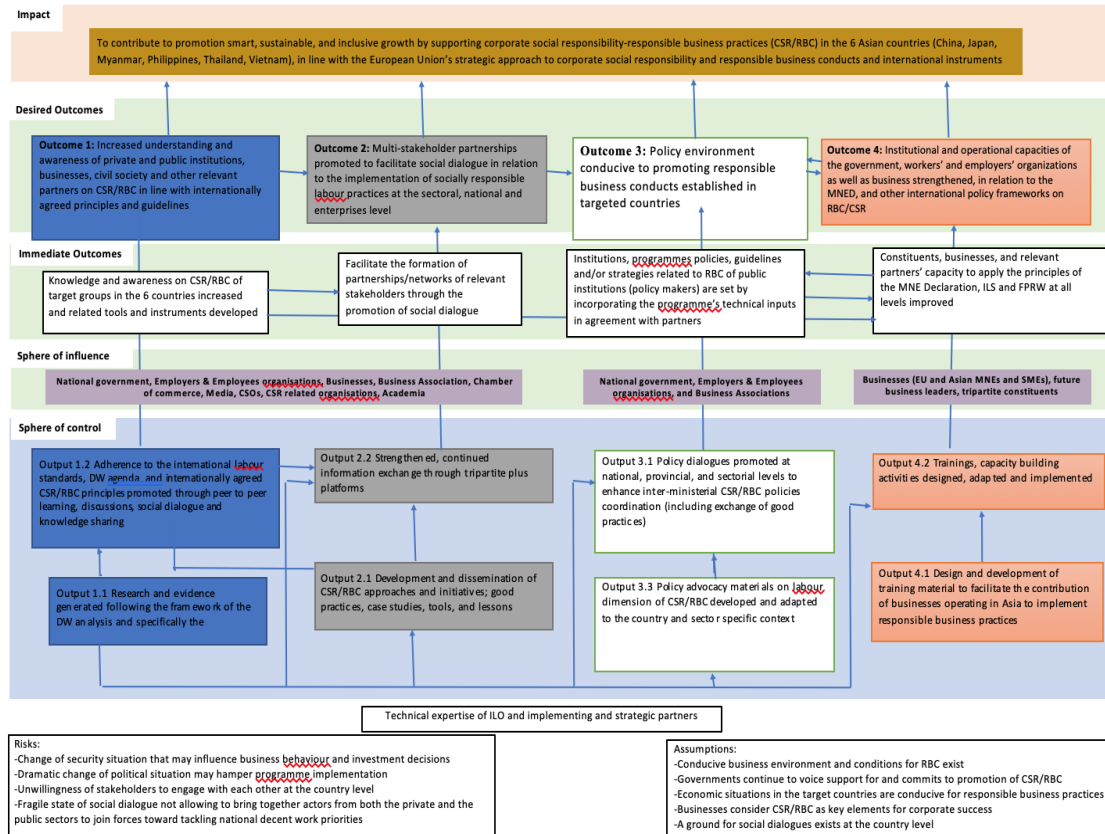
- 1) strengthening a common understanding of CSR/RBC in line with internationally agreed principles and guidelines and promoting the EU's approach to CSR/RBC including in relation to decent work;
- 2) contributing to the establishment of a CSR/RBC enabling environment in line with internationally agreed principles and guidelines;
- 3) facilitating contributions of businesses operating in Asia to CSR/RBC (e.g. environmental protection, decent working conditions, and human rights);
- 4) maximising the positive contribution of business to sustainable development and inclusive growth through generation of decent work while minimising possible negative impact on environmental protection, decent working conditions, and respecting human rights in Asia and its international suppliers;
- 5) facilitating the interplay between initiatives by private stakeholders (e.g. at sectorial level) and international regulatory frameworks on labour rights, social dialogue and environmental protection and their implementation.

The **six Expected Results** identified in the ToR (Annex 1: page 4) are:

- 1) Increased awareness and strengthened capacity of all relevant actors and in particular businesses and public authorities in the region in relation to CSR/RBC;
- 2) Enhanced development and dissemination of CSR/RBC approaches and initiatives (including best practices, case studies, tools, lessons learned and documentation) on CSR/RBC in line with internationally agreed principles and guidelines;
- 3) Improved coherence on CSR/RBC between the EU and Asia, in line with relevant internationally agreed principles and guidelines;
- 4) Development and/or reinforcement of existing multi-stakeholder partnerships, including at sectorial level and sound industrial relations in line with internationally agreed principles and guidelines on CSR/RBC;
- 5) Strengthened and sustained information exchange involving all relevant stakeholders in relation to internationally agreed CSR/RBC principles and guidelines; and,
- 6) Enhanced contributions of businesses operating in Asia to environmental protection, decent working conditions, and the respect of human rights and strengthened coherence with relevant regulatory frameworks.

Annex 3: Theory of Change of RSCA Programme

The Theory of Change (ToC) of RSCA Programme:



Annex 4: Data Collection Worksheet

Below is the Data Collection Worksheet specifying the Evaluation Criteria and Questions, as well as the sources of data, stakeholder interviews and specific methods used in the present final independent evaluation (Source: Inception Report, 9 February 2022).

Evaluation Criteria and Questions	Sources of Data	Stakeholder Interviews	Specific Methods
A. Relevance and Validity of Design			
1) Are the programme design and strategies adequate to promote International Labour Standards and CSR/RBC instruments with each of the partner countries?	Action Fiche, DoA, EU-Agreement, IR's (Interim reports), JSC Minutes, LogFrame/ ToC, 4 Evaluations	EU-representatives, MULTI, OECD, Project Team, ILO country offices, Tripartite Constituents, Partners	Documents review & Stakeholder Interviews
2) To what extent has the programme responded to the needs and priorities of the beneficiaries, ILO constituents, the EU and development partners at policy and enterprise levels in the partner countries?	Policies of Governments and of Social Partners, EU-policies, UNDAF/UNSDCF, SDGs, ILO-DWCP, CPO & P&B, DoA, IR's, 4 Evaluations	Tripartite Constituents, Partners, EU-representatives, Project Team, MULTI, OECD, ILO country offices	Documents review & Stakeholder Interviews
3) To what extent has the programme responded to the changing situations and challenges relating to the COVID19 pandemic?	IR's, 4 Evaluations, No-cost extension requests, JSC Minutes, LogFrame/ ToC	EU-representatives, MULTI, Project Team, OECD, ILO country offices, Tripartite Constituents, Partners	Documents review & Stakeholder Interviews
B. Coherence			
4) To what extent has the RSCA programme aligned with national priorities and the international development frameworks?	Government Policies, UNDAF/UNSDCF, SDGs, EU-policies, ILO-DWCP, DoA, 4 Evaluations	Tripartite Constituents, Partners, EU, Project Team, MULTI, OECD, ILO country offices Development Partners, UNCT	Documents review & Stakeholder Interviews
5) To what extent are the programme objectives complementary to other CSR/RBC initiatives in the participating countries and in the region?	DoA, IR's, LogFrame/ ToC, 4 Evaluations UNDAF/UNSDCF, SDGs	EU, MULTI, OECD, Project Team, ILO country offices, Tripartite Constituents, Dev. Partners	Documents review & Stakeholder Interviews
C. Effectiveness			
6) To what extent have the outputs yielded expected results?	DoA, IR's, 4 Evaluations, LogFrame/ ToC, JSC Minutes, Project documents & reports	Project Team, EU, MULTI, OECD, Tripartite Constituents, Relevant Partners, ILO country offices	Documents review & Stakeholder Interviews
7) To what extent and in what way has the awareness of, and understanding of CSR/RBC in line with internationally agreed principles and guidelines increased? *)	IR's, 4 Evaluations, JSC Minutes, Project documents & reports	Project Team, EU, MULTI, OECD, Tripartite Constituents, Relevant Partners, ILO country offices	Documents review & Stakeholder Interviews
8) To what extent and in what way has the programme contributed to establishing a CSR/RBC enabling environment in the partner countries?	IR's, 4 Evaluations, JSC Minutes, Project documents & reports	Project Team, EU, MULTI, OECD, Tripartite Constituents, Relevant Partners, ILO country offices	Documents review & Stakeholder Interviews
9) To what extent and in what way has the programme facilitated the contributions of businesses operating in Asia to CSR/RBC?	IR's, 4 Evaluations, JSC Minutes, Project documents & reports	Project Team, EU, MULTI, OECD, Tripartite Constituents, Relevant Partners, ILO country offices	Documents review & Stakeholder Interviews
10) To what extent and in what way has the programme contributed to maximising the positive contribution	IR's, 4 Evaluations, JSC Minutes, Project documents & reports	Project Team, EU, MULTI, OECD, Tripartite Constituents,	Documents review &

of business to sustainable development and inclusive growth?		Relevant Partners, ILO country offices	Stakeholder Interviews
11) To what extent and in what way has the programme contributed to facilitating the interplay between initiatives by private stakeholders (e.g. at sectorial level) and international regulatory frameworks on labour rights, social dialogue and environmental protection and their implementation?	IR's, 4 Evaluations, JSC Minutes, Project documents & reports	Project Team, EU, MULTI, OECD, Tripartite Constituents, Relevant Partners, ILO country offices	Documents review & Stakeholder Interviews
12) To what extent have the identified and emerging risks and assumptions affected the programme implementation? How well has the programme managed those risks?	DoA, IR's, 4 Evaluations, LogFrame/ ToC, JSC Minutes, Project documents & reports	Project Team, EU, MULTI, OECD, Tripartite Constituents, Relevant Partners, ILO country offices	Documents review & Stakeholder Interviews
13) To what extent have the EU-ILO partnership and visibility/image as key actors in the promotion of CSR/RBC been promoted through this programme?	IR's, 4 Evaluations, Communication strategy, Project documents & reports	Project Team, EU, MULTI, OECD, Tripartite Constituents, Relevant Partners, ILO country offices	Documents review & Stakeholder Interviews
14) What are the challenges the programme encountered during the implementation and how they were addressed?	IR's, 4 Evaluations, JSC Minutes, Project documents & reports	Project Team, EU, MULTI, OECD, Tripartite Constituents, Relevant Partners, ILO country offices	Documents review & Stakeholder Interviews
15) In terms of programme management what are the aspects that could be improved, if any?	IR's, 4 Evaluations, JSC Minutes, Project documents & reports	Project Team, EU, MULTI, OECD, Tripartite Constituents, Relevant Partners, ILO country offices	Documents review & Stakeholder Interviews
16) What are the aspects with regard to communication and coordination that should be taken into account in possible future similar programmes?	IR's, 4 Evaluations, JSC Minutes, Project documents & reports	Project Team, EU, MULTI, OECD, Tripartite Constituents, Relevant Partners, ILO country offices	Documents review & Stakeholder Interviews
D. Efficiency of resource use			
17) Have the financial resources and other inputs been strategically allocated and efficiently used to achieve results?	Financial Reports, IR's, 4 Evaluations, JSC Minutes	Project Team, EU, MULTI, OECD, Tripartite Constituents, Relevant Partners, ILO country offices	Review of Financial Reports & Stakeholder Interviews
18) To what extent are the programme resources leveraged with others' related projects or partners' resources to maximise the programme impacts?	Financial Reports, IR's, 4 Evaluations, JSC Minutes	Project Team, EU, MULTI, OECD, Tripartite Constituents, Relevant Partners, ILO country offices	Review of Financial Reports & Stakeholder Interviews
E. Sustainability			
19) To what extent has the strategy adopted by the RSCA contributed to sustainability of results, especially in terms of decent work and CSR/RBC?	IR's, 4 Evaluations, JSC Minutes, Project documents & reports	Project Team, EU, MULTI, OECD, Tripartite Constituents, ILO country offices	Documents Review & Stakeholder Interviews
20) To what extent has the RSCA supported the commitment, leadership, and ownership of the ILO constituents, enterprises, and other relevant stakeholders to advocate for and engage in CSR/RBC?	IR's, 4 Evaluations, JSC Minutes, Project documents & reports	Project Team, EU, MULTI, Tripartite Constituents, Relevant Partners, ILO country offices	Documents Review & Stakeholder Interviews
21) How likely will the results be sustained beyond the RSCA through the actions of the ILO constituents, enterprises, and other relevant stakeholders? Which programme components or results appear likely to be sustained?	IR's, 4 Evaluations, JSC Minutes, Project documents & reports	Project Team, EU, MULTI, Tripartite Constituents, ILO country offices	Documents Review & Stakeholder Interviews

22) What are the major factors that will have or have influenced the continuity of the programme's activities and benefits? Is there any needed support to ensure the sustainability of programme's benefits?	IR's, 4 Evaluations, JSC Minutes, Project documents & reports	Project Team, EU, MULTI, OECD, Tripartite Constituents, ILO country offices	Documents Review & Stakeholder Interviews
23) Which programme components would be essential for a possible new programme to promote responsible supply chains? Which components could be instead deprioritised benefiting from the deliverables/outputs of the current programme?	IR's, 4 Evaluations, JSC Minutes, Project documents & reports	Project Team, EU, MULTI, OECD, Tripartite Constituents, ILO country offices	Documents Review & Stakeholder Interviews
F. Impact			
24) How has the awareness of the importance of CSR/RBC improved in the concerned countries as a result of RSCA's contribution? *)	IR's, 4 Evaluations, JSC Minutes, Project documents & reports	Project Team, EU, MULTI, OECD, Tripartite Constituents, ILO country offices	Documents Review & Stakeholder Interviews
25) To what extent has the RSCA contributed to strengthening the capacity of tripartite constituents to develop policies and measures that promote the alignment of business practices with decent work and a human centred approach to the future of work? Is there any unexpected impact?	IR's, 4 Evaluations, JSC Minutes, Project documents & reports	Project Team, EU, MULTI, Tripartite Constituents, ILO country offices	Documents Review & Stakeholder Interviews
26) To what extent has the programme contributed to the establishment of networks/bodies/platforms for continued dialogue and/or joint action on matters relating to RBC/CSR?	IR's, 4 Evaluations, JSC Minutes, Project documents & reports	Project Team, EU, MULTI, OECD, Tripartite Constituents, ILO country offices	Documents Review & Stakeholder Interviews
27) To what extent has the programme contributed to supporting CSR/RBC practices and approaches at policy and enterprise levels in the countries covered by the programme? ➤ To what extent has the programme contributed to CSR/RBC policy coherence at the national level and beyond? ➤ To what extent has the programme contributed to the implementation of the recommendations outlined in the CSR/RBC related instruments e.g. MNE Declaration, OECD MNE Guidelines, etc.	IR's, 4 Evaluations, JSC Minutes, Project documents & reports	Project Team, EU, MULTI, OECD, Tripartite Constituents, ILO country offices	Documents Review & Stakeholder Interviews
28) What are the best practices in terms of programme design and implementation that other programmes can replicate?	IR's, 4 Evaluations, JSC Minutes, Project documents & reports	Project Team, EU, MULTI, OECD, Tripartite Constituents, ILO country offices	Documents Review & Stakeholder Interviews
29) What are the factors that influence improved change in practices or adoption of desired practices?	IR's, 4 Evaluations, JSC Minutes, Project documents & reports	Project Team, EU, MULTI, OECD, Tripartite Constituents, ILO country offices	Documents Review & Stakeholder Interviews
G. Cross-cutting concerns			
30) What efforts have been undertaken to ensure that both women and men are able to benefit from project activities?	IR's, 4 Evaluations, JSC Minutes, Project documents & reports	Project Team, EU, MULTI, OECD, Tripartite Constituents, ILO country offices	Documents Review & Stakeholder Interviews
31) To what extent has the programme contributed to improving decent working conditions and the respect	IR's, 4 Evaluations, JSC Minutes, Project documents & reports	Project Team, EU, MULTI, OECD,	Documents Review &

of social, human rights and environmental concerns in sectors where women are highly employed but also in sectors where women are underrepresented?		Tripartite Constituents, ILO country offices	Stakeholder Interviews
32) To what extent has the programme contributed to gender equality and non-discrimination, disability inclusion, promotion of international labour standards, tripartite processes and constituent capacity development?	IR's, 4 Evaluations, JSC Minutes, Project documents & reports	Project Team, EU, MULTI, OECD, Tripartite Constituents, ILO country offices	Documents Review & Stakeholder Interviews

**) Relating to Evaluation Questions 7 and 24: Measuring an increase in awareness and understanding is not a straightforward exercise. The answers to these questions will be interpreted in a qualitative way, and the analysis will focus on what is transpiring from the data acquired during stakeholder interviews and documents review. An overview will be given of those activities undertaken by the project to increase awareness, understanding, etc.*

Annex 5: List of Stakeholders Interviewed

The list of 36 Partners, Stakeholders and Beneficiaries interviewed for the present evaluation by component and by country is indicated in the table below:

Programme Team and Donors at HQ, Regional, Country level

#	STAKEHOLDER GROUP	NAME	POSITION/ORGANISATION
1	ILO key/relevant staff	Githa Roelans	Head, Multinational Enterprises and Enterprise Engagement Unit, ILO
2	ILO key/relevant staff	Panudda Boonpala	Deputy Regional Director, ILO
3	Programme Team	Fredy Guayacan	Chief Technical Advisor/ Programme Manager
4	Programme Team	Theerawich Tanprasert	Knowledge Management Officer
5	Programme Team	Ji Cuijie	Former National Project Coordinator (NPC), China
6	Programme Team	Ryusuke Tanaka	Program Officer/NPC, Japan
7	Donor	Laura Liguori	Programme Manager, EU Delegation (Bangkok)
8	Donor	Paolo Zingale	First Counsellor - Head of FPI - Asia Pacific, EU
9	Implementing partners	Tihana Bule	OECD Focal Point

China

1	Constituents	Mr. JIA Jie	Director, International Cooperation Department, Ministry of HR & SS (MOHRSS)
2	Implementing partners	Ms. HUANG Kun	Director, Chinese Academy of Labour and Social Security (CALSS)
3	Constituents	Ms. LIU Hansong	Director of International Department, China Enterprise Confederation (CEC)
4	Strategic partners	Mr. Walter LIN	Managing Director, Asia SEDEX
5	Strategic partners	Ms. Joyce Chau	amfori

Japan

1	Constituents	Mr Ryuichi Ikota	Director, Internat. Affairs Bureau, JTUC-Rengo
2	Donor	Gabriele Lo Monaco	EU – DG Trade, Brussels (formerly EUD JPN)

Myanmar

1	ILO key/relevant staff	Piyamal Pichaiwongse	Deputy director, Myanmar
---	------------------------	----------------------	--------------------------

Thailand

1	Constituents	Ms. Chalothorn Liewchavalit Ms. Punjachom Suknark	Foreign Relation Officer, ILO Section, Internat. Coop. Div., Bureau of Internat. Coop., Office of the Permanent Secretary, Ministry of Labour. Dir. of Labour Standard System Development Group, Department of Labour Protection and Welfare (DLPW), MoL.
2	Constituents	Mr. Ukrish Kanchanaketu	Advisor, Employers' Confederation of Thailand
3	ILO key/relevant staff	Ms. Jittima Srisuknam	ILO Programme Officer, Thailand
4	Implementing partners	Ms. Ajaree Tavoramas	Senior Advisor, Thai-European Business Association (TEBA)
5	Donor	Isabelle De Stobbeleir	Counsellor Trade and Economic Section, EU DEL Thailand/Myanmar- TRADE Section

Vietnam

1	Constituents	Mr. Mai Duc Thien	Director (Legal Department), Ministry Of Labour, Invalid and Social Affairs - MOLISA
2	Constituents	Ms. Tran Thi Lan Anh	Secretary General/Gen. Director, Vietnam Chamber of Commerce and Industry - VCCI
3	Constituents	Mr. Le Nguyen Nhat Thanh	Director, Bureau of Employer Activities/ VCCI Branch in HCM
4	Constituents	Mrs. Tran Thu Hang	Director, Int'l Relations Dept. - VCA
5	Strategic partners	Dr. Le Thanh Luu	Director, Int'l Collaborating Center for Aquaculture and Fishery Sustainability (ICAFIS) -- a CSR Think Tank member. (in writing)
6	Strategic partners	Dr. To Van Phuong Dr. Nguyen Thi Ngan	V. Director, Dept. of Academic Affairs, Nha Trang University Director, Int'l Relations Dept., Nha Trang University -- a CSR Think Tank member.
7	ILO key/relevant staff	Mr. Nguyen Ngoc Trieu	Senior Programme Officer, Head, Programme Unit, ILO Country Office in Viet Nam

Philippines

1	Constituents	Mr. Jose Roland Moya	Director General, Employers Confederation of the Phils.
2	Constituents	Ms. Connie Bacay	Director, Bureau of Labour Relations, DOLE (in writing)
3	Implementing partners	Dr. Dynah Basuil	Executive Director, AIM-RVR CCR

Regional

1	UN partners	Katja Freiwald	Regional Head for 'WeEmpowerAsia'
2	Internal ILO colleagues	Joni Simpson	Senior Specialist, Gender, Equality and Non-discrimination
3	UN partners	Harpreet Kaur	Business & Human Rights Specialist, UNDP
4	ILO HQ	Vongai Masocha	MULTI (technical back stopping for RSCA during 1.5 years)

Annex 6: Alignment of RSCA with DWCPs

Below are detailed interlinkages and contributions of RSCA to DWCP and other ILO programmes (source: Strategic Review 2021: 28-29):

	Alignments with Decent Work Country Programmes and complementarity with ILO country programmes
China	<ul style="list-style-type: none"> - The programme was instrumental to bring the topic of decent work in supply chains to tripartite constituents and have them fully engaged in promoting decent work in supply chains. It is a good entry point/ channel, helps constituents understand their role in supply chains - Decent Work Country Programme (DWCP) 2016-2020 - ILO SCORE
Japan	<ul style="list-style-type: none"> - There is no Decent Work Country Programme in Japan - The Government of Japan and the ILO in Asia and the Pacific enjoy a long-standing partnership. Japan-funded projects respond to a range of national concerns such as unemployment, social protection, child labour, labour migration, occupational safety and health, green business practices and the formalisation of informal economies in more than more than 20 ILO member States. RSCA promotes CSR/RBC among Japanese enterprises that are becoming increasingly active in incorporating considerations for socially responsible labour practices in their operations in Japan and overseas.
Myanmar	<ul style="list-style-type: none"> -The programme is linked to MMR 127 More women and men of working age have decent jobs or are engaged in entrepreneurship especially those in vulnerable employment conditions. It contributes to DWCP outcome 4 Sustainable enterprises as generators of employment and promoters of innovation and decent work and output 3.1, 3.4, 4.1, and 4.4. - RSCA contributes to the Economic Policy of the Union of Myanmar (Points 2,3,5 and 10), SDG goals 1, 5, 8, 10, and ILO Programme and Budget Policy Outcome 1 (employment) 4 (enterprises), and 5 (Decent work in rural economy).
Philippines	<ul style="list-style-type: none"> - For the biennium 18-19, the RSCA Project contributed to CPO PHL 104 on Sustainable enterprise development policies and capacity building programmes implemented to support green, productive and decent employment and income opportunities particularly to Outcome 4 - Promoting sustainable enterprises. Outcome Indicator 4.3: Number of member States that have designed and implemented dialogue platforms on responsible business practices or effective programmes for improving the functioning of markets, sectors and value chains in order to promote decent work - Project on "Improving Workers Rights in Rural Sectors of the Indo-Pacific with a focus on Women" - Trade for Decent Work Project
Thailand	<ul style="list-style-type: none"> - RSCA contributed to the Thailand's Decent Work Country Programme (2019-2021) - "Priority 1 : Promote an enabling environment for the growth of decent and productive employment" and "Outcome 1.2 Sustainable enterprise development strengthened through application of sufficiency economy principles in line with international labour standards" - Safe and Fair: migrant workers
Vietnam	<ul style="list-style-type: none"> - The project contributes to the achievement of Country Priority 1 of the Decent Work Country Programme (DWCP) for 2017-2021: "Promote decent employment and an enabling environment for sustainable entrepreneurship opportunities", outcome 1.1 "Employment policies and programs provide better opportunities in decent employment and sustainable entrepreneurship, for women and men workers particularly those vulnerable groups". In particular, the project contributes to improving the employment policies and programs for sustainable enterprises, decent work for women, and men workers, a fair business environment through the promotion of CSR practices and MNEDs, in collaboration with multi projects and program integration approach. The project also added value for strengthening the tripartite commitment to the Decent Work for All under the 2030 Agenda for Sustainable Development (Goal 8) and more specifically to the ILO's Centenary Declaration. For the new biennium 2020-2021, the project is contributing to Programme and Budget Outcomes number 4. - Trade for Decent Work - ILO SCORE - Better Work

Annex 7: Trade relations between the EU and the target countries

The Table below presents trade relations between the EU and the target countries and demonstrates the relevance of the choice of countries for the EU trade-related activities. The selection of countries includes home countries (high income and upper middle income) and host (upper and lower middle-income countries) which reflect the nature and characteristic of the interlinkages of the global supply chains. All countries have specific political context and the programme had to adapt accordingly. Initially the programme did not have a regional component, which could have been instrumental to create linkages between supply chains in different target countries.

	Trade relations	Trade Agreements/Partnership Agreements	GSP	Total Trade with the EU (2020)
China	China is the EU's biggest source of imports and its biggest export market	EU-China Comprehensive Agreement on Investment (CAI) frozen in May 2021	N/A	EUR 586,7 bln
Japan	Japan is the EU's second-biggest trading partner in Asia after China. Japan is the seventh largest partner for EU exports and imports of goods	EU and Japan's Economic Partnership Agreement entered into force on 1 February 2019.	N/A	EUR 110 bln
Myanmar	Myanmar is the EU's 67th largest trading partner. EU ranked as the third biggest trade partner of Myanmar	Investment protection agreement negotiations launched in 2013	Everything But Arms (EBA) (2013)	EUR 3.1 bln
Philippines	The Philippines is the EU's 37th largest trading partner globally, accounting for 0.4% of the EU's total trade EU is the largest foreign investor in the Philippines and fourth largest trading partner	EU-Philippines Framework Agreement on Partnership and Cooperation entered into force in March 2018.	Generalised Scheme of Preferences plus (GSP+) (2014)	EUR 12.3 bln
Thailand	The EU is Thailand's fourth largest trade partner Thailand is the EU's 26th largest trading partner worldwide	EU-Thailand Free Trade Agreement (FTA) put on hold in 2014	N/A	EUR 29 bln
Vietnam	Vietnam is the EU's 15th trade in goods partner and the EU's largest trading partner in the ASEAN EU is one of the largest foreign investors in Vietnam.	EU-Vietnam Free Trade Agreement (EVFTA) entered into force on August 1st, 2020	Standards GSP (2016)	EUR 43.3 bln

The choice of Japan as a target country, which is a high-income and home country, was a strategic choice to promote CSR/RBC on a broader perspective in the region. Indeed, Japanese MNEs are controlling and leading global supply chains across the region with FDI through their subsidiaries and/or contractual relationships with suppliers in other target countries. Being a beneficiary of the programme while also being a home country, major investor in the region, and donor country for the ILO, might have led stakeholders in Japan to be skeptical about the programme. The design of the programme could have been adapted accordingly and use different communication tools for the ILO Japan to engage with stakeholders.

Source: *Strategic Review (2021: 24-25)*.

Annex 8: Selection of Economic Sectors

Target sectors in countries were selected by the EU DG Trade, after conducting a preliminary analysis of relevance for EU-Trade activities, and according to the following criteria:

- High-risk sectors of major interest to the EU (such as for example agri-food and textile/garment sectors);
- Sectors with interlinked supply chain relations among more than one targeted country (such as for example the electronics sector, in which Chinese and Japanese large businesses are interlinked with suppliers in South-East Asia);
- Sectors with supply chains interlinked among themselves (such as for instance mining/minerals/chemicals sectors linked to the electronics sector in China);
- (Sub)sectors with supply chains concerning a majority of the targeted countries (for instance (sub)sectors of the agrofood industry (fisheries) and/or the automotive (spare parts) or the textile/garment industry in South-East Asian countries).
- Sector having witnessed a rapid increase in production over the past 2 decades and for which the countries under scope are among the main producers worldwide;
- Sector for which production is concentrated in the countries covered by the project (for example fisheries and aquaculture sector);
- Sectors where the implementing institutions can provide added value through their expertise, network, experience, and current sector-specific policy work.

In China, the choice of the **textile** and **electronics** sector is relevant as they represent the top 2 categories of goods (HS section) imported by the EU, have supply chains interlinked with other countries in the region: Japan (Electronics), Myanmar (Textile), Thailand (Textile and Electronics), Vietnam (Textile and Electronics). Besides, they are high risk sectors in terms of labour rights.

In Japan, the choice of **electronics** and **auto parts** is relevant as these two product category (HS section) are the most traded with the EU. Japan is a major investor in the Asian region in these two sectors, and has suppliers in Thailand (Auto parts) and Vietnam (Electronics).

In Myanmar, the choice of **agriculture** and the sub-sector **Seafood** is relevant as they are high risk sectors and have their supply chain interlinked with Thailand and Vietnam. The agriculture sector concerns the majority of target countries and the EU imports vegetable products from Myanmar.

In Thailand, the **auto parts** and the **agriculture** sector are relevant. These sectors are not export markets to the EU, however the auto parts sector has strong linkages with Japan, and the agriculture sector concerns the majority of target countries. The poultry sub-sector is a high risk industry in terms of labour rights.

In Vietnam, the **seafood** sector is relevant as being concentrated in the countries covered by the programme (Myanmar, Thailand) and being high risk. The **wood** sector is relevant as furniture is one of Vietnam's main export to the EU.

In the Philippines, the choice of **agriculture** is relevant as there are supply chain linkages with other target countries. The **banana** sub sector does not represent a high volume of export to the EU (exports of banana are mainly to asian countries) however the programme found

relevant to focus on banana as very little research has been carried out in this sub sector to identify decent work deficits (compared to the sub sectors coconut and pineapple).

Sectors covered were similar in some countries (home/host), for example, automotive part is the target sector for Thailand and Japan and the electronic sector was selected in China and Japan. However, the programme has not created many linkages between countries' activities. An event focused on the Auto Parts sector was held in Thailand with the participation of Japanese stakeholders. However, other linkages between sectors could have been explored, such as the agriculture sector in Myanmar and Thailand, the seafood sector in Vietnam and Myanmar, the electronic sector in China and Japan.

Besides, home-host country dialogue was facilitated considering the EU as a major buyer, while target countries are also home countries in specific sectors. It might be relevant to consider that other buyer countries have a strong influence in specific sectors in the region and could play an active role to support the promotion of CSR/RBC together with the EU.

Source: Strategic Review (2021: 25-26).

Annex 9: Other interventions related to CSR/RBC in the partner countries

	CSR/RBC initiatives in line with RSCA
China	<ul style="list-style-type: none"> - UN Global compact (CEC) - Industry initiatives (amfori, Sedex, ETI, ICS, etc.) - Multi Stakeholder Committee held by ETI, SEDEX, amfori (8 organisations) identify social compliance challenges in China - workers organisations, trade unions participated in roundtable workshops. Guidance were provided to participants after the meetings - Standards set by CNTAC, CESA - IOM CREST
Japan	<ul style="list-style-type: none"> - CSR committee of JEITA - Responsible Business Alliance - Japan Electronics and Information Technology Industries Association (JEITA) CSR Guidebook 2006 - JAMA adopted in March 2017 a “voluntary-based Action Plan for the promotion of fair trade in the automobile industry and for improving productivity and added values in the industry - Japan Auto Parts Industries Association (JAPIA) CSR Guide Book 2010 - The JTUC-Rengo conducted research on Labour CSR + Advisory Committee of OECD Guidelines for MNEs - UN Global compact - Tokyo Chamber of Commerce and Industry Code of Conduct (ISO26000) - IOM CREST
Myanmar	<ul style="list-style-type: none"> - Eurocham has EMRBI European Myanmar Responsible Business Initiative - Myanmar Centre for Responsible Business (MCRB) - Danish Human Rights Centre - Centre of Economic and Social Development (CESD) - United Nations Development Programme (UNDP), - Myanmar Women Entrepreneurs Association (MWEP), - IOM CREST
Philippines	<ul style="list-style-type: none"> -Asian Institute of Management Center for Corporate Responsibility (AIM-CCR) - Project for Public Listed Companies (Phil stock exchange) - Danish Trade Union and Development Agency - Makati Business Club (promotes UNGPs) - Philippine Business for Social Progress - UN Women WeEmpowerAsia - IOM CREST
Thailand	<ul style="list-style-type: none"> - Thailand UN global compact - UNDP Business and Human Rights - UN Women - Safe and Fair Programme, ILO & UN Women - UNICEF Children and Business - Asean CSR Network - Drive Sustainability, formerly known as the European Automotive Working Group on Supply Chain Sustainability, coordinated by CSR Europe - IOM CREST
Vietnam	<ul style="list-style-type: none"> - UNDP Business and Human Rights - Vietnam Corporate Sustainability Forum (VCCI, VGCL, UNDP) - UN Women WeEmpowerAsia - CCFIV CSR Programme - IOM CREST
Regional	<ul style="list-style-type: none"> - Asean CSR Network - UNDP Business and Human Rights - UN Women WeEmpowerAsia - UN Global Compact - IOM CREST

Source: Strategic Review (2021: 30-31).

Annex 10: Attendees at Stakeholder Workshop

The Stakeholder Workshop was held virtually via Zoom on Wednesday 16 March 2021 from 16:00 until 17:30 Bangkok time. The international consultant presented the preliminary findings, after which a general discussion was moderated by the ILO Evaluation Manager. The attendees were:

- 1) Rattanaporn Pongpattana, Evaluation Manager
- 2) Fredy Guyacan, RSCA, ILO
- 3) Solon, Cleo Jershey Jarique, RSCA, ILO
- 4) Titika Luewiphan, RSCA, ILO
- 5) Ji Cuijie, former National Project Coordinator (NPC), China, RSCA, ILO
- 6) Chang-Hee Lee, ILO CO-Director for China
- 7) Panudda Boonpala, ILO Deputy Regional Director
- 8) Joni Simpson, Gender Specialist, ILO, DWT Bangkok
- 9) Githa Roelans, Unit Head, MULTI
- 10) Vongai Masocha, Technical Officer, MULTI
- 11) Cheickh Badiane, Technical Specialist, MULTI, ILO
- 12) Yeomin Kim, Jr. Technical Officer, ILO MULTI
- 13) Than Nguyen, Nha Trang University
- 14) Thomas Langelaar, Trade and Investment Counsellor, EU DEL China- TRADE Section
- 15) Mr. Nguyen Ngoc Trieu, Senior Programme Officer, Head, Progr. Unit, ILO CO, Viet Nam
- 16) Water Lin Managing Director, Asia SEDEX
- 17) Yati Oo, National Programme Officer, ILO Yangon
- 18) Isabelle De Stobbeleir, Counsellor Trade and Economic Section, EU DEL Thailand/Myanmar- TRADE Section
- 19) Paolo Zingale, First Counsellor - Head of FPI - Asia Pacific, EU
- 20) Pamornrat Prinsulaka, Regional Evaluation Officer, ROAP, ILO
- 21) Shiela Marie Romos, Project Specialist at Employers Confederation of the Philippines
- 22) Aina Su, China Enterprise Confederation
- 23) Ajaree Tavornams Senior Advisor, Thai-European Business Association (TEBA)
- 24) Ms. Chalothorn Liewchavalit, Foreign Relation Officer, ILO Section, Internat. Coop. Div., Bureau of Internat. Coop., Office of the Permanent Secretary, Ministry of Labour.
- 25) Ms. Punjachom Suknark , Director of Labour Standard System Development Group , Department of Labour Protection and Welfare , Ministry of Labour.
- 26) Dang Snyder, Manager, Corporate Social Responsibility Department, Employers Confederation of the Philippines
- 27) Ukrish Kanchanaketu, Advisor, Employers' Confederation of Thailand
- 28) Kaunruthai Siripatthanakosol
- 29) Dao Ngoc Nga, National Evaluator
- 30) Exan Sharief, National Evaluator
- 31) Wang Jiyuan, National Evaluator
- 32) Theo van der Loop, International Evaluator

Annex 11: Assumptions and Risks

The following **Assumptions and Risk Matrix** are taken from the Action Fiche (2016: 9-10):

Key **Assumptions** underlying the implementation of this action are that:

- 1) the economic framework under which businesses operate will be sufficiently stable to allow for CSR/RBC to remain an area of important engagement for business and
- 2) interest in this action so far expressed by relevant stakeholders remains stable over time.

Risk	Risk level (H/M/L)	Mitigating measure
Interest of local stakeholders in participating in project's activities progressively decreases.	M	An intervention package addressing the needs of and showcasing the added value for local stakeholders will be defined.
The project objectives and activities could concern a large number of actors in a target country at national, provincial and municipal level. Organisation of activities could be challenging and time-consuming if internationally managed. Risk of dispersion and lack of coordination reducing overall impact.	L	The project team of OECD/ILO will facilitate the cooperation with the relevant authorities and stakeholders in targeted countries. As a mitigating measure a management structure will be established that includes local management capable of coordination day-to-day operations.
The actual interest of substantial business entities in the prioritised supply chain sector could be turn out to be lower than expected or decrease over time, thereby reducing the effectiveness and impact of the interventions. Agreements on specific CSR/RBC programmes/activities with partner countries/other stakeholders could be delayed.	M	The project team implementing the action will develop a smart-mix of research, advocacy, outreach and consultation activities appealing enough to ensure continued buy-in and ownership of relevant constituencies.
Organisational challenges and problematic interlocution between the main contractors and the partners that should be associated in the different activities.	L	These aspects will receive the necessary attention at the moment of the negotiation between the EU and the implementers. Particular attention will be devoted to designing an appropriate and solid architecture for project management, reflecting not only the need for strategic orientation but providing also adequate mechanism to respond to operational constraints.
Buy in and active involvement in activities by relevant concerned actors could be limited if the intervention is purely based on external funding.	M	The project will solicit during the set-up of the annual plan of activities on a growing co-ownership (shown also via direct co-funding or in-kind contributions) and will adapt its plans based on the interest and commitment.

Annex 12: Evaluation Work Plan

Task	Responsible person	Timeframe	Nr. of Working Days-- IE	Nr. of Working Days - <u>each</u> NE in Thailand & the Philippines	Nr. of Working Days - <u>each</u> NE/interpreter in Vietnam & China
Preparation, sharing for feedbacks, and finalization of the TOR	EM, Programme team and key stakeholders				
Approval of the TOR	Regional Evaluation Officer	15 Dec 2021			
Ex-col contracts based on the TOR prepared/signed	Programme team	24 January 2022			
A list of key stakeholders and their skype/WhatsApp/ phone no.'s prepared	Programme team				
Briefing for evaluators on ILO evaluation policy	Evaluation manager				
Inception phase: prepare and submit the inception report to the Evaluation manager	Evaluation team	24 January - 4 February 2022	7	1.5	1
Approve inception report, including ensuring any necessary adjustments by evaluator	Evaluation manager	4 February			
Data collection	Evaluator via on-line interviews with key stakeholders and write interviews report	7 – 25 February	15	2.5	3
On-line Stakeholders workshop/Debriefing	Evaluator/Programme team+ key stakeholders	1 - 4 March 2022 (TBC)	1	0.5	0.5
Draft evaluation report prepared and submitted	Evaluator	2-15 March	10	1	
Sharing the draft report with project team and specialists for internal review (check factual errors, political sensitive content)	Evaluation manager	16 – 22 March			
Sharing the draft report with all the concerned stakeholders including the donor for comments	Evaluation manager	22 March April			
Comments on the draft report collected and consolidated, and sent to the evaluators	Evaluation manager	22 March – 1 April			
Finalization and submission of the report to the Evaluation manager	Evaluator	4 - 5 April	2		
Review of the final report	Evaluation manager	6 – 11 April			
Submission of the final report to EVAL	Evaluation manager	12 April			
Approval of the final evaluation report	EVAL	April 2022			
Total Nr. of Working Days per country for NEs			--	5.5 (2x)	4.5
TOTAL Number of Working Days			35	11	9

Source: Inception Report (9 February 2022).

Annex 13: Recommendations made by four Evaluations and Updates/Comments

Recommendations made by Four Evaluations	Update/Comments
Evaluability Assessment (May 2020):	
1) Recommendation on <u>Indicators</u> : To consider further adjustments of the second column of the Logframe by selection of appropriate impact indicators from the list of PI core indicators (e.g. consider inclusion of IMP4 and/or IMP2), adding targets to the indicators at each level of the results chain, inclusion of the gender mainstreaming indicators, as well as giving numbers to the finalized set of indicators.	Mostly included in the revised LogFrame and in the ToC of 2020. Also to be included in LogFrame of any new intervention.
2) Recommendation on <u>Baseline</u> : To develop the Performance Measurement Plan (PMP) for the RSCA project which would include indicators (with inclusion of references to the PI core indicators), baselines, targets, unit of measurement, disaggregation, sources of verification, frequency of data collection and responsible parties for collecting the data.	Mostly included in the revised LogFrame and in the ToC of 2020. Also to be included in LogFrame of any new intervention.
MTE (PowerPoint, August 2020):	
For current phase:	
1) Consider no cost extension of the RSCA for at least another six months	Was requested and approved for just over 1 year. Later a 2 nd no-cost extension was also approved.
2) Put a primary focus on implementation of all pending activities as per the project's Workplan (Annex1 b) and new additional activities offered in the Contingency Plan	Was done as far as possible.
3) Bring more technical specialists in such areas as OSH, gender, informal economy to ensure better response for emerging needs of stakeholders due to the COVID 19 pandemic	Was partly done.
4) More attention should be put on gender mainstreaming (i.e. development of the gender action plan for the project, conduction of gender expertise of all research products developed, elaboration of gender specific indicators)	Was not as such followed-up, and really needs to be done from the design of a project.
5) Develop the sustainability plan for the project which would specify the conceptual framework on how the project's results are planned to be sustained at target countries	No clear sustainability strategy in the 3 rd Interim Report.
6) Focus on collection of data on the project's results (i.e. outcome indicators of the Logframe)	Interim reports remained activity oriented.
7) Intensify collaboration with the OECD through conduction of strategic level meetings (preferably on quarterly basis) for knowledge sharing and learning from experience of each other	OECD and ILO continued to work in parallel.
8) Introduce a practice of joint project team meetings (once per month or bi monthly) to establish a social dialogue at project team level and stimulate exchange of knowledge and experience among country teams	Partly followed-up: Such meetings were conducted online every 2 months or so, of which twice a year face-to-face.
9) Ensure participation of NPCs in Joint Steering Committee meetings to ensure better engagement of the project team in the whole project implementation	Not followed-up; the newly appointed KM and Policy Advocacy Officers did attend the 4 th JSC.

10) Improve the progress reporting to the donor with paying of more focus on the results rather than activities implemented	Not followed-up. Interim reports remained activity oriented.
For future phase(s)	
1. Taking into account the long standing impact of pandemic, the issues of responsible business practices in global supply chain will become even more important, it is recommended to consider the follow up phase of RSCA programme <ul style="list-style-type: none"> • Geographical coverage: maximum 4 countries (countries on the same footing shall be selected) • Target sectors: no more than 2 • Duration: at least 4 years • Implementation modality: standalone projects (ILO/OECD) and adaptive management 	This is indeed (in part) being considered.
2. For ensuring the allocation of funding for future phase of the programme, form a coalition/alliance of DGs (DG TRADE, DG Employment, DG ENVIRONMENT, DG GROW, DH SANCO, DG AGRI) to ensure that the programme responding to various agendas (not only trade) with the Commission. Also on the stage of target countries selection, undertake a mapping of the available human resources in the EUDs to support implementation	This is a far-reaching Recommendation to the EU; not relevant at this stage for a possible new intervention as it will be mainly with DG INTPA.
3. In spite of donor requirements pay more attention on the application of the RBM approaches in the project design and implementation as well as just transition agenda	This should be followed-up in a new project design.
4. For the future projects of the same nature and scope, consider the centralized management structure (management by HQ with the support from the field) to ensure that the right technical expertise is available and provided.	Management from Bangkok seems more practical and integrated with ROAP/DWT.
EU Programme Evaluation (July 2021) of RSCA (ILO and OECD):	
1) EU-FPI: Given the good performance and early signs of impact of the Action and the very fast evolution of the awareness on the importance of RBC for the local governments and private sector actors,- and their high commitment to continue-, it is highly relevant for the European Union to provide further support to bilateral and multilateral processes on RBC and CSR ; this will demonstrate that the EU is a consistent global actor in the field of RBC. Even though the Action triggered strong interest, Governments still need technical support to develop and implement additional policies and regulations. Companies need more guidance on how to apply international standards (see Lesson learnt E). There are opportunities to guarantee and intensify progress made under RSCA on dialogue spaces and the policy initiatives – and contribute to their institutionalisation (Cf Lessons learnt A, B, and C).	FPI will now only/mainly focus on High-Income Countries and is starting a new project with OECD on green resilient RSC.
2) EU-FPI: In order to strengthen the relevance of the RBC and to be in line with the EU mandatory HR due diligence, additional topics such as climate change, digitalisation as well as many other human rights related issues such as undue tax planning, land rights, shrinking civil space and the need for disclosure including non-financial standards could be integrated in future actions. In light of the EU commitment to the Gender Action Plan, the Action should develop an appropriate gender strategy covering the particular role of women workers and entrepreneurs in the supply chains. (Cf Lesson learnt G).	The inclusion of such topics as climate change and digitalisation is also recommended for a new intervention by ILO.
3) EU-FPI: The design of future actions should also include an analysis of the opportunities to collaborate with high-income countries which have important regional trade or investments in third countries. Such collaboration leads to higher commitment of both the 'host' and 'home' countries and has higher spill-over and multiplier effects. The launching of such cross-country initiatives requires a strong involvement of the EU Delegations to well position the Action. (Cf Lesson learnt D).	See above under Recommendation 1.
4) EU-FPI, in collaboration with the IP: In order to ensure the coherence of future actions, the FPI/EU and the implementing partners should elaborate a Theory of Change (per country, per sector) that takes into account complementary strategies / pathways of different implementing	ToC will be included in any new design.

<p>agencies – including EU Chambers of commerce and projects from EU Members states. This will lead to identifying pathways that really strengthen synergies with other actions to reach common goals. (Cf Lesson learnt F).</p>	
<p>5) EU-FPI: The role of the EU as a global actor and promoter of RBC should be reinforced through further support to RBC related policies and practices in Asia. Communication and visibility of the FPI and the Action should be strengthened, as well as the combined communication at the Cluster level covering RBC LAC and B&HR Action. Better collaboration and exchange of experience between the implementing agencies of the different actions will lead to economies of scale.</p>	<p>See above under Recommendation 1.</p>
<p>6) EU-FPI: To optimize the EU added value, the European Union should be a more active partner in the RSCA or similar Actions. The EU Delegations should be more involved in the design and preparation of similar Actions in particular through discussing with local governments and major private stakeholders to highlight the commitment of the EU on RBC and the relevance of supporting specific supply chains. During implementation, regular contacts and dialogue of the EU Delegations with Ministries involved in the Action will underpin the efforts of the implementing agencies. Opportunities must be identified to more strategic steering towards EU interests as well as the added value that EU Trade sections can expect or generate from the Action. The EU RBC related trade and investment policies and the RBC expertise of the EU companies in global supply chains should be brought to the forefront in different meetings and events in view of optimizing trade and investment-related public diplomacy.</p>	<p>EUD's are indeed recommended to be involved in new interventions from the beginning.</p>
<p>7) EU-FPI: Synergies with projects funded by the EU and the EU Member States, as well as policy coordination and common outreach activities, would contribute to a stronger and more coherent voice on public diplomacy in the field of trade and investment. This would reinforce the role of the EU as an important player in the region.</p>	<p>Synergies are important, as far as they are feasible and targeted.</p>
<p>8) EU-FPI: Future actions in the field of RBC – whether bilateral or regional - should be largely following the same logic as the RSCA but taking into account the evolution in the context and the lessons learnt from RSCA. To strengthen the level playing field for European Business in third countries, the new actions should combine the strengthening of the RBC enabling environment with the promotion of company level RBC processes (Cf Lesson learnt A). The design of the action should include largely the same mixture of studies, events, outreach activities, policy advice, but with a stronger focus on local collaborations and peer-to-peer exchanges and learning in particular between policymakers. Given the time needed for structural changes, a longer commitment/ time frame is required of at least 5 to 6 years.</p>	<p>As RSCA was rather complex, the number of countries could be reduced, but a regional component should be added. A longer time frame is indeed essential.</p>
<p>9) EU-FPI: The EU-FPI (at the design phase) and the IP (during implementation) should make sure that different Ministries that were less involved in the RBC agenda up to now such as the Ministries of Environment, of Justice, Finance, be made aware of their role in the promotion of RBC and B&HR. Given the multi-faceted nature of RBC (covering labour, human rights, environmental actions....) policy coherence between different public actors should be strengthened by future actions. Exchanges between policymakers of different countries should be enhanced and benchmarking stimulated.</p>	<p>This can be done through the multi-stakeholder Platforms created by RSCA, and they should be continued and further supported as far as possible through a new intervention.</p>
<p>10) EU-FPI: In view of rendering the entire supply chains more responsible (Cf Lessons learnt E), the logical framework or theory of change should stronger involve SMEs and lower tiers with tools and methods adapted to their capacity. Since many actors share the same concern, the IPs will stimulate and support action-research and innovative pilots as well as exchanges and peer to peer learning partnership (cf PSSE). The budget prepared by the EU/FPI should include a dedicated fund to support local support organisations – including sector-specific organisations that have the experience and the expertise to reach these SME/ informal stakeholders.</p>	<p>Indeed, this is also recommended to be included in a follow-up intervention involving ILO.</p>

<p>11) EU/FPI: Given the importance of the foreign investment of Asian MNEs in neighbouring countries (cf Lesson learnt D), future actions should cover a combination of countries/supply chains that involve both the MNEs and their subsidiaries and suppliers at different levels of the supply chains. At the policy level, this will involve both government and public sector agencies in high-income countries and their counterparts in lower/middle-income countries. Together with the EUDs, the IPs should develop and implement cross-country involvement through innovative approaches and negotiations between countries and actors. The large expertise of OECD and ILO will be reinforced by the economic public diplomacy efforts of the EU.</p>	<p>Agree, but less countries could be involved (e.g. 4 instead of 6), but with the addition of a regional component.</p>
<p>12) FPI- EU: Since labour issues represent a major part of RBC challenges (cf. child labour, migrant workers, repression of workers' representatives), the EU project design should include an explicit goal to strengthening the skills of the workers' organisations to enable them to strongly defend implementation of socially responsible labour practices. The ILO is best placed to develop and implement a strategy for such critical participation of sector specific WOs. (Cf Lesson learnt G).</p>	<p>Indeed, this is also recommended to be included in a follow-up intervention involving ILO.</p>
<p>13) Since environmental issues, human rights issues, inclusive development, digitalisation ... require more attention in future programs, (Cf Lesson learnt H), the preparation phase should identify local civil society organisations to the RBC progress in these fields. (Cf. their current involvement in the follow-up of EU trade agreements and overall need for policymakers to be inclusive and guarantee sustainability). Given the positive evaluation of the PI RBC-LAC and the large participation and commitment of many actors to contribute to a National Action Plans on B & HR, the EU could include in future RBC actions support to developing National Action Plans on B&HR.</p>	<p>Indeed, this is also recommended to be included in a follow-up intervention involving ILO.</p>
<p>14) The design of future EU actions should be in line with the EU commitment in the Gender Action Plan (GAP III), the "Trade and gender" strategy and overall references on gender in EU Foreign Policies. The gender dimension should be mainstreamed extensively in the Actions.</p>	<p>Indeed, a Gender Strategy is also recommended to be included in a follow-up project involving ILO.</p>
<p>15) As RBC is included in more public policies and regulations, safeguarding and monitoring the implementation of these policies in the field requires strengthening of capacities of different public actors such as labour inspectors, environmental experts... as well as strengthening CSOs organisations to allow them to critically follow-up such implementation and launch actions against offenders. Support to National Focal Points (NFP) on the MNE Declaration would enable to follow-up on labour issues in the different supply chains, in particular the more 'confrontational' issues such as industrial relations. Capacities of the OECD National Contact Points or similar 'Access to remedy' mechanisms - including collaboration with lawyers and HR advocates - should be strengthened to better include labour, Human Rights and environmental issues.</p>	<p>Support to National Focal Points is also recommended to be included in a follow-up intervention involving ILO.</p>
<p>16) The FPI-EU should continue collaboration with international organisations because of the synergetic effect of the combined legitimacy/credibility of the EU and of the international organisations. Because of the strong link between the RBC agenda and the B & HR and the local dynamics, the EU should envisage involving UNDP or the Office of the High Commissioner on Human Rights in a next RSCA program.</p>	<p>Cooperation with other UN organisations is recommended to be given a more prominent place in a follow-up intervention involving ILO.</p>
<p>17) The IPs should better involve local and international RBC organisations in the planning and coordination of the Actions in order to strengthen their ongoing efforts and avoid overlapping. The need for structural and financial support to the local organisations – in particular for the sector-specific business organisations – should be examined by the EU in the project design. The project proposal could include a specific Fund to provide financial and technical support to organisations that support the implementation of RBC practices in local companies - in particular the lower tiers - in the selected supply chains or at the national/local level.</p>	<p>These can be included in the Regional Component as well as in relevant Multi-Stakeholder platforms.</p>
<p>18) EU-FPI - IPs + EUDs: During implementation, the IP should adapt their approach to the demands and needs of the local policymakers and</p>	<p>Some flexibility needs indeed to be included in</p>

companies, leading to a combined set of products and processes geared to reaching the goals of the Action.	the design, as was also done in RSCA.
19) A flexible and nimble approach must be combined with more attention given to outcome and impact mapping. Tools and indicators should be developed to track and measure the impacts of the Action, in particular at policy level. A knowledge-sharing culture should be promoted and experiences capitalised in knowledge-based products, in particular for policymakers.	A proper ToC and related LogFrame should be developed from the outset.
20) The IPs should promote and support strengthening of networks and communities of practice in a structural way. Tools and methodologies should be made easily available to all stakeholders. RBC strategies should be anchored as much as possible in local national (existing) institutions.	A Repository of all project results of RSCA is being recommended in the present report.
21) The IPs should offer opportunities for exposure to the government policymakers to present and discuss their developments at international fora. Collaboration and support to local and international RBC organisations should be reinforced in future actions to guarantee sustainable impact in the entire supply chain. Transparency and communication with these organisations will stimulate their commitment to collaboration and follow-up of the interventions of the Action.	Here the regional Component can play a crucial role. See above under Recommendation 17.
22) Workers' organisations should be strengthened to ensure the follow-up of labour-related RBC issues and conflicts.	See above under Recommendation 12.
23) For OECD and ILO: <ul style="list-style-type: none"> Strengthen the commitments of the participants to the ongoing multi-stakeholder processes and discuss the roles of different participants and the resources required to continue the processes. Provide as needed a refresher course on international labour standards (ILS) and due diligence (OECD) to safeguard the multiplier effect of those training sessions Provide additional policy advice to enable policymakers to finalise ongoing policy processes. Make sure all tools, studies and reports are available and easily accessible on the ILO and OECD websites. Invite RSCA local and international partners to integrate these knowledge products on their websites or create links with the ILO and OECD websites. 	This is recommended through the sustainability workshop and through the Consolidation of RSCA outcomes. ILS refresher course could be included. A Repository has been recommended; see above under Recommendation 20.
Strategic, Operative and Technical Review (October 2021):	
KNOWLEDGE GENERATION AND EXCHANGE	
1) Continue analytical efforts and improve research documents to better understand and map the decent work challenges in the target sectors and sub-sectors, to get a comprehensive picture of remaining challenges in supply chains and to identify best practices to be disseminated.	Analytical efforts and research have indeed continued.
2) Disseminate more practical guidelines and tools for companies in the target sectors to comply with ILS and implement CSR/RBC policies.	This is generally a strength of ILO (incl. ITC). If even more practical guidelines are required by companies, this needs to be inventorised and followed-up.
3) Establish a regional CSR/RBC digital platform to encourage regional knowledge exchanges with relevant countries in the ASEAN community, to discuss challenges and opportunities to implement ILS and CSR/RBC standards. Merge existing platforms to create a unique online space to support constituents and other beneficiaries (MNEs, SMEs, Cooperatives, NGOs) to achieve compliance and strengthen collaboration to promote decent work and enhance responsible business practices. It would disseminate all relevant policies, codes of conduct, training materials, tools relevant for companies in the sector. The platform could be hosted and promoted by partners and supported by a	Is expected to be part of an enlarged Regional Component in a follow-up intervention.

light application for easy access by companies of any size in remote areas of the target countries.	
POLICY ADVOCACY AND DIALOGUE	
4) Create a safe space for dialogue between buyers and suppliers. Bring together SMEs and buyers to provide peer-learning opportunities, share best practices and work together to tackle decent work deficits in supply chains.	Indeed, this is also recommended to be included in a follow-up intervention involving ILO (<i>Involve SMEs and lower tiers of supply chains</i>).
5) Provide further technical assistance to established working groups to promote CSR/RBC and ensure the sustainability of these multi-stakeholder platforms.	Indeed, this is also recommended.
6) Further engage private sector stakeholders through collaboration with employers organisations and sectoral organisations. Go beyond tripartite constituents to increase the programme's scope.	EO are already involved systematically in RSCA; the more urgent need is to include more structurally the WO.
TRAINING AND CAPACITY BUILDING	
7) Improve the capacity of trainers in countries and further develop a network of training service providers to roll out training on CSR/RBC. Promote the CSR/RBC training Module "Labour Standards in Global Supply Chains: how to meet them to become more Competitive and Sustainable" and develop customised CSR modules responding to stakeholder's interests and needs. Work with key academic institutions and business associations to ensure a multiplier effect.	To be included in a follow-up intervention involving ILO, but consolidation of existing platforms should have priority.
STAKEHOLDER CONSULTATION	
8) Implement a system to collect stakeholders feedback and measure their level of knowledge: MNEs, SMEs, workers organisations, labour inspectors, compliance officers, CSR and HR Managers could be consulted. Lessons generated would help improve the design and implementation of the activities.	This is being done through the evaluations undertaken. For training activities RSCA already has a system to collect feedback after each training.
9) Strengthen the voice and capacity of workers organisations and CSOs to help them understand their role and how to actively and meaningfully participate in the promotion and implementation of socially responsible labour practices, through consultation and training.	Important, and to be included in a follow-up intervention involving ILO.
COMMUNICATION	
10) Develop tailored communication strategies to continue leading information and awareness campaigns to change the perception of CSR in the region. Explore new communication formats to reach out to various stakeholder groups and through different platforms.	Will be part of a follow-up intervention involving ILO.
PARTNERSHIPS AND NETWORKS	
11) Strengthen collaboration with other UN agencies through partnership strategies and leverage the expertise and network of partners to disseminate research outputs and other key materials to promote CSR/RBC. The CSR/RBC digital platform could be used as a tool for collaboration between UN agencies.	This is also recommended to be included in a follow-up intervention involving ILO.
12) Use more external resources to have a multiplier effect. Continue the close collaboration with partners to get closer to the business sector and provide a training platform for companies and other relevant stakeholders.	To be explored further in a follow-up intervention.
GENDER MAINSTREAMING	
13) The program could work with gender experts to provide concrete tools to implement CSR/RBC actions relevant to gender issues in supply chains and offer training on the gender mainstreaming aspect of CSR/RBC to strengthen the capacity of policy makers and the private sector	This is also recommended to be included in a follow-up intervention involving ILO.
SUSTAINABILITY	

<p>14) To ensure the sustainability of the programme outcomes, proposals should be formulated, at the regional level as well as at the country level, in order to explore possibilities for funding from the EU to continue promoting knowledge management and exchange, give continuity to the most impactful and relevant actions of the RSCA programme, make linkages with other EU and ILO initiatives in the field of CSR/RBC, support ILO Country Offices in the design and implementation of activities related to CSR/RBC, mainstreaming gender and supporting a just transition towards environmentally sustainable economies and societies, and FPRW. Country brief documents are being prepared by the programme for this purpose.</p>	<p>The Country Briefs developed by RSCA are an important basis for discussions with stakeholders on sustainability, e.g. in the recommended 'Sustainability Workshop'.</p>
PROJECT DESIGN AND STRATEGY	
<p>15) Research should be carried-out in a timely manner to ensure that it will serve as an input for outreach events and policy advocacy. Give opportunities to constituents, sectoral private sector representatives and experts to provide feedback for the strategic direction of the studies at the onset of the project.</p>	<p>Research was delayed by the lack of local experts in the area of CSR/RBC.</p>
<p>16) Develop a stronger regional component and extend the scope to other countries in the region where relevant to replicate mechanisms established through the first phase of RSCA in similar sectors. The research outcomes on sector-related labour issues could be used as a baseline in neighbouring countries. A stronger regional component would ensure better governance and engagement of stakeholders in different countries to have a greater influence along supply chains and promote home-host dialogue.</p>	<p>This is important and has also been recommended to be included in a follow-up intervention involving ILO.</p>
<p>17) A strong Monitoring and Evaluation system is required to ensure a successful implementation, the achievement of the programme objectives and to measure the impact of the programme. The system should systematically collect participants' feedback after each programme intervention.</p>	<p>This is a necessary condition for all projects/programmes.</p>
PROGRAMME MANAGEMENT	
<p>18) Use a software to improve administrative efficiency and implement the Monitoring and Evaluation system. It could generate templates for events coordination with the programme branding, key information and processes to follow, and gather data on participants.</p>	<p>This is the responsibility of the KM Officer; any system should be linked to ILO's M&E systems.</p>
<p>19) Offer more technical accompaniment for partners. Provide technical backstopping to the established working groups and multi-stakeholder platforms that work on the implementation of ILS.</p>	<p>Support to the Platforms will be a Key Component of a follow-up intervention involving ILO.</p>
<p>20) Enhance project team composition in terms of numbers and technical expertise. Hire staff with technical expertise on CSR/RBC, country-specific labour issues and supply chains governance to support the team that manages the implementation and coordination of the programme at the regional level and at the country levels.</p>	<p>The new Project Team's qualifications will be crucial in any follow-up intervention.</p>

Annex 14: Lessons Learned (LL) and Good Practices (GP)

This Annex provides the full description of two Lessons Learned (LL) and three Good Practices (GP) in the ILO Templates as follows:

LL1: *Regional projects need to have a Regional Component for the exchange of good practices and lessons learned among the target countries.*

ILO Lesson Learned Template

Project Title: Responsible Supply Chains in Asia (RSCA)

Project TC/SYMBOL: RAS/16/13/EUR

Name of Evaluator: Theo van der Loop

Date: 25 March 2022

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)	<i>Regional projects need to have a Regional Component for the exchange of good practices and lessons learned among the target countries.</i>
Context and any related preconditions	<i>The RSCA Programme was lacking a Regional Component in its design, but due to the widely felt need for exchange of experiences among countries halfway such a component was added in the LogFrame especially targeting knowledge management and policy exchange.</i>
Targeted users / Beneficiaries	<i>ILO MULTI, ILO ROAP/DWT, ILO Country Offices, Other UN and other international organisations, and Donor.</i>
Challenges /negative lessons - Causal factors	<i>To implement the RSCA programme in isolation in the six countries without interaction meant that a lot of information was not shared in the early years of the programme.</i>
Success / Positive Issues - Causal factors	<i>The added Regional Component turned out to be instrumental also to map labour issues in supply chains across countries and to design interventions in countries with interlinked supply chains including home-host dialogues. Such a component further opens up possibilities for Peer-to-Peer and Triangular Cooperation as well as for trade dialogues. As an example, lessons could be learned by other countries from the situation in Viet Nam where all eight Fundamental Conventions are ratified, and a new Labour Code was introduced. It could also have a snowball effect, when one country does a lot on Business and Human Rights Due Diligence, then other countries do not want to be left behind A concrete example was the support of the programme to the annual “United Nations Regional Forum on Responsible Business and Human Rights (B&HR), Asia and the Pacific”.</i>
ILO Administrative Issues (staff, resources, design, implementation)	<i>Regional technical and administrative staff needs to be present in the regional hub (in this case ILO-ROAP in Bangkok).</i>

LL2: Multi-Stakeholder meetings and platforms are instrumental to CSR/RBC policies and practices.

ILO Lesson Learned Template

Project Title: Responsible Supply Chains in Asia (RSCA)

Project TC/SYMBOL: RAS/16/13/EUR

Name of Evaluator: Theo van der Loop

Date: 25 March 2022

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)	<i>Multi-Stakeholder meetings and platforms are instrumental to CSR/RBC policies and practices.</i>
Context and any related preconditions	<i>The Multi-Stakeholder Platforms launched by the RSCA Programme facilitated social dialogue between key stakeholders and broadened the outreach of the recommendations of the MNE Declaration and the adoption of socially responsible labour practices. This laid the foundation for the institutionalisation of the policy dialogue. It is important that these platforms are Tripartite in nature, which is a strength of the ILO, whereby it also has the leverage of the Country Offices.</i>
Targeted users / Beneficiaries	<i>ILO MULTI, ILO ROAP/DWT, ILO Country Offices, Other UN and other international organisations, and Donor.</i>
Challenges /negative lessons - Causal factors	<i>Multi-Stakeholder meetings and platforms are key for sustainability of institutional efforts by this type of programmes however they require a lot of efforts on the side of the Programme Team. The participation of the team should not be limited to the Programme Manager, A knowledge officer and a policy advocacy/communication officer, but also qualified National Programme Coordinators at NOB level..</i>
Success / Positive Issues - Causal factors	<i>With respect to actual partnerships, most progress was made by the RSCA Programme in the case of the following three Platforms: 1) The CSR Think-Tank for Vietnam’s seafood sector. Its focus was on CSR training/manual for implementing the Vietnamese Labour Code 2019 and a sustainability plan beyond the end of the RSCA programme. It also facilitated a sectoral policy dialogue on the actions required for removing the yellow card for illegal, unreported, and unregulated (IUU) fishing. 2) A Tripartite-Plus Working Group (WG) in the agricultural sector in the Philippines; it reviewed and revised the Voluntary Code of Conduct of Good Practices (VCGP) on Decent Work in the Banana Industry following the principles and recommendations of the MNE Declaration. It can serve as a model to be replicated in other sub-sectors of the Agricultural sector. 3) A Task Force (TF) in the Auto Parts supply chain in Thailand to promote socially responsible and sustainable business using the MNE Declaration as a benchmark.</i>
ILO Administrative Issues (staff, resources, design, implementation)	<i>Substantial staff inputs are required to manage the extensive networking required for such platforms (see above).</i>

GP1: The Research Studies undertaken in the first phase of the programme laid a foundation for the remainder of the programme as it served as a basis for identifying the specific activities for other implementation modalities as well as for meaningful consultations and hence ownership.

ILO Emerging Good Practice Template

Project Title: Responsible Supply Chains in Asia (RSCA)

Project TC/SYMBOL: RAS/16/13/EUR

Name of Evaluator: Theo van der Loop

Date: 25 March 2022

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.)	<i>The Research Studies undertaken in the first phase of the programme laid a foundation for the remainder of the programme as it served as a basis for identifying the specific activities for other implementation modalities as well as for meaningful consultations and hence ownership.</i>
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	<i>The programme started off without a Regional Component, and thus without regional research studies. In particular, to follow cross-country supply chains this will be needed when such a good practice would be replicated.</i>
Establish a clear cause-effect relationship	<i>Continuous engagement and consultations with stakeholders were solicited to get their contribution and buy-in before validating the research. Through multi stakeholder platforms, the programme presented the preliminary findings to relevant stakeholders to get their feedback and inputs. Research outcomes fostered active discussion in the tripartite dialogue.</i>
Indicate measurable impact and targeted beneficiaries	<i>The research undertaken by the programme was in majority Sector-oriented and included 2 or 3 studies per country, except for Vietnam (4) and the Philippines (1); for the titles of the documents see the list in Annex 15. The quality of the reports varied somewhat, in large part based on the identification and selection of the implementing partner. Research was generally appreciated by the stakeholders, but some indicated that more focus could have been given to labour rights, Trade Union rights and collective rights/bargaining.</i>
Potential for replication and by whom	<i>This should be replicated in particular in any programme involving cross-country supply chains and/or the involvement of multi-stakeholder platforms.</i>
Upward links to higher ILO Goals (DWCPs, Country Program Outcomes or ILO's Strategic Program Framework)	<ul style="list-style-type: none"> • <i>ILO Programme and Budget (P&B 2020-21) Outcome 4: Sustainable enterprises as generators of employment and promoters of innovation and decent work".</i> • <i>ILO's Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy, the MNE Declaration (2017).</i>
Other documents or relevant comments	<i>The research documents are listed in Annex 15.</i>

GP2: The CSR Think Tank for the Seafood Sector in Viet Nam could be a model to be replicated.

ILO Emerging Good Practice Template

Project Title: Responsible Supply Chains in Asia (RSCA)

Project TC/SYMBOL: RAS/16/13/EUR

Name of Evaluator: Theo van der Loop

Date: 25 March 2022

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.)	<i>The CSR Think Tank for the Seafood Sector in Viet Nam could be a model to be replicated in other economic sectors.</i>
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	<i>Establishment of regular, focused and strategic dialogue between stakeholders are key to have efficient implementation mechanisms and ensure the sustainability of the programme. The CSR Think Tank is well-established, recently having convened already its third annual meeting, and it is composed of multi-stakeholder members (see Box 1). It has facilitated dialogue among its members including the relevant Ministry, i.e. the Ministry of Agriculture and Rural Development (MARD), and has taken the lead in discussions on CSR/RBC and labour issues which resulted in the proposal of solutions to the ministry for further sectoral policy interventions. In addition, a sustainability plan beyond the end of the RSCA programme was developed and discussed at the third annual meeting.</i>
Establish a clear cause-effect relationship	<i>The CSR Think Tank for the seafood sector in Viet Nam could be a model for converting policy/topical dialogues into real activities. The programme supported the formation of the Task Force to facilitate dialogues among multi-stakeholders in the sector and take the lead in discussions on CSR/RBC and labour issues and proposed solutions to the relevant ministry for further policy interventions</i>
Indicate measurable impact and targeted beneficiaries	<i>The CSR Think-Tank for Vietnam's seafood sector has about 15 core members (see Box 1, although additional organisations are also invited for different activities). It recently convened its 3rd annual meeting to take stock of what has been achieved with a particular focus on the CSR training and manual for implementing the Vietnamese Labour Code 2019 and a sustainability plan beyond the end of the RSCA programme. It also facilitated a sectoral policy dialogue on the actions required for removing the yellow card for illegal, unreported, and unregulated (IUU) fishing which led to identifying the root causes and solutions to inform key actions moving forward</i>
Potential for replication and by whom	<i>The format of CSR Think Tank, member composition and scopes of work could be replicated in other sectors.</i>

Upward links to higher ILO Goals (DWCPs, Country Program Outcomes or ILO's Strategic Program Framework)	<ul style="list-style-type: none"> • <i>ILO Programme and Budget (P&B 2020-21) Outcome 4: Sustainable enterprises as generators of employment and promoters of innovation and decent work".</i> • <i>ILO's Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy, the MNE Declaration (2017).</i>
Other documents or relevant comments	<p><i>The RSCA Third Interim Progress Report. RSCA; 7 May 2021.</i></p> <p><i>The RSCA Programme Implementation, 2021. EU Brief Report. 14 December 2021.</i></p> <p><i>The present Report of Independent Final Evaluation of RSCA (March 2022).</i></p>

GP3: It is a Good Practice in programmes dealing with responsible supply chains to include a combination of a cross-country supply chain approach with national interventions.

ILO Emerging Good Practice Template

Project Title: Responsible Supply Chains in Asia (RSCA)

Project TC/SYMBOL: RAS/16/13/EUR

Name of Evaluator: Theo van der Loop

Date: 25 March 2022

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.)	<i>It is a Good Practice in programmes dealing with responsible supply chains to include a combination of a cross-country supply chain approach with national interventions.</i>
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	<i>This Good Practice is partly based on the findings of the EU-Evaluation Report (2021), as well as on those of the Strategic Review (2021) and the present evaluation. Interventions that combine support to supply chains and national level interventions are better equipped to effectively respond to the main RBC challenges. In addition, Supply chain approaches require a cross-country approach covering the links between countries and companies involved in the same supply chain in different countries.</i>

<p>Establish a clear cause-effect relationship</p>	<p><i>The supply chain approach (as proposed in the Document of Action/Project Document) is an adequate response to the shift of RBC from factory level to supply chain level (cf. the promotion of RBC practices at all levels of the supply chain – not only in exporting companies). It involves relevant Ministries (e.g. of Agriculture, Tourism, Environment), agencies, business organisations and companies in identifying specific issues and developing solutions taking into account the particular context and requirements of international actors in the supply chain. However, many topics e.g. labour legislation, environmental issues had to be addressed at the national level. ILO, therefore, worked in parallel with national Ministries and with sector-specific organisations (EU Evaluation, 2021: 26).</i></p> <p><i>In addition, a Supply Chain approach would be benefited by a cross-country approach. During the project implementation, there was growing evidence that some interventions (in particular the studies and meetings) should cover the links between countries and companies involved in the same supply chain in different countries, for e.g., the production of maize in Myanmar for export to the Thai Broiler sector, or the interest of the Japanese electronics sector for the CSR study China. The RSCA proved also relevant to support the RBC aspects of the international investments of companies from the 6 countries, e.g. the investments of Japanese auto parts producers in Thailand; interest of MOHRSS in ILS for the Chinese investments in Asia and Africa (EU Evaluation, 2021: 26-27).</i></p>
<p>Indicate measurable impact and targeted beneficiaries</p>	<p><i>Building alliances and collaboration with High-Income Countries (HIC) to promote RBC in the countries where both firms from the EU and the HIC have large investments or where these firms source their products, has proven to have a strong influencing power on both HIC and host governments as well as on companies. This demands specific coordination mechanisms, cross-country analysis of RBC issues, exchange of experience, bilateral negotiations between governments and support from the MNE of the home country to its suppliers in the host country.</i></p> <p><i>For South East Asia, HICs such as Japan, the USA, Canada, Australia, South-Korea could be interested in such collaboration with the EU. Host countries would be countries such as Vietnam, Thailand, Cambodia, Indonesia, Laos, the Philippines. Given the important inter-regional trade and investment, a similar host-home country might be relevant between middle-income countries and lower-income countries such as the trade between Thailand and Myanmar in agriculture.</i></p>
<p>Potential for replication and by whom</p>	<p><i>This should be replicated in particular in any programme involving cross-country supply chains.</i></p>
<p>Upward links to higher ILO Goals (DWCPs, Country Program Outcomes or ILO's Strategic Program Framework)</p>	<ul style="list-style-type: none"> • <i>ILO Programme and Budget (P&B 2020-21) Outcome 4: Sustainable enterprises as generators of employment and promoters of innovation and decent work".</i> • <i>ILO's Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy, the MNE Declaration (2017).</i>
<p>Other documents or relevant comments</p>	<p><i>EU-Evaluation Report of RSCA (2021).</i></p> <p><i>Strategic, Operative and Technical review of RSCA; ILO (October 2021).</i></p> <p><i>The present Report of Independent Final Evaluation of RSCA (March 2022).</i></p>

Annex 15: Documents Consulted

General Reports

- Terms of Reference (ToR) for the Final Independent Evaluation of RSCA – ILO Component; January 2022 (see Annex 1).
- Inception Report for the present Final Independent Evaluation (dated 9 February 2022).
- Joint Description of Action (DoA) ILO-OECD Main document; 24 October 2017.
- EU: Action Fiche 2016
- Annex II_Revised Log-Frame (updated Annex I.b)
- First Interim Report – RSCA; 2019.
- Second Interim Report – RSCA; 20-04-2020.
- MTE (2020): Inception Report, April 2020.
- Revised Logical Framework Matrix, dated 18 May 2020, including Theory of Change.
- MTE (2020): Evaluability Assessment (EA), MTE Consultant; May 2020.
- MTE (2020): Stakeholder survey and PowerPoint presentation (August 2020).
- Third Interim Report – RSCA; 7 May 2021.
- EU-PARTICIP: Evaluation of Partnership Instrument actions on Responsible Business Conduct, Women’s economic empowerment and Social and Solidarity Economy. Annex VI – Final Report Responsible Supply Chains Asia (RSCA) - July 2021.
- Strategic, Operative and Technical review of RSCA; Clemence Aron, 15/10/2021.
- RSCA Programme Implementation, 2021. EU Brief Report. 14 December 2021.
- Programme monitoring plans, including the *Consolidated Simplified Output Monitoring Sheet*, dated 9 March 2022.
- Minutes of the meetings of the Joint Steering Committee (JSC)
- Financial reports
- Websites, including of the project.

Research and Studies conducted by the RSCA Programme

China:

- Assessment of the decent work challenges and demands, both from business and public authorities, as well as the labour-related CSR/RBC policies, strategies and initiatives in place in specific sectors (textile and electronics)/supply chains in China. 2020.
- A rapid capacity assessment of Ministries, employers and workers awareness and knowledge levels on the labour dimension of CSR/RBC. 2020.

Japan:

- Responsible Supply Chains in Vehicle Parts Industry; Case Studies and Challenges. 2020.
- The Responsible Supply Chains in Asia - The Electronics Sector in Japan. 2020.
- Mapping of Japanese government action to promote and enable labour related CSR/RBC.

Myanmar:

- Sectoral Study to compile good labour related CSR/RBC practices in the seafood sector.
- Sectoral Study to compile good labour related CSR/RBC practices in the agriculture sector.
- Assessment of decent work challenges, as well as labour-related CSR/RBC policies, strategies and initiatives in the target sectors/supply chains.

Thailand:

- Driving Change: A market systems analysis of responsible business practices in Thailand’s automotive parts sector”. 2021.
- Research on responsible business practices in Thailand’s agricultural sector. 2021.

Viet Nam:

- Sectorial assessment of the decent work challenges in Viet Nam.
- Demands research document analysing the two sectors in Viet Nam.
- Study on the wood processing sector.
- Assessment of current status of socially responsible labour practices in primary production and semi processing of Vietnam seafood supply chains.

Philippines:

- Study on the Fruits and Vegetable Supply Chain in the Philippines and CSR/RBC for Economic and Social Upgrading”. 2021.

More general documents

- DWCP’s for relevant countries
- Relevant ILO’s P&B’s, and Centenary Initiatives.
- UNSDCF’s for for relevant countries.
- ILO EVAL: Evaluation Policy Guidelines, including ILO policy guidelines for results-based evaluation: Principles, rationale, planning and managing for evaluations 3rd edition 2017.
- ILO (2020) Policy Guidelines for Results-Based Evaluation (4th edition). ILO-EVAL, Geneva: November 2020. See:
- https://www.ilo.org/eval/Evaluationpolicy/WCMS_571339/lang--en/index.htm
- EVAL (2020): Implications of COVID-19 on evaluations in the ILO: An internal guide on adapting to the situation. Geneva: http://www.ilo.ch/wcmstp5/groups/public/---ed_mas/---eval/documents/publication/wcms_741206.pdf, and:
- www.ilo.ch/eval/WCMS_744068/lang--en/index.htm
- ILO EVAL (2021): ILO’s response to the impact of COVID-19 on the world of work: Evaluative lessons on how to build a better future of work after the pandemic (August 2021): <http://www.unevaluation.org/document/download/2787>
- United Nations Evaluation Guidelines (UNEG) Norms and Standards ILO policy guidelines (4th edition, 2020): https://www.ilo.org/eval/WCMS_817079/lang--en/index.htm
- OECD/DAC Network on Development Evaluation (2019): Better Criteria for Better Evaluation; Revised Evaluation Criteria Definitions and Principles for Use. December 2019.
- Other documents/materials/publications that were produced through the project or by relevant stakeholders.