

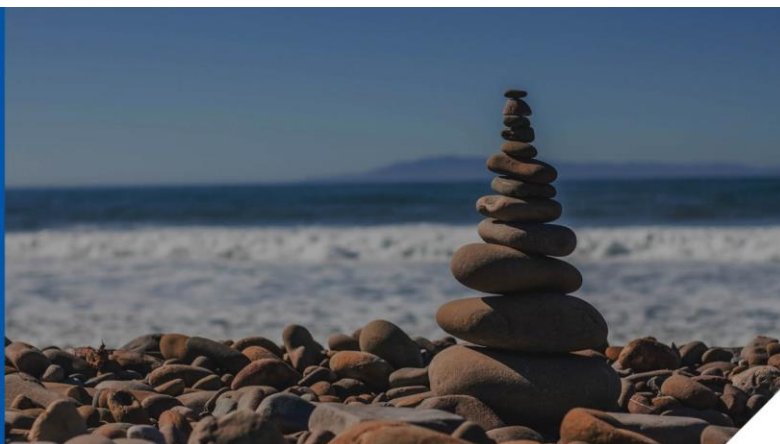


International
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i-eval Discovery



Mid-term Evaluation for "Public-Private Partnership for compliance with national law and respect for fundamental principles and rights at work in the electronics sector of Viet Nam"

ILO DC/SYMBOL: VNM/20/02/APL

Type of Evaluation: Project

Evaluation timing: Mid-term

Evaluation nature: Internal

Project countries: Viet Nam

P&B Outcome(s):

Strategic Policy Outcome: Outcome 4: Sustainable enterprises as generators of employment and promoters of innovation and decent work

Country Programme Outcome: Outcome 3.3 - Decent work opportunities increased through integrated approaches to compliance and workplace innovation applied at sectorial and workplace level for sustainable enterprise development.

SDG(s): SDG 8 SDG Target 8.2

Date when the evaluation was completed by the evaluator: 03 December 2023

Date when evaluation was approved by EVAL: [Click here to enter a date.](#)

ILO Administrative Office: ILO Country Office for Viet Nam (CO-Hanoi)

ILO Technical Office(s): INWORK, BETTERWORK

Joint evaluation agencies: XXX

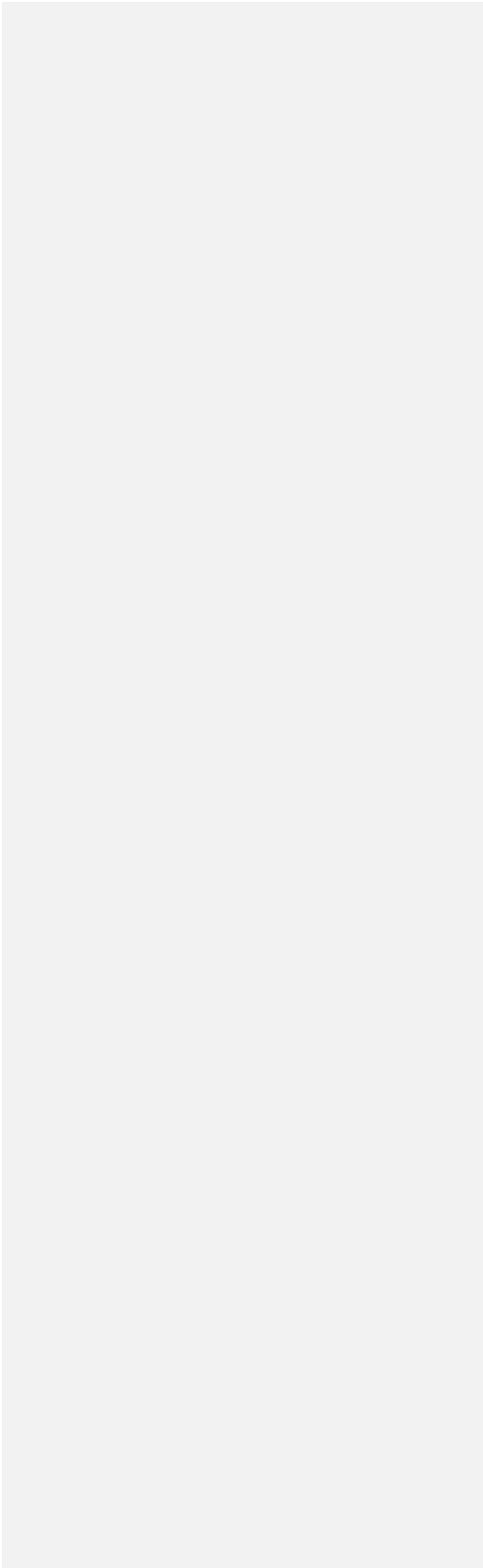
Project duration: June 2021 – August 2024

Donor and budget: Apple, \$1,000,000

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Acknowledgements



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Executive Summary

The project *Public-Private Partnership for compliance with national law and respect for fundamental principles and rights at work in the electronics sector of Viet Nam* has been implemented in Viet Nam since July 2021. After the cost extension in April 2023, the Project timeline is extended to 30 August 2024 and the total budget is \$1,000,000. The Project's overall objective is to contribute to Viet Nam's sustainable and inclusive economic growth by promoting and improving labour law compliance and social dialogue in Viet Nam's electronics supply chain, in line with the 2019 Labour Code and respecting the ILO Declaration on Fundamental Principles and Rights at Work.

An internal mid-term evaluation (MTE) was conducted from September to December 2023, in accordance with the ILO policy guidelines for results-based evaluation and managed by ILO CO Hanoi. The MTE reviewed the project performance, using the OECD/DAC criteria (relevance, coherence, effectiveness, efficiency, impact and sustainability) and in line with the ILO guidelines. It also examined whether gender concerns had been effectively mainstreamed in the project design and implementation. The findings and recommendations of the MTE would enhance learning within the ILO and among key stakeholders and help guide the Project team in adjusting the Project's approach and scope for implementation during the Project's remaining and extended period.

Some **lessons** learned and emerging **good practices** were founded and analysed by the evaluation. They are applicable for: 1. Project design and implementation; and 2. Dialogue design and operation:

Lessons learned:

- The Project should apply additional methods to support partners in widely introducing (anonymous) good practices for each specific issue of compliance or social dialogue in the industry, using the developed tools and templates that could be applied generally to many enterprises. To save time and ensure information confidentiality for parties at the factory and grassroots level, these methods, tools and templates could be placed on an accessible and easy-to-use digital platform.
- More efforts on promotion of dialogue at sectoral and national levels should be made. The national partners that were in the driving seat of dialogue organisation (VCCI, VGCL, VEIA, etc.) needed high quality technical assistance provided by ILO, to design and operate the dialogues as strategic and continuous processes rather than a series of single events. A joint planning process was needed, not only among the sector stakeholders but also with the stakeholders in charge of sectoral and national regular policy dialogues (VBF, professional associations), to improve information dissemination, introduction of good corporate and sector policy and practices, and further expansion of the dialogue influence within the electronics sector and to other sectors.
- A good digital platform could be able to service the purposes of raising awareness of different target groups, training different types of stakeholders, sharing methods and tools, facilitating preparation and operation of various series of dialogues with relevant topics, following a common and consistent strategy supported by the Project.
- The Project did not develop indicators and targets for the outcomes and the overall objective. The designed overall objective and outcomes were too ambitious compared to the limited technical and financial resources of the Project. It was also difficult for the implementing partners to form a long-term vision. While the Project was formulated as a part of long-term interventions, it has not been secured with a long-term financing scheme. Collaboration between a number of small ILO projects could be a solution, but they all should be well positioned in a country results framework of ILO interventions and all relevant stakeholders should be informed at early stage of Project formulation.
- The Project should consider applying results-based approach in concept design, planning, and reporting. Indicators and measurements for achievement of outcomes and impact

should be developed. Results of the sector baseline surveys and studies should be used to formulate the baseline and plan for the endline of the Project.

Good practices:

- As the Project's outcomes fit with the strategic position of ILO in Vietnam, small interventions were able to promote the national development trend.
- A strong linkage among the ILO projects helped to save resources for both ILO and the partners and promote cohesive approach across the ILO projects.
- The partners-driven approach helped build up national partners' capacity and ownership that were required for a long-term impact.
- Dialogues or other activities co-hosted or organised by the national partners helped strengthen their capacity. Capacity building for the dialogue participants helped improve quality of dialogues.
- Digital solution for project activities improved the efficiency of using resources and can also be useful for leveraging the Project's results and sustaining national partners' capacity.

Conclusions of the evaluation and respective **recommendations** include:

CRITERIA	CONCLUSIONS	RECOMMENDATIONS
Relevance	The project addressed priorities, needs, and interests of stakeholders at factory, sector, and national levels.	In the second half, the Project should engage relevant national partners in designing in the project/activities design for the next phase. An early stakeholder engagement can ensure that the project's outcomes align with needs and priorities of partners and beneficiaries and they are well communicated with the partners.
Effectiveness	The Project is able to achieve most of its outputs, partially achieved its outcomes, and is likely contributing to promotion of compliance and social dialogue at factory, sectoral and national level. There have been rooms for improving dialogue at sectoral and national levels. The main constraints so far have been the Project design and M&E system. The designed overall objective and outcomes were too ambitious compared to the limited technical and financial resources of the Project. Impact and outcome indicators have not been applied. No baseline and targets were formed at the start of the project.	Project size and reasonable timeline should be defined at the beginning to support the development of M&E indicators at the project designing step. The Project should develop indicators and targets for outcomes and overall objectives . It should be secured with a long-term financing scheme. Collaboration between a number of small ILO projects could be a solution, but they all should be well positioned in a country results framework of ILO interventions and all relevant stakeholders should be informed at early stage of Project formulation.
Efficiency	The project has secured the commitment of the project partners to realise the project objectives and built-up national ownership. Expertise and resources were mobilised to support the implementing partners.	ILO should encourage projects for early planning with relevant parties and align planning and reporting practice by all parties. This helps improve the commitment and readiness of all the parties during design and implementation processes.

	<p>Synergies and collaboration between ILO small projects are good experience that helped save the project costs.</p> <p>The lack of a country results framework may limit the level of cooperation.</p>	<p>The Project should consider applying results-based approach in concept design, planning, and reporting. Indicators and measurements for achievement of outcomes and impact should be developed. Results of the sector baseline surveys and studies should be used to formulate the baseline and plan for the endline of the Project.</p> <p>The implementing partners could have formed a better vision and thus further improve the synergies if the position of the project within ILO portfolio was clearly identified in a country results framework, supported by appropriate indicators and measurements, and all relevant stakeholders were informed at early stage of Project formulation.</p>
Sustainability	<p>To ensure sustainability of results, some capacities that are expected to be sustained and institutionalized by partners organizations, including capacity development plans for relevant institutions and individuals, dialogue mechanisms, and platforms for facilitating dialogue, sharing knowledge and experience, etc.</p>	<p>ILO should continue building on the trust & ownership developed, providing relevant technical assistance to enhance capacity of different groups of stakeholders involved in sector and national dialogues. These efforts would require joint action plans and mechanisms for financing, mobilisation of expertise for intervention design, conduct, and follow-ups.</p>
Impact	<p>The project is likely to promoting and improving labour law compliance and social dialogue in Vietnam's electronics supply chain, in line with the 2019 Labour Code and respecting the ILO Labour Standards. It has contributed to enhancing national constituents' capacity on social dialogue to raise and address common areas of interest linked to the electronics sector. However, their action plans for improving law compliance and social dialogue have not been identified. Their capacity has not been sufficient to facilitate high quality dialogues at national and sectoral level.</p> <p>The Project will partly achieve its objectives in the second half.</p>	<p>To ensure sustainability of results, some capacities are expected to be sustained and institutionalized by partners organizations, including capacity development plans for relevant institutions and individuals, dialogue mechanisms, and platforms for facilitating dialogue, sharing knowledge and experience, etc. These efforts would require joint action plans and mechanisms for financing, mobilisation of expertise for intervention design, conduct, and follow-ups.</p>

1. Context and Project Description

1.1 Context

With USD 96.9 billion in exports in 2020, Viet Nam's electronics industry is the 12th-leading exporter in the world, and the industry continues to grow. In addition to playing a major role in overall economic growth, the electronics industry has also been one of the biggest job creators in Viet Nam in the last decade, employing around one million workers. The growth of the electronics sector has taken place in the context of Viet Nam's development strategy of deeper global economic integration, pursued primarily through FDI and the negotiation of free trade agreements, including the Comprehensive and Progressive Agreement for Trans-Pacific Partnership (CPTPP) and the EU-Viet Nam FTA.

Alongside its deeper global trade integration through active participation in FTAs and expanded supply chain participation, Viet Nam has embarked on labour law and industrial relations reforms. Viet Nam's National Assembly recently ratified Convention 98 on the Right to Organise and Collective Bargaining in 2019 and Convention 105 on Abolition of Forced Labour in 2020. (Convention 87 on Freedom of Association and the Protection of the Right to Organize is the only ILO core convention remaining to be ratified). The Labour Code 2019, which was adopted in November 2019 and took effect in January 2021, allows workers to join organizations of their own choosing at the enterprise level. This is a significant move towards upholding international labour standards, especially on freedom of association at the workplace level and there is a need to strengthen workplace dialogue for the reforms to be realized.

The ILO has played a pivotal role in assisting the government and social partners in preparing a new industrial relations framework based on ILO Fundamental Conventions, including the key enabling rights of freedom of association and the effective recognition of the right to collective bargaining. There is great momentum from the labour law and industrial relations reforms to help drive productivity, safety, worker voice, and resilient and socially responsible supply chains through genuine social dialogue. In the Project implementation, there are significant changes of the macro factors.

1.2 Project Description

The project *Public-Private Partnership for compliance with national law and respect for fundamental principles and rights at work in the electronics sector of Viet Nam* has been implemented in Viet Nam since July 2021. After the cost extension in April 2023, the Project timeline is extended to 30 August 2024 and the total budget is \$1,000,000.

The Project was launched in Quarter 3 – 2021 in the COVID-19 serious restrictions and lockdown period. However, over the months, the pandemic was more under control and later in 2022, the economy of Viet Nam had significant growth, with annual GDP of 8.02%¹, benefitting from economic recovery after restriction and lockdown months. The manufacturing industries, including electronics, experienced significant growth in comparison with the previous months. The national labour force recovered to pre-COVID-19 levels, however, weaker global demand resulted in slowing orders and exports in Q4-2022, and to renewed labour market pressures².

The Project's overall objective is to contribute to Viet Nam's sustainable and inclusive economic growth by promoting and improving labour law compliance and social dialogue in Viet Nam's electronics supply chain, in line with the 2019 Labour Code and respecting the ILO Declaration on Fundamental Principles and Rights at Work.

¹ [Socio-economic situation in the fourth quarter and 2022 – General Statistics Office of Vietnam \(gso.gov.vn\)](https://gso.gov.vn)

² [Taking Stock: Vietnam Economic Update, March 2023 \(worldbank.org\)](https://www.worldbank.org)

This overall objective will be achieved via the realisation of three outcomes:

- Collaborative development by constituents and stakeholders of action plans in line with national law towards decent work in the sector, with freedom of association and collective bargaining at the workplace and sector levels embedded.
- Upholding workplace compliance and promoting social dialogue practices as a means to advance decent work and resilience in the electronics sector.
- Dialogue mechanisms at the sector/national level are used by stakeholders to support the development of sectoral policies and measures, e.g. on workplace health and safety and aspects of gender equality such as workplace harassment.

To achieve these objectives, the strategy focuses on:

- Improving workplace compliance including through tailored advisory services.
- Enhancing national constituents' capacity on social dialogue to raise and address common areas of interest linked to the electronics sector.
- Strengthening the regulatory framework and the development of suitable guidance to promote decent work.

2. Evaluation Purpose and Methodology

2.1 Purpose, Scope and Objectives

In accordance with the ILO policy guidelines for results-based evaluation and requirements of the constituents of the Project, the Project underwent an internal mid-term evaluation (MTE). This internal evaluation was managed by ILO CO Ha Noi.

The MTE was conducted to review the project performance, using the OECD/DAC criteria (relevance, coherence, effectiveness, efficiency, impact and sustainability) and in line with the ILO guideline. It also examined whether gender concerns had been effectively mainstreamed in the project design and implementation. The findings and recommendations of the mid-term evaluation would enhance learning within the ILO and among key stakeholders and help guide the Project team in adjusting the Project's approach and scope for implementation during the Project's remaining and extended period.

Purpose of the evaluation

The purpose of this MTE is to ensure that progress and results of the project are monitored, analyzed, understood, communicated, and acted upon in a timely and efficient manner. This was also to monitor the Project's impact and sustainability based on the initial objectives specified in the Project Document and the Agreement with the Donor, considering the national context during the implementation phase. In particular, it services the three following main purposes:

- (1) Assess progress towards the project objectives, identify key challenges and any factors that may have affected the project and its implementation; Present an objective assessment of the extent to which the project responds to the needs of the national partners; their commitment to the realization of the project's objectives and their capacity to deliver on these.
- (2) Assess efficiency, orientation to impact and sustainability of the Project's intervention.
- (3) The evaluation findings and suggestions would inform the adjustment of the project's strategy and plan in the second half of the project life/cycle and contribute to the learning process of the ILO and project stakeholders.

Scope and objectives of the evaluation

The evaluation covered the period from 1st July 2021 to 30 June 2023, to create an accurate and comprehensive picture of the project implementation, generating findings on evaluation criteria and documenting good practices and lessons learned. The evaluation integrated gender equality and non-discrimination as cross – cutting concern throughout is methodology and all deliverables including the final reports.

The evaluation's geographic scope was in Hanoi and Bac Ninh province of Viet Nam with electronics manufacturers of the supply chains.

The evaluation was based on the existing documents, monitoring filings and interviews (KIs) with the key partners and beneficiaries of the Project.

2.2 Evaluation Methodology

The MTE was carried out in accordance with ILO standard policies and procedures, comply with evaluation norms and follow ethical safeguards. The evaluation addressed the overall ILO evaluation criteria as defined in *the ILO Policy Guidelines for results-based evaluation: principles, rationale, planning and managing for evaluations* (3rd ed. 2017). It also took into account the gender issues into the evaluation process as guided by *the ILO guidelines on Integrating gender equality in monitoring and evaluation of projects* (2014). The ILO adheres to the United Nations system evaluation norms and standards as well as to the OECD/DAC Evaluation Quality Standards. The evaluation was carried out in a participatory manner to ensure the involvement of key stakeholders in particular national project partners and the donor, in all phases of the evaluation, including preparation, field visits, report preparation and validation, and dissemination.

2.2.1 Evaluation Questions and Data Sources

Criteria	Evaluation questions	Data sources
RELEVANCE and strategic fit of the project	<ol style="list-style-type: none">1. To what extent the project objectives/outcomes are relevant to the demands and priorities of the Government and social partners (workers' and employers' organizations), and the needs and interests of the beneficiaries, including the national constituents.2. Should the project design and methodology be modified to improve its relevance in the second half of the Project and possible next phase (and in the post COVID-19 context)? If so, how?	<ul style="list-style-type: none">- MOLISA- VCCI- VGCL- IZTU Bac Ninh- Selected factories- ILO staff and specialists- Donor representatives <i>(KIs/FGDs/Document review)</i>
Project PROGRESS and EFFECTIVENESS	<ol style="list-style-type: none">3. To what extent has the project been making progress towards its planned objectives?4. What have been achieved so far?5. What are the major constraints so far?6. Have the project methodologies and approaches appropriately matches the capacity (including political space) and expectation of the project partners for their action?7. What progress has been made in strengthening the capacity of relevant	<ul style="list-style-type: none">- MOLISA- VCCI- VGCL- ILO staff and specialists- Donor representatives <i>(KIs/FGDs/Document review)</i>

	institutions and individuals concerning compliance and social dialogue at the national level, sectoral level and workplace level? What are required to improve the capacity of partners in the second half of the project?	
EFFICIENCY of resource use	<p>8. Have resources (funds, human resources, time, expertise etc.) been allocated strategically to achieve outcomes?</p> <p>9. How are the synergies/collaboration affect the efficiency of resources?</p> <p>10. How are the cost extension affect the project overall progress?</p>	<ul style="list-style-type: none"> - MOLISA - VCCI - VGCL - ILO staff and specialists <p>(KIs/FGDs/Document review)</p>
EFFECTIVENESS of management arrangement (including monitoring and evaluation)	<p>11. To what extent has the project secured the commitment of the project partners to realise the project objectives and built - up national ownership?</p> <p>12. To what extent has the management arrangement been effective?</p> <p>13. Has the project received adequate political, technical and administrative support from its national partners?</p> <p>14. Was there a clear understanding of the roles and responsibilities by all parties involved?</p> <p>15. How effective is communication between the project team, the ILO and project partners, as well as the donor?</p> <p>16. What should be improved in the second half of the project?</p>	<ul style="list-style-type: none"> - ILO & BWV staff and specialists <p>(KIs/FGDs/Document review)</p>
SUSTAINABILITY and IMPACT of the project	<p>17. Is the project likely to promoting and improving labour law compliance and social dialogue in Viet Nam's electronics supply chain, in line with the 2019 Labour Code and respecting the ILO Declaration on Fundamental Principles and Rights at Work? What are needed to achieve this outcome?</p> <p>18. To what extent has the project contributed to enhancing national constituents' capacity on social dialogue to raise and address common areas of interest linked to the electronics sector?</p> <p>19. Have there been any observed positive/negative impact?</p> <p>20. How effectively has the project built necessary capacity of people and institutions (of national partners and implementing partners)? Which project-supported activities, capacities, products and tools have been sustained and institutionalized, or are expected to be sustained and institutionalized by partners organizations?</p>	<ul style="list-style-type: none"> - MOLISA - VCCI - VGCL - IZTU Bac Ninh - Selected factories - ILO staff and specialists - Donor representatives <p>(KIs/FGDs/Document review)</p>

	21. How likely the project will achieve its objectives in the second half of the project and what measures need to be taken into account to ensure sustainability of results and outcomes?	
Cross-cutting issues including GENDER EQUALITY and INCLUSIVENESS	<p>22. To what extent have the project's interventions so far contributed to promoting inclusiveness in freedom of association and collective bargaining at the workplace and sector levels?</p> <p>23. To what extent have stakeholders including workers in particular disadvantaged groups of workers, been involved in project design and implementation?</p>	<ul style="list-style-type: none"> - MOLISA - VCCI - VGCL - IZTU Bac Ninh - Selected factories - ILO staff and specialists - Donor representatives - (KIs/FGDs/Document review)

Upon review of the available documents and an initial discussion and consultations with ILO officials/specialists in Hanoi, Geneva and Bangkok/Beijing, the evaluator developed a detailed analytic framework of questions and sub-questions, based on the evaluation questions above as defined in the ToR, and consistent with Results-Based Management (RBM) and the OECD/DAC criteria. See further details at Annex A (Evaluation Data Collection Matrix).

2.2.2 Evaluation Schedule

Time	Task	Location	Output/ Deliverable
Week 4 - August 2023	Discussions with evaluation manager, ILO Country Office and ILO specialists (skype/meetings); Desk review of project related documents; Refine evaluation questions	Hanoi	Refined evaluation questions and Evaluation Framework
Week 2, 3 - September 2023	Group/separate meetings with the project partners (MOLISA, VGCL, VCCI, VEIA) and other national partners and factory representative	Hanoi and Bac Ninh	Information and insights of the project stakeholders at national, sectoral, and factory levels
Week 4 September 2023	Participate in the project activities (Sector quarterly forum, training courses, etc.); meetings with ILO, BWV, donor	Bac Ninh, HCMC	Understanding of supply chains actors and project activities
Week 4 October 2023	Further consultation with project team, VCCI, VGCL	Hanoi	Feedback and viewpoints shared by key project partners
Week 2, 4 - November 2023	Prepare draft evaluation report	Hanoi	Draft evaluation report
Week 1 - December 2023	Finalize the report and edit the translated report	Hanoi	Final report (English and Vietnamese versions)

2.2.3 Data Collection Methods

The following methods were used to collect information:

Desk review

Review and analysis of documents related to the project, including:

- Project Documents: initial Project Document, Project Document of the extend Project, and work plans.
- Periodic Technical Progress Reports submitted to the donor by ILO as per PARDEV reporting guideline.
- Project outputs: survey report, Decent Work report, Advisory Programme documents and Review Report
- Project documentation: workshop reports, training materials, training feedback results, consultation meeting reports, concept notes, minutes of calls/meetings with the Donor, and relevant correspondence.
- Other relevant documents.

The desk review suggested a number of initial findings that in turn helped fine-tune evaluation questions, which can be found in Annex 4: Evaluation question matrix (EQM).

Field visits and interviews

The evaluator undertook group/individual discussions with the ILO Project staff, supporting staff and CO management in Hanoi. The evaluator also had several teleconferences with the ILO and BWV specialists in HCMC, Geneva and Beijing/Bangkok.

The evaluator had group/separate meetings with the project partners (MOLISA, VGCL, VCCI, VEIA, among those, VCCI is the main partner) and other national partners and factory representative that have been actively engaged in the project activities in Hanoi and Bac Ninh province.

The evaluator had separate meetings with the project partners (MOLISA, VGCL, VCCI, VEIA), one provincial partner (the Union of Bac Ninh Industrial Zone) and 2 factory representatives who had been actively engaged in the project activities. The evaluator also had online interviews with the donor (Apple) representative.

See further details in Annex A (Evaluation Data Collection Matrix).

2.2.4 Data Analysis

Data and information were collected from the available documents and by KIs and FGDs with different groups of respondents.

Contribution analysis was applied for understanding how the interventions of the Project and its deliverables have supported partners in producing expected outcomes and if they are logically linked to the outcomes and sustainable impact. Some hypotheses were applied for testing the logical links. Comparison between values of the Project-defined Indicators/Results and the actual values was applied to analyse the level of progress and achievements of the Project.

Gap analysis can be applied for suggestions to explore emerging opportunities, challenges, possible entry points for the next solutions and interventions.

See further details in Annex D (Performance Monitoring Plan Indicator Results).

2.3 Limitations and Mitigating Strategies

Bias	Mitigation Strategies
Measurements for outcomes and impact: lacking outcome and impact indicators, as well as data in ILO M&E system	Contribution analysis, with application of hypotheses.
Availability of secondary data: no baseline data	Progress/ results tracking.
Availability of secondary data: no assessment of dialogue design and implementation	Lessons learnt exploration. Beneficiaries' expectations verification.
Data collected by limited numbers of KIIs and FGDs may not fully reflect interests, expectations, and insights of some specific groups of beneficiaries, such as workers and employers	Triangulation of data.

3. Evaluation Findings

3.1 RELEVANCE and strategic fit of the project

Matching Stakeholder Needs and Priorities:

At the **national level**, the implementation of the 2019 Labour Code is one of the priorities of the Vietnamese Government, in the context that the capacity (to disseminate information regarding the law, to guide, as well as to monitor the implementation) is still weak at both central and local levels. All the consulted national partners, including Ministry of Labour, Invalids and Social Affairs (MOLISA), the Vietnam Chamber of Commerce and Industry (VCCI), the Vietnam General Confederation of Labour - VGCL, confirmed their priorities, also their urgent needs for implementing the new Labour Code, in which compliance and social dialogue are the core elements. Meanwhile, the representative agency for employers (VCCI) as well as the network representing workers (VGCL) including the Industrial Zone Trade Union (IZTU), Grass-root Trade Unions (GTUs), need more resources to improve their knowledge, methods, and tools to best perform their roles. The project, with outcomes focusing enhancing national constituents' capacity on social dialogue, strengthening the regulatory framework and the development of suitable guidance to promote decent work, therefore, are completely relevant to the demands of national partners.

According to VEIA and VCCI, the project's results such as availability of electronics supply chain mapping and "compliance and readiness survey, chances to directly engage with the factories in training, industry seminar and advisory services have helped them to further access the new industry, with more sector information collected from the invited speakers and more insights shared by the engaged factories. Accordingly, the got useful information and insights in their planning and implementing processes. In addition, VGCL, and Bac Ninh IZ Trade Union (representatives of workers, notably in Que Vo Industrial Zone), and VEIA, all believe that the Project's support is very appropriate with their mandates and capabilities. Cooperation activities with the Project have been included in the work plans of these organizations. Furthermore, these constituents believe that the Project should continue to provide support to ensure that the capacity for promoting compliance with labour laws and social dialogue at all levels is strengthened in the long term.

At **factory level**, reflection from selected companies showed that the project well addressed the need of managerial staff and workers' representatives in improving their understanding about and application of Viet Nam's labour law and International Labour Standards at the workplace on various legal requirement issues. They believed that improvement of workplace cooperation,

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Commented [PR5]: You havent discussed if these activities match sectoral Stakeholders' needs and Priorities?

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Commented [PR7]: How about VEIA?

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Commented [PR9]: So does the project meet the needs? Any suggestions from them?

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effective workplace dialogue and industrial relations helped ensure compliance and improve the management-worker relationship. The suppliers expected additional guidance to comply with specific requirements of domestic laws and regulations, and appreciated if the project could provide more tools and materials adapted to production specifics of the electronics industry.

Adapting to changes:

Factory level: After the growing trend of the industry for many years (even during the COVID-19 pandemic), the electronics industry experienced some decrease due to the continued weak external demand and global uncertainties that are adversely affecting the economy, translating into contraction in exports and imports, and a slowdown in industrial production. The unfavourable macro context affects the level of commitment and readiness of the sector's stakeholders, especially at the workplace level. On the other hand, through the project implementation, it has been learned that the businesses in the supply chains are highly competitive in nature. The accessibility to factories is very much restricted and the factories are not open to external access or share information about current compliance situation or labour practices. In response to the situation, the Project was flexible in its workplan and approach, and in close consultation with the implementing partners and the donors about changes, for example, the project switched the mode of training/workshops to include virtual/online, which allowed the flexibility and maximum engagement of the stakeholders, and organised information sessions for the stakeholders to know about the Project objectives and contribute to design suitable activities.³

In the second half of the Project or subsequent phases, the Project can consider additional methods to increase impacts of good practices for each specific issue of compliance or social dialogue, such as the model of connecting workers – trade union – employers that was applied in the six standard-categorized factories engaged in the APEV 2023, using the developed tools and templates that can be applied generally to many enterprises. To save time and ensure information confidentiality for parties at the factory and grassroots level, these methods, tools and templates can be placed on an accessible and easy-to-use digital platform.

Sectoral and national levels: The consulted stakeholders shared a common expectation of better deploying and scaling up the use of the developed methods and tools for supporting labour law compliance and social dialogue. For instance, MOLISA expected assistance to strengthen its capacity to introduce the new Labour Code, guide, and supervise the implementation of the law nation-wide; VCCI and VGCL wanted to improve their trainer networks with strategies for long-term use these resources in promoting compliance and social dialogues and systemize all the documented training and communication materials for use at a large scale; VEIA suggested to get further involved in the Project's support activities to enrich their database of the sector members and improve their membership services, which would help scale up lessons learnt and share good practices within the sector.

The evaluation found that promotion of dialogue at sectoral and national levels is still an area of improvement of the Project. Apart from the seven sector quarterly meetings led by the ILO's Global Supply Chain Project funded by Japanese government (GSC JPN project) and supported by the Project, the national partners that were in the driving seat of dialogue organisation (VCCI, VGCL, VEIA, etc.) said that they needed high quality technical assistance provided by ILO, to design and operate the dialogues as strategic and continuous processes rather than a series of single events. These meetings proceeded in the way to achieve the Project expected results, i.e. action plans toward decent work in the sector (Outcome 1) and Stakeholder support development of sectoral policies and measures (Outcome 3) but could be done better if the partners had appropriate dialogue promotion strategy and dialogue organization capacity. A joint planning process was needed, not only among the sector stakeholders but also with the stakeholders in charge of sectoral and national regular policy dialogues (VBF, professional associations), to improve

Commented [PR11]: Same comment as above

Commented [NBT12R11]: Text revised.

Commented [PR13]: Please elaborate what are these good practices

Commented [NT14R13]: Text added: such as the model of connecting employees – trade union – employers...

Commented [NTMD15]: Theo e ý này nên chuyển xuống phần effectiveness

Commented [PR16]: Ok you say these are part of the Adapting to changes. But how would these contribute to the project objective?

Commented [NBT17R16]: Text added: would help scaling-up lessons learnt and sharing good practices within the sector

Commented [HVK18]: The project's activities are at the workplace level. The Project provide trainings on Industrial Relations, negotiation skill, the project organised the Sectoral Forum to raise the voice of tipartile partners. The project led the Advisory Programme with the theme of Industrial Relations. The project supported the Dialogue among electronics enterprises in Bac Ninh. It would be not very sensible if the M&E report stated that the promotion of dialogue is a weakness of the Project.

Commented [PR19]: Didnt these meetings proceed in the way to achieve the expected results, i.e. (OC1) action plans twd decent work in the sector, (OC3) stk support development of sectoral policies and measures?

Commented [NT20R19]: They did, but could be done better if the partners had appropriate dialogue promotion strategy and dialogue organization capacity.

³ Progress Report From 01 January to 30 June 2023, dated 20 September 2023.

information dissemination, introduction of good corporate and sector policy and practices, and further expansion of the dialogue influence within the electronics sector and to other sectors.

Digital solutions could be applicable for facilitate the Project's efforts at factory, sectoral, and national levels. A good digital platform could be able to service the purposes of raising awareness of different target groups, training different types of stakeholders, sharing methods and tools, facilitating preparation and operation of various series of dialogues with relevant topics, following a common and consistent strategy supported by the Project.

The Project should consider cooperating with other relevant projects such as the USAID project Digital Workforce for Innovation,⁴ to leverage the Project's approaches and results.

Strategic Fit

The Project designed objective and outcomes were supposed to **contribute to the following CPO and P&B outcomes and outputs:**

- CPO Code: VNM107
- CPO Title: Decent work opportunities increased through integrated approaches to compliance and workplace innovation applied at sectoral and workplace level
- P&B Outcome: 2 & 7
- P&B Output: Output 2.4. Increased capacity Member States to apply sectoral international labour standards, codes of practice and guidelines
- Output indicator: Indicator 2.4.1. Number of Member States with new or improved initiatives to apply ILO sectoral standards and sectoral codes of practice and guidelines endorsed by the Governing Body

In addition, the main partners of the Project, including VCCI (representative of employers), VGCL, and Bac Ninh FOL at Industrial Park (representatives of workers, notably in Que Vo Industrial Zone), and VEIA as sector representative, all believe that the Project's support is very appropriate with their mandates and capabilities. Cooperation activities with the Project have been included in the work plans of these organizations. Furthermore, these constituents believe that the Project should continue to provide support to ensure that the capacity for promoting compliance with labour laws and social dialogue at all levels is strengthened in the long term.

3.2 Project PROGRESS and EFFECTIVENESS

As the Project did not have indicators and targets for outcomes and overall objectives and the project technical progress reports did not report for results, the MTE applied contribution analysis based on the impact perceived by selected stakeholders to confirm several hypotheses for logical links from outcomes to impact (Hypothesis 1), and from outputs to outcomes (Hypothesis 2, 3, 4). Further details of the analysis can be found in *Annex D - Performance Monitoring Plan Indicator Results*.

Specifically, at **impact level** (overall objective), Hypothesis 1 "*Collaboratively developed action plans + upholding workplace compliance + promoting social dialogue practices + the use of dialogue mechanisms at the sector/national level will lead to the improvement of Labour law compliance and social dialogue*" was partly confirmed. Consultations with the Project's stakeholders showed that the labour law compliance and social dialogue in Viet Nam's electronics supply chain had improved in terms of awareness at national level, sectoral level and factory level. By the evaluation time, the project has not completed all the Outputs that should contribute to the achievement of all 3 outcomes. The project's overall outcome will be achieved via the realization of three outcomes.

⁴ <https://www.usaid.gov/vietnam/news/jul-14-2023-usaid-supports-digital-reskilling-vietnams-workforce>.

Commented [PR21]: How about VEIA?

Commented [NT22R21]: Added

Commented [PR23]: The report (1 Jul -31 Dec 2022), page p 9) mentions "FOL activities to strengthen capacity of TUs in Que Vo Izs".

Why does this matter not appear in this report, expect a sentence bluntly put in cross cutting issues section??

Commented [NT24R23]: Added

Commented [DNTM25]: Em nghĩ đoạn này nên chuyển lên phần Relevance (em đã chuyển)

Commented [DNTM26]: Theo em đoạn này nên wording lại vì đây là báo cáo giữa kỳ và dự án vẫn còn đang triển khai hoạt động tiếp. Em đề xuất điều chỉnh, anh xem có ổn ko nha.

Commented [PR27]: What should be added in the equation to confirm the hypothesis ?

Commented [NT28R27]: Simply because the ultimate result cannot be measured: there are no applicable measurements for the expected improvement. Text added.

Commented [TNTT29R27]: @Mix: Just to add to Anh Binh's point, there is the Factory Advisory Programme under Outcome 2 of the Prodoc contributing to such improvement. However, this can only be seen by the end of each advisory programme cycle and under the condition that the factory fully attend to the programme. It can be measured through either an Improvement Plan developed in the cycle, or other steps of implementing new policies/regulations observable in the factories. However, as you can see, it's just the result of an activity under an Outcome, so in the original prodoc we didn't establish a specific indicator for it. But still, improvement of compliance to the law is one thing we foresee - generally - after the project interventions, and it can be implicitly measured through OTC2.

It should be noted that the GSO's survey, VCCI's and VGCL's surveys and research reports can be used as references for the project's to set up outcomes indicators measuring possible changes/improvement in the status of Labour law compliance and social dialogue in Vietnam's electronics supply chain. As these important works are still on-going, the results could be applied for measuring the expected changes in a longer term than the Project timeframe, however. This requires a utilisation plan (of those baseline data) to be developed for improving the coherence of the Project and informing the necessary decisions in Project design or modification.

At outcome level, for Outcome 1, Hypothesis 2 "Sectoral surveys and research to identify Decent Work challenges + Awareness about new requirements for new industrial relations + Networks of HR managers will lead to the **collaborative development by constituents and stakeholders of action plans**." could not be confirmed. A clear definition of such "action plans" should have been developed and agreed among the project partners. It was expected by the factories that the good practices would be introduced in the sector widely. The tripartite partners, based on their needs, should define what types of action plans to be developed and supported during implementation. To ensure the ownership, VCCI should lead the process in cooperation with VEIA and other tripartite partners. However, by far these action plans have not been identified. More time and resources for continuing technical support for the tripartite partners to develop the action plan thus is in need.

For Outcome 2, Hypothesis 3 "Selected gender-responsive tools for compliance and social dialogue + Piloting the use of those tools + Training and capacity building of social partners + Advisory support for selected suppliers, will lead to **upholding workplace compliance and social dialogue practices**" was partly confirmed. At factory level, especially among some companies engaged in the Factory Advisory Program, results have been achieved in workplace compliance improvement and social dialogue promotion.

Box 1:

Vietnam Diamond & Zebra Electric Company – a participating member of the Project activities in 2022. During the year, the factory has sent 29 participants to 10 training courses and 03 seminars, received 4 advisory sessions and 1 on-site training course. The factory has confirmed in their report about the positive and visible impact observable in their workplace upon the Project's intervention, notably:

- i) *For the company: with increased awareness about compliance, management ability and soft skills, more harmonious management-employees relationship with no strikes, and better company policy system. Productivity increased from 174.6% to 177.3%, with a turn-over rate reducing from 6% to 5.3%, and production volume exceeding 4% to the plan, making an excessive profit at 10%.*
- ii) *For the employees: with a 40% increase in attendance allowance (from VND 250,000 to VND 350,000 from Oct 2022); a 10% increase in cost of meal (from VND 21,000 to VND 23,000 from Dec 2022); Bonus after Tet Holiday with 0.1 monthly salary beside the 13th monthly salary); and*
- iii) *For the Trade Union: enhanced Union role, and effective coordination between Trade Union and company's BOD, more participated Trade Union's activities in larger number, and employees' desires heard.*

To better use this type of good practices and consolidate such results in a larger scale, the Project should identify factors/key drivers that influence such changes, as well as clear mechanisms for engaging the "lead actors of expected changes" – i.e, the HR Officers/Trade Union officers at the factory who are designated for the factory's part in the programme to make

Commented [HV30]: The research results are discussed at different forum. And used as basis for formulation of dialogue, training, advisory.. Not simple reference document,

Commented [PR31]: What indicators should we monitor?

Commented [NT32R31]: These surveys and research should also recommend key indicators for monitoring the level of change/improvement. Text added.

Commented [DNTM33R31]: Các survey và research này đã hoàn thành rồi nên em không nghĩ là nó recommend được indicators đầu ạ. Em đề xuất sửa wording lại một chút, anh xem có đúng ý anh ko ạ?

Commented [HV34]: The completed plans are Plan 3929/TLD-QHLD dated 13 April 2022 by VGC on promoting dialogue and CB in electronics enterprise. The Plan 240/KH-LĐLD dated 16 June 2022 by FOL Bac Ninh on rolling out CB and sign CBA at the electronics enterprises in Que Vo IZ, plan 297/KHLN-LĐLD-BQLCKCN date 15 March 2023 jointly issued by FOL Bac Ninh and IZ Management Board of Bac Ninh on Dialogue at Que Vo IZ. Please be noted that the nature of constituents partnership in Viet Nam and the limited scope of the Project do not allow the "National" action plans. The Plan by national partners issued with the technical support of the Project show the commitment of parties and are evidence for collaboration embedded.

Commented [PR35]: Could you please explore what the action plan is about, w NPC and CO hanoi, and clearly discuss the result of the discussion in the MTE report, to identify constraints etc. Particularly as per the design who would have to do what? Who will be engaged etc

Commented [NT36R35]: Text added: It was expected by the Project that the good practices would be applied in more companies, especially local companies, in the industry, or other industries. The tripartite partners, based on their needs, should define what types of action plans to be developed and supported during implementation. To ensure the ownership, VCCI should lead the process in cooperation with VEIA. However, by far these action plans have not been identified. More time and resources for continuing technical support for the tripartite partners thus is in need.

Commented [PR37]: When you say "partly confirmed", do you mean that these outputs had led to workplace compliance and social dialogue practices in some cases or...?

I think some results had been achieved at factory level (Hue had shared some PPT, and I already fwded it to you I believed)

If this really happened for some enterprise actors, probably we should identify factors that influence such changes

Commented [NBT38R37]: Good practice added. To better use this type of good practices and consolidate such results in a larger scale, the Project should identify factors that influence such changes, as well as clear mechanisms for engaging the "lead actors of expected changes", at the same time seek agreement among the project partners and explore the possibility for developing the "action plans" mentioned under Outcome 1.

sure there is enduring and concerted effort to realise the goal of setting up and maintaining social dialogue at the workplace once established. At the same time, an agreement should be sought among the project partners to explore the possibility for developing the “action plans” mentioned under Outcome 1 to create a synergy in coordinating dialogue-related activities in the sector, or at least in a wider scale.

For Outcome 3, Hypothesis 4 “*Technical inputs for social dialogue + Existing structures and processes of dialogue + Addressing decent work challenges at relevant sectoral forums, will lead to the use of dialogue mechanisms at the sector/national level by stakeholders*” was partly confirmed. A clear definition of “dialogue mechanisms” for influencing the “dialogue owner” should have been identified and agreed among the project partners.

During the project implementation, “dialogue mechanisms” were explained as ways of operating the dialogue, key persons involved and their roles, timing, and how to identify relevant issues and topics for the dialogue, etc. In that sense, there has not been yet a project’s official indicators for an effective dialogue mechanism.

Nevertheless, at factory level and through the Advisory Program support, some procedures/ practices for information exchange between employers and workers, and dialogue as an initial step of collective bargaining have been established, but not yet evaluated, modelled, and documented for further utilization across the sector. Furthermore, “action plans” of the companies toward better law compliance and social dialogue have not been developed as expected. This matter should also be considered by the Project in the coming time to improve the effectiveness of its interventions.

At sectoral level, the quarterly meetings can be considered an initial step toward more strategic sector dialogue. These meetings, led by VCCI, have attracted the participation of the tripartite partners, representatives of the sector (VEIA), and the target companies. Such “dialogue mechanisms” can be further developed together with the action plans of the tripartite partners including VCCI, VGCL, VEIA, and with a joint strategy for utilization of sectoral dialogue for achieving the Project’s results, with more relevant dialogue inputs for Outcome 3.

National level, according to Labour Code 2019, the National Wage Council and the Industry Relation Committee have their own plans, mechanisms, and procedures for organisation of dialogues, which could be relevant entry points for ILO interventions via MOLISA, VCCI, VGCL as key members.

The MTE also found the three outcome indicators that were developed and applied during implementation of the second phase in 2022 (Table 1 below). There are some limitations of these indicators, such as not aligned with outcome statements and not SMART. However, status of these indicators by the end of 2022 could suggest the new focus of the Project during the extended phase: i) Identify specific types of action plans of the stakeholders and provide relevant support; ii) Assess capacity of the target companies to make sure the effectiveness of interventions, and identify possible success factors for scaling-up; and iii) Utilize the newly developed research, policy, and guidance for wider application in the action plans of the tripartite partners at all levels.

Table 1: Achievement of the Project’s objectives⁵ (outcome indicators applied since second phase)

No.	Indicator	Baseline (mid 2021)	Target (Project end)	Actual (Dec 2022)	Comment

⁵ Annex B. Monitoring Indicators and tracking table in the Technical Progress Report December 2022.

Commented [PR39]: It would be useful to discuss these with NPC and CO hanoi and get clear picture in this mid term evaluation exercise

Commented [NT40R39]: Text added:
During the project implementation, “dialogue mechanisms” were explained as ways of operating the dialogue, key persons involved and their roles, timing, and how to identify relevant issues and topics for the dialogue, etc. In that sense, there has not been yet a project’s official definition for the dialogue mechanism.

Nevertheless, at factory level and through the Advisory Program support, some procedures/ practices for information exchange between employers and workers, and dialogue as an initial step of collective bargaining have been established, but not yet evaluated, modelled, and documented for further utilization across the sector. Furthermore, “action plans” of the companies toward better law compliance and social dialogue should also be considered by the Project.

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National level, according to Labour Code 2019, the National Wage Council and the Industry Relation Committee have their own plans, mechanisms and procedures for organisation of dialogues, which could be relevant entry points for ILO interventions via MOLISA, VCCI, VGCL as key members.

OTC1	Sectoral stakeholders' commitment to taking action to address the impact of COVID-19 and decent work opportunities and challenges in global supply chains	0	1	1	Unidentified types of commitment and action plans.
OTC2	Number of electronic factories strengthened capacity for better compliance and improved social dialogue at the workplace in line with 2019 Labour Code and ILO FPRW Declaration	0	20	64	There is no capacity assessment for the target factories. The number just reflects the factories engaged in APEV 2022 and 2023, with an assumption that these factories would have their capacity strengthened. So, it would be rather an output indicator.
OTC3	Number of policy/guidance adopted and measures implemented to build back better developed by tripartite constituents and other stakeholders	0	1	0	Incomplete policy/ guidance: <ul style="list-style-type: none"> - Review of regulations on labour leasing (national level). - Review of legal framework on labour safety (national level). - A Multi Enterprise Collective Bargaining Agreement for electronics factories in Bac Ninh⁶ has been drafted (factory and sectoral level).

At **output level**, with close collaboration with Better Work Viet Nam and the GSC JPN projects, synergies among ILO's project was created and the Project have achieved most of its planned outputs, having almost all the planned activities completed,⁷ and the activities in the extended period been on schedule.⁸ The stakeholders appreciated the great efforts of the project team. The knowledge, methods, and tools provided by the project at national, sectoral and factory level also well addressed their need and priorities so that they could better perform their roles. However, it is difficult to measure the achievement of the stated outcomes and to what extent these outputs have contributed, due to: i) the lack of measurements and indicators; and ii) the incompleteness of some important outputs, specifically:

Outputs achieved under Outcome 1:

- Surveys on Decent Work in Electronics Supply Chains, (GSO & ILO, on-going), piloting a methodology to establish baseline information for mapping the electronics supply chain in Vietnam and evaluate opportunities as well as the shortages of decent work across the entire supply chain.
- ILO-VCCI baseline survey in the electronics sector (ILO & VCCI, February 2022).
- Viet Nam's electronics supply chain: Decent work challenges and opportunities (ILO & VCCI, 2022), assessing the electronics industry in Viet Nam for understanding opportunities and challenges for advancing decent work during the post-COVID-19 recovery period.
- Review report on industrial relations in electronics enterprises: study in Bac Ninh province (ILO & VGLC, draft 2022), providing an overall picture of the actual industrial

⁶ Progress Report From 01 January to 30 June 2023, dated 20 September 2023. Annex C: Draft Multi Enterprise Collective Bargaining Agreement for electronics factories in Bac Ninh.

⁷ Annex B - Monitoring Indicators and tracking table, of the Progress Report From 01 July to 31 December 2022, dated 22 March 2023.

⁸ Progress Report From 01 January to 30 June 2023, dated 20 September 2023.

Commented [PR41]: Outputs should be discussed in relation to the outcomes.

Could you please discuss what were the results achieved from producing all these products, studies, tools and activities etc, particularly when taking the synergies with other ILO projects into considerations

Commented [NT42R41]: Discussions added

relations in electronics enterprises from the perspective of IZ trade union (IZTU) officers in Bac Ninh province.

All these surveys and research would have established a baseline that could inform the ILO and its national partners to develop a vision and design appropriate interventions. Once these efforts are complete, the design and implementation of interventions and relevant outputs under Outcome can be more effective.

Outputs achieved under Outcome 2:

- Factory Advisory Programme (FAP) 2022 - Towards A Sustainable And Resilient Electronics Industry In Viet Nam: co-organized by VCCI, ILO, with technical assistance from BWV (2022), providing support to electronics enterprises to: Enhance understanding and application of Vietnamese labour laws and International Labour Standards; Build capacity for a core team of managerial staff and union members at the workplace; Effectively apply management principles at electronics factories; Better integrate into the global electronics supply chain; Onsite compliance advisory services from ILO-trained enterprise advisers, including customized improvement roadmap; 20 places in a series of standard and elective courses (with certificates); 03 quarterly industry seminars tailored to electronics manufacturers; Support for self-diagnosis and needs identification; 04 "Factory Ambassadors" sessions for factory compliance staff and workers' representatives E-learning courses.
- Advisory Programme for the Electronics Supply Chain in Viet Nam (APEV) 2023 themed "Better Workplace Cooperation, Better Factories" (The project collaborated with Better Work Viet Nam to adapt the assessment tools of Better Work into a set of mapping tools to be used at the Electronics sector to map the compliance situation and improvement needs in the selected factories. The data collected using this mapping tool were the inputs for the Project's intervention in the second round of its Advisory Programme): Reinforcing the understanding and application of Viet Nam's labour law and International Labour standards in the electronics sector, with workplace cooperation and industrial relations as the key pillar; Building capacity for managerial staff and workers' representatives at the workplace on various legal requirement issues and soft skills, to ensure compliance and ultimately improving the management-worker relationship.

As discussed on Outcome 2 above, at factory level, these outputs had led to workplace compliance and social dialogue practices in some companies that have been engaged in the factory Advisory Program. Box 1 presents an example of a target company in 2022. Good practices resulting from APEV 2023 have not been found in the project reports.

Outputs achieved under Outcome 3:

- Literature Review of Health Risks and Occupational Safety of Workers in the Electronics Industry in Viet Nam (ILO & CCHIP, 2023): literature review and analysis of the current system of OSH policies in general and those applied to the electronics industry in particular, documents related to OSH risks that electronic workers are exposed to and the potential impacts on their health. This report can serve as a basis for developing guidelines and recommendations for employers, workers and local labour authorities to control risks and prevent occupational accidents and diseases for electronic workers.
- Conclusion of Employment Contracts by Electronic Means (ILO & MOLISA, 2022), research on Viet Nam's current legal regulations and practice on electronic contracting.
- Survey Management of Labour Subleasing Activities In The Province/City (ongoing, 2023)
- Professional Manual on Promoting Collective Bargaining in accordance with the Labour Code 2019 And ILO Convention No. 98 (MOLISA, 2022).
- Improvement Of Employers' Capacity For Collective Bargaining As Well As For Conclusion And Implementation Of Collective Bargaining Agreements (VCCI, 2022).

Commented [PR43]: These should be expanded into more details. And provide results of all these support

Commented [NT44R43]: Discussions added

Commented [PR45]: What is the difference from the above

Commented [NT46R45]: The project collaborated with Better Work Viet Nam to adapt the assessment tools of Better Work into a set of mapping tools to be used at the Electronics sector to map the compliance situation and improvement needs in the selected factories. The data collected using this mapping tool were the inputs for the Project's intervention in the second round of its Advisory Programme (Progress Report From 01 January to 30 June 2023, dated 20 September 2023)

Commented [TNTT47R45]: @Mix: It's just two designs for two consecutive years of the factory advisory package I mentioned precedingly. I've edited their name and the year to make it clearer.

Commented [PR48]: These should be expanded into more details. And provide results of all these support

- Manual On Collective Bargaining on Wages For Trade Union Officials (VGCL, 2022).

These incomplete outputs are considered important to the achievement of Outcome 3. Once good practices and recommendations from surveys and studies can be institutionalized into national guidelines and regulations, law compliance and social dialogue can be promoted and improved in a larger scale.

The **main constraint** so far have been the Project design, as the key terms in outcome statements have not been clearly identified and understood by relevant stakeholders. Another constraint is the weak M&E system. The Project did not develop indicators and targets for outcomes and overall objectives. The designed overall objective and outcomes were too ambitious compared to the limited technical and financial resources of the Project, while the positioning of the project within ILO portfolio in Vietnam has not been clearly identified (together with other ILO projects such as JPN, EU, Canada). It was also difficult for the implementing partners to form a long-term vision. While the Project was formulated as a part of long-term interventions, it has not been secured with a long-term financing scheme. Collaboration between a number of small ILO projects could be a solution, but they all should be well positioned in a **country results framework** of ILO interventions and all relevant stakeholders should be informed at early stage of Project formulation.

Overall, main partners of the project are MOLISA, VCCI, VGCL, which are also the project's beneficiaries, and other stakeholders at sector level including VEIA, the enterprises and their social partners at local level, confirmed that they could benefit from the Project results. As regards of compliance and social dialogue at the national level, sectoral level and workplace level, these institutions and their staff or managers who were either participants or implementers (organizers, trainers, facilitators, etc.) in Projects activities and events have their awareness as improved. Some have learnt to apply methods and tools for organisation or conducting training and dialogue events.

3.3 EFFICIENCY of resource use

The Project is cost-efficient based on the comparison between the planned budget and outputs achieved under the three Outcomes. As the Project could mobilise additional resources for technical expertise from ILO and affiliates and is coordinated under ILO management system, it is likely to achieve ambitious objectives with a modest budget of USD 1,000,000.

The Project engaged national partners into its activities as co-host(s) to increase their ownership. The Project also designed activities which have close connection with activities and results of relevant ILO's projects, particularly Better Work Viet Nam, the Japan project (VNM/21/50/JPN), and the EU project (GLO/20/40/EUR) to create synergy.

The Project mobilized a large share of human resources and expertise (tools, materials, methods, etc.) from BWV to support the national implementing partners in promoting compliance and social dialogue at workplace level. In particular of the Advisory Program, the Project has utilised BWV's service model, relevant expertise and human resources to support enterprises in capacity development

The synergies and collaboration with other ILO projects and BWV have improved the efficiency of resources. Shared the objectives as well as sources of expertise supply among different small projects under a country program of ILO can help cross-mobilize expertise and resources from each other.

The proper coordination between ILO projects helped to save resources for both ILO and partners and promoted cohesive approach across those projects and widen learning opportunities and build up capacity/expertise for both ILO and partners.

Commented [PR49]: The supportive sentence sound more of weak M&E system, not project design

Commented [NT50R49]: Supportive phrase added for analysis on project design

Commented [PR51]: The project synergies with other ILO project such as JPN, EU, Canada. It would be useful if you could specify precisely what technical and financial resources are lacking/limited?

Your message here is also contradicting to your assessment in the section 3.4 efficiency (last para)

Commented [NT52R51]: the positioning of the project among ILO portfolio has not been clearly identified. Section 3.4 just mentioned the ILO expectation when designing the project. It will be revised with some additional actual collaboration.

However, as analysed in Section 3.3, the implementing partners could have formed a better vision and thus further improve the synergies if the position of the project within ILO portfolio was clearly identified in a **country results framework**, supported by appropriate indicators and measurements, and all relevant stakeholders were informed at early stage of Project formulation.

3.4 EFFECTIVENESS of management arrangement

The cost extension has enabled the Project to undertake most of its planned activities. The Project and tripartite partners saw the importance of continued support to consolidate and leverage the achieved results.

The project has secured the commitment of the project partners to realise the project objectives and built-up national ownership. Specifically, VCCI as the employers' representative, VGCL as the employees' representative, MOLISA and GSO as the national statistics system, have been engaged as the owners of ILO-supported activities, which formulated the methods and tools for long-term use.

Expertise and resources were mobilised to support the implementing partners. For example, the project was in collaboration with VCCI to conduct the Advisory program (APEV), with VGCL to conduct the promotion of social dialogues at sector level and with GSO to develop the compliance database in the sectors. The established partnerships with the tripartite partners had an important role in improving partner's shared understanding about the opportunities and challenges of decent works in the electronics industry. Furthermore, this approach certainly helped build up national partners' capacity for better collaboration and synergies in promoting sustainable compliance, that was required for a long-term impact. However, it also required the Project to spend more time for discussions and getting the partners' agreements on the specific activities and agendas, or joint action plans. The national partners also needed more time for reviewing tools and materials shared by ILO/BWV. Moreover, the project's workplan had to be adjusted to fit with the partners' workplans, which were overwhelmed by the COVID-19 recovery response activities and increased pressure on administrative procedures of the national partners. Some project's activities were postponed delayed at the partners' requests.

Some stakeholders commented that the ILO projects should have longer timeframes, from 3 to 5 years instead of just 1 – 2 years, to ensure the continuation of strategic and complicated interventions such as the support to improvement of labour market governance and organisation of social dialogues. Meanwhile, it takes long time for the Vietnamese partners to complete complicated procedures for project appraisal and approval. Early planning for activities was suggested, to ensure the full participation of the project stakeholders in project activities.

The national partners highly appreciated the efforts and close collaboration of the project team, ILO, and BWV. ILO management team sometimes felt difficult to contact and understand the expectation and guidance from the donor. The donor (Apple Inc.) expected more results-based reports or regular short updates on the Project results and progress.

The Project technical progress reports did not report for results but activities and outputs/deliverable. The activity tracking was applied instead of monitoring plan with measurements and indicators reflecting results. There were no descriptions about the quality of results. The Project, therefore, should consider applying results-based approach in concept design, planning, and reporting. Indicators and measurements for achievement of outcomes and impact should be developed. Results of the sector baseline surveys and studies should be used to formulate the baseline and plan for the endline of the Project.

3.5 SUSTAINABILITY and IMPACT of the Project

Commented [PR53]: What capacity was built (that would require for long term impact. please elaborate and substantiate these. These is not yet included in this report

Commented [NT54R53]: Text added: capacity for better collaboration and synergies

The Project is likely to promoting and improving labour law compliance and social dialogue in Viet Nam's electronics supply chain, in line with the 2019 Labour Code and respecting the ILO Labour Standards.

At national level, the Project has contributed to enhancing national constituents' awareness and to some extent the capacity on social dialogue to raise and address common areas of interest linked to the electronics sector. Some issues/topics relevant to electronics sector have been raised and recommended by the initial surveys and research and noticed by the national partners. Some capacities, products and tools have been developed such as the training courses, the trainer networks, the training materials. Some methods and tools are being studied for institutionalisation into the national frameworks (MOLISA, VCCI, VGCL) such as the guidelines and recommendations for employers, workers and local labour authorities to control risks and prevent occupational accidents and diseases for electronic workers; legal regulations and practice on electronic contracting; management of labour subleasing; manual for collective bargaining, etc. Dialogues or other activities co-hosted or organised by the national partners helped strengthen their capacity in designing and operating dialogues.

These efforts should be continued with technical support (experts, methods, materials, inputs for dialogue, etc.) from ILO projects. Furthermore, the national partners should be supported to develop their own plans or programmes with budgets or financing mechanism for those activities. Although MOLISA, VCCI, VGCL are mandated to play crucial roles in promoting compliance and social dialogue, the lack of budgets, human resources, and especially the relevant expertise required have limited their performance. In the second half or the next phase, the Project may consider undertaking proper organisation capacity assessment with relevant performance framework and recommend capacity development plans for specific institutions.

At sectoral level, representatives of the enterprises that benefited from the project support in training or advisory programme are active in the quarterly sector meetings. They shared their opinions, information, knowledge, and often interacted with other participants. The participants can be even more effective in the dialogues once they understand their roles and the power of multi-stakeholder voice. This would require further support to build enhance such awareness and capacity.

At factory level, several target companies have shown improvement in practicing law compliance and social dialogue, with benefits of all relevant stakeholders including the workers, employers, and the grass-root trade union. However, it requires further continuous efforts at sectoral and national level for scaling up.

As regards of impact, the project has created some initial results that can support to scale-up and sustain the sector good practices and promotion of social dialogues at sectoral and national levels:

- 1) The improved awareness of the importance of compliance and social dialogues of different types of stakeholders at factory, sector, and national levels. Some good practices have been observed at factory level. MOLISA, VCCI, VGCL have well acknowledged about the need of promoting and supervising law compliance and social dialogue but have not developed their action plans for translating awareness into actions. Capacity of the tripartite partners also needs to be strengthened with proper human resources and utilisation of their trainer networks. The Project by far has not provided support to meet these needs.
- 2) The ownership and confidence of the tripartite partners (MOLISA, VCCI, VGCL) at sectoral and national levels in promotion of compliance and organisation of social dialogue at factory level. These organisations shared the willingness of leading dialogue process where is relevant to their mandates, but they do not have sufficient expertise and budget. This result should be further supported with relevant expertise for designing and conducting

Commented [PR55]: What capacity exactly? Please substantiate and elaborate.

Commented [NBT56R55]: Text added for further elaboration

Commented [PR57]: Same comment as below

Commented [NBT58R57]: Text added for further elaboration

Commented [PR59]: Did this happen? Please substantiate and elaborate.

If it actually did not, how can you say this capacity was enhance?

Commented [NBT60R59]: It did, though not really clear and strong. Text added for further elaboration

Commented [PR61]: What exactly and By whom?

Commented [NBT62R61]: Added

Commented [PR63]: Does the project serve to improve capacity of the partners?

The message is inconsistent with what you mentioned in P 9 "The main partners of the Project, including VCCI (representative of employers), VGCL, ...all believe that the Project's support is very appropriate with their mandates and capabilities. Cooperation activities with the Project have been included in the work plans of these organizations."

Commented [NBT64R63]: Yes, the project serves to improve capacity of the partners. Right direction, but not sufficient. Further technical support and higher quality support required. Text added for further elaboration.

Commented [PR65]: This should be discuss in section 3.5 effectiveness of mgmt arrangement, in relation to capacity

Commented [NBT66R65]: Maybe here, better place for discussion on long-term capacity, related to sustainability and impact

Commented [PR67]: Ok. Awareness improved? What are the challenge that it hasn't been translated into actions yet? (if actions had taken, please document them)

Commented [PR68]: What is the evidence that they "owned" it?

Commented [NBT69R68]: Yes. Text added

Commented [HVK70]: ???

Commented [HVK71R70]: GSO lead dialogue process?

Commented [DNTM72R70]: I revised

high level dialogues at sectoral and national levels, and sufficient resources should be made available from the donors and government budget.

- 3) The initial foundation for platforms of social dialogues at sector and national levels. Awareness of the capacity required for the tripartite partners to initiate and operate social dialogues as a strategic process with multi-stakeholder agreed purposes or objectives has been discussed during the MTE.

There has been no negative impact observed.

In the second half of the Project, to ensure sustainability of results, the Project should provide support for strengthening the capacities that are expected to be sustained and institutionalized by partners organizations, including: i) the capacity development plans for relevant institutions and individuals; ii) dialogue mechanisms; iii) platforms for facilitating dialogue and sharing knowledge and experience. These efforts would require joint action plans and mechanisms for financing, mobilisation of expertise for intervention design, conduct, and follow-ups.

3.6 Cross-cutting issues including GENDER EQUALITY and INCLUSIVENESS

The project has contributed significantly and directly to the four cross-cutting policy drivers: i) International Labour Standards; ii) Sustainable Development Goals; iii) Social dialogue, and iv) Gender equality and non-discrimination, and supported COVID-19 prevention and control.

In particular, the project's activities on establishing the dialogue mechanism in the electronics sector has contributed to the ILO's goal in promoting sectoral dialogues. The project's activities on adapting BWV/ILO tools, materials and developing eLearning courses helped diversify resources that either the tripartite partners and factories can employ for improving working conditions in accordance with relevant International Labour Standards. Via dialogue mechanisms at the sector/national level, the Project supported the development of sectoral policies and measures, e.g. on workplace health and safety, and aspects of gender equality such as workplace harassment. This, as stated elsewhere in the preceding section as contribution to the P&B and national DWCP outcomes, has helped strengthened the effort to promote compliance to international labour standards, i.e. freedom of association and the rights to collective bargaining – ultimately social dialogue, the ILO's most promoted dimension. At the same time, as the dialogue events attracted presence of representatives from tripartite-plus stakeholders occasionally, it furthers the ILO stakeholder-engaging practices as a tripartite organization.

Gender was mainstreamed into the project activities. The project established a database which track the participants of projects' trainings/seminars/workshops/forums by gender. In addition, the project's designed activities which directly link to gender equality promotions, such as training course on gender equality and capacity building on Sexual harassment prevention. However, workers in particular disadvantaged groups of workers, such as persons with disabilities or ethnic minorities, have not found involved in project design and implementation.

4. Lessons Learned and Emerging Good Practices

Some lessons learned and emerging good practices are founded and analysed by the evaluation. They are applicable for: 1. Project design and implementation; and 2. Dialogue design and operation.

4.1 Lessons learned

- The Project should apply additional methods to support partners in widely introducing (anonymous) good practices for each specific issue of compliance or social dialogue in the industry, using the developed tools and templates that could be applied generally to many enterprises. To save time and ensure information confidentiality for parties at the factory

Commented [PR73]: Could you specify what require more (financial) resources, as indicating here?

Commented [NBT74R73]: High level dialogues require expertise for dialogue designing and conducting + budget. Text added for further elaboration

Commented [PR75]: Sentence is incomplete

Commented [NBT76R75]: Thank you. Revised.

Commented [PR77]: How does the project contribute to ILO normative mandate

Commented [NBT78R77]: Dung & Thao oi, please input. Thanks

Commented [TNTT79R77]: Added.

Commented [PR80]: Please substantiate it. FYI , Only having women attending the project activities doesn't mean project mainstreamed gender

Commented [NBT81R80]: Dung oi, please provide inputs here. Thanks

Commented [DNTM82R80]: Added info

Commented [PR83]: Could you specify which group and what made them more disadvantaged?

Commented [NBT84R83]: such as persons with disabilities or ethnic minorities

and grassroots level, these methods, tools and templates could be placed on an accessible and easy-to-use digital platform.

- More efforts on promotion of dialogue at sectoral and national levels should be made. The national partners that were in the driving seat of dialogue organisation (VCCI, VGCL, VEIA, etc.) needed high quality technical assistance provided by ILO, to design and operate the dialogues as strategic and continuous processes rather than a series of single events. A joint planning process was needed, not only among the sector stakeholders but also with the stakeholders in charge of sectoral and national regular policy dialogues (VBF, professional associations), to improve information dissemination, introduction of good corporate and sector policy and practices, and further expansion of the dialogue influence within the electronics sector and to other sectors.
- A good digital platform, like BW GOPY Platform, could be able to service the purposes of raising awareness of different target groups, training different types of stakeholders, sharing methods and tools, facilitating preparation and operation of various series of dialogues with relevant topics, following a common and consistent strategy supported by the Project. However, drawbacks of this recommendations, such as being expensive and easily outdated should be taken into consideration.

The Project did not develop indicators and targets for the outcomes and the overall objective. The designed overall objective and outcomes were too ambitious compared to the limited technical and financial resources of the Project. It was also difficult for the implementing partners to form a long-term vision. While the Project was formulated as a part of long-term interventions, it has not been secured with a long-term financing scheme. Collaboration between a number of small ILO projects could be a solution, but they all should be well positioned in a country results framework of ILO interventions and all relevant stakeholders should be informed at early stage of Project formulation. It is noted that the project was initially designed with the budget of 500,000 USD and the period of 18 months and the project design was conducted in the hectic months of COVID-19. These shortcoming has been identified and realised it project's first phase. The Project then was extended with extra cost. However, if the Project size and longer timelines is fixed at the beginning, it would be more effective, and more suitable for planning and development of feasible targets.

- The Project should consider applying results-based approach in concept design, planning, and reporting. Indicators and measurements for achievement of outcomes and impact should be developed. Results of the sector baseline surveys and studies should be used to formulate the baseline and plan for the endline of the Project.

4.2 Good practices

- As the Project's outcomes fit with the strategic position of ILO in Viet Nam, small interventions were able to promote the national development trend.
- A strong linkage among the ILO projects helped to save resources for both ILO and the partners and promote cohesive approach across the ILO projects.
- The partners-driven approach helped build up national partners' capacity and ownership that were required for a long-term impact.
- Dialogues or other activities co-hosted or organised by the national partners helped strengthen their capacity. Capacity building for the dialogue participants helped improve quality of dialogues.
- Digital solution for project activities improved the efficiency of using resources and can also be useful for leveraging the Project's results and sustaining national partners' capacity.

Commented [HVK85]: Please provide more specific information, what kind of platform, used, maintain by whom and at which cost size?

Commented [HVK86R85]: Electronic solution usually expensive and easily be outdated.

Commented [DNTM87R85]: Further information is added

Commented [HVK88]: Root cause for the issue: At the 1st design, this is a 500,000 USD and 18 month project planned in the hectic months of COVID-19. These shortcoming has been identified in the 1st months of operation. The Project then extended with extra cost. However, if the Project size and timelines is suitable from the beginning, it would be more effective, and more suitable for planning and development of feasible targets. The lesson learnt might somehow include this lesson.

Commented [HVK89]: Please provide more specific solutions.

5. Conclusions & Recommendations

Conclusions of the evaluation and respective recommendations include:

CRITERIA	CONCLUSIONS	RECOMMENDATIONS
Relevance	The project addressed priorities, needs, and interests of stakeholders at factory, sector, and national levels.	In the second half, the Project should engage relevant national partners in designing in the project/activities design for the next phase. An early stakeholder engagement can ensure that the project's outcomes align with needs and priorities of partners and beneficiaries and they are well communicated with the partners.
Effectiveness	<p>The Project is able to achieve most of its outputs, partially achieved its outcomes, and is likely contributing to promotion of compliance and social dialogue at factory, sectoral and national level.</p> <p>There have been rooms for improving dialogue at sectoral and national levels.</p> <p>The main constraints so far have been the Project design and M&E system. The designed overall objective and outcomes were too ambitious compared to the limited technical and financial resources of the Project. Impact and outcome indicators have not been applied. No baseline and targets were formed at the start of the project.</p>	<p>Project size and reasonable timeline should be defined at the beginning to support the development of M&E indicators at the project designing step.</p> <p>The Project should develop indicators and targets for outcomes and overall objectives. It should be secured with a long-term financing scheme. Collaboration between a number of small ILO projects could be a solution, but they all should be well positioned in a country results framework of ILO interventions and all relevant stakeholders should be informed at early stage of Project formulation.</p>
Efficiency	<p>The project has secured the commitment of the project partners to realise the project objectives and built-up national ownership. Expertise and resources were mobilised to support the implementing partners.</p> <p>Synergies and collaboration between ILO small projects are good experience that helped save the project costs.</p> <p>The lack of a country results framework may limit the level of cooperation.</p>	<p>ILO should encourage projects for early planning with relevant parties and align planning and reporting practice by all parties. This helps improve the commitment and readiness of all the parties during design and implementation processes.</p> <p>The Project should consider applying results-based approach in concept design, planning, and reporting. Indicators and measurements for achievement of outcomes and impact should be developed. Results of the sector baseline surveys and studies should be used to formulate the baseline and plan for the endline of the Project.</p> <p>The implementing partners could have formed a better vision and thus further improve the synergies if the position of the project within ILO portfolio was</p>

		clearly identified in a country results framework , supported by appropriate indicators and measurements, and all relevant stakeholders were informed at early stage of Project formulation.
Sustainability	To ensure sustainability of results, some capacities that are expected to be sustained and institutionalized by partners organizations, including capacity development plans for relevant institutions and individuals, dialogue mechanisms, and platforms for facilitating dialogue, sharing knowledge and experience, etc.	ILO should continue building on the trust & ownership developed, providing relevant technical assistance to enhance capacity of different groups of stakeholders involved in sector and national dialogues. These efforts would require joint action plans and mechanisms for financing, mobilisation of expertise for intervention design, conduct, and follow-ups.
Impact	<p>The project is likely to promoting and improving labour law compliance and social dialogue in Vietnam's electronics supply chain, in line with the 2019 Labour Code and respecting the ILO Labour Standards. It has contributed to enhancing national constituents' capacity on social dialogue to raise and address common areas of interest linked to the electronics sector. However, their action plans for improving law compliance and social dialogue have not been identified. Their capacity has not been sufficient to facilitate high quality dialogues at national and sectoral level.</p> <p>The Project will partly achieve its objectives in the second half.</p>	To ensure sustainability of results, some capacities are expected to be sustained and institutionalized by partners organizations, including capacity development plans for relevant institutions and individuals, dialogue mechanisms , and platforms for facilitating dialogue, sharing knowledge and experience, etc. These efforts would require joint action plans and mechanisms for financing, mobilisation of expertise for intervention design, conduct, and follow-ups.

Annex A. Evaluation Matrix

Question/Sub Question	Measure(s) or indicator(s)	Data sources	Data collection method	Stakeholders /Informants	Analysis and assessment
RELEVANCE and strategic fit of the project					
1. To what extent the project objectives/outcomes are relevant to the demands and priorities of the Government and social partners (workers' and employers' organizations), and the needs and interests of the beneficiaries, including the national constituents. DAC criterion: RELEVANCE	- Objectives and strategy of the project support the implementation of the new Labour Law - The project supports priorities identified by the social partners	- Labour Law and guidelines - Project document and reports - Project partners and stakeholders	- Desk review - KII - Sector consultative meetings	VCCI VGCL MOLISA Local VGCL Companies ILO staff Project staff	- Identification of relevant plans, policies, programs of the GoV and the social partners - Confirmation of the beneficiaries on their needs and interests
2. Should the project design and methodology be modified to improve its relevance in the second half of the Project and possible next phase (and in the post COVID-19 context)? If so, how? DAC criterion: RELEVANCE	- Results framework - ToC - Hypotheses	- Project documents	- Desk review - KII	ILO staff Project staff	- Context analysis: the strong development of semi-conductor supply chain, along with the newly established Comprehensive Strategic Partnership between VietNam and the US.
Project PROGRESS and EFFECTIVENESS					
3. To what extent has the project been making progress towards its planned objectives? DAC criterion: EFFECTIVENESS	- Planned versus actual results	- Project document and reports - Project partners	- Desk review - KII	Project staff VCCI VGCL MOLISA	- Contribution analysis - Hypotheses
4. What have been achieved so far? DAC criterion: EFFECTIVENESS	- Results framework - Intervention logic	- Project document and reports - Project partners	- Desk review - KII	ILO staff Project staff VCCI VGCL MOLISA	- Theory of change/hypotheses - Project achievements
5. What are the major constraints so far? DAC criterion: EFFECTIVENESS					

6. Have the project methodologies and approaches appropriately matches the capacity (including political space) and expectation of the project partners for their action? DAC criterion: COHERENCE	- Project partners reflection	- Project partners	- KII	Project staff VCCI VGCL MOLISA	- Development trend and expectation of partners
7. What progress has been made in strengthening the capacity of relevant institutions and individuals concerning compliance and social dialogue at the national level, sectoral level and workplace level? What are required to improve the capacity of partners in the second half of the project? DAC criterion: EFFECTIVENESS	- Project partners reflection	- Partners' reports - Project partners	- Desk review - KII	Project staff VCCI VGCL MOLISA	- Perceived changes in capacity of national partners and workers and employers in the Viet Nam's electronics and garment supply chains
EFFICIENCY of resource use					
8. Have resources (funds, human resources, time, expertise etc.) been allocated strategically to achieve outcomes? DAC criterion: EFFICIENCY	- Coordination within ILO projects and with project partners	- Project document and reports - Project staff - ILO staff	- Desk review - KII	- Project staff - ILO staff	- Resources allocation per outcome(s) - Plan and budget versus actual implementation
9. How are the synergies/collaboration affect the efficiency of resources? DAC criterion: EFFICIENCY	- Utilisation of available resources	- Project document and reports - Project staff - ILO staff	- Desk review - KII	- Project staff - ILO staff	- Utilisation of resources with collaboration strategy
10. How are the cost extension affect the project overall progress? DAC criterion: EFFICIENCY	- Planned versus actual results - Project timeframe	- Project document and reports - Project staff - ILO staff	- Desk review - KII	- Project staff - ILO staff	- Necessity of cost extension
EFFECTIVENESS of management arrangement					
11. To what extent has the project secured the commitment of the project partners to realise the project objectives and built – up national ownership? DAC criterion: EFFECTIVENESS	- Participation of the project partners - Leading role of the project partners	- Project document and reports - Project partners	- Desk review - KII	Project staff VCCI VGCL MOLISA	- Commitment versus actual participation of the project partners

12. To what extent has the management arrangement been effective? DAC criterion: EFFICIENCY	- Participation of the project partners	- Project document and reports - Project partners	- Desk review - KII	Project staff VCCI VGCL MOLISA	- Commitment versus actual participation of the project partners
13. Has the project received adequate political, technical and administrative support from its national partners? DAC criterion: EFFECTIVENESS	- List and types of support	- Project document and reports - Project partners	- Desk review - KII	Project staff VCCI VGCL MOLISA	- Availability and relevance of national parties' support
14. Was there a clear understanding of the roles and responsibilities by all parties involved? DAC criterion: EFFECTIVENESS	- Agreements - Project partners reflection	- Project document and reports - Project partners	- Desk review - KII	Project staff VCCI VGCL MOLISA	- Implementation arrangement
15. How effective is communication between the project team, the ILO and project partners, as well as the donor? DAC criterion: EFFECTIVENESS	- Meeting - Planning - Reporting	- Project document and reports - Meeting notes	- Desk review - KII	Project staff VCCI VGCL MOLISA Donor	- Perception on project progress, results, possible influence/ impact, adaptation, etc.
16. What should be improved in the second half of the project? DAC criterion: EFFECTIVENESS	- Alternatives for management arrangement	- Project document and reports - Project partners	- Desk review - KII	Project staff VCCI VGCL MOLISA	- Recommendations on Implementation arrangement
SUSTAINABILITY and IMPACT of the project					
17. Is the project likely to promoting and improving labour law compliance and social dialogue in Viet Nam's electronics supply chain, in line with the 2019 Labour Code and respecting the ILO Declaration on Fundamental Principles and Rights at Work? What are needed to achieve this outcome?	- The partnership strategy (if any) considered sustainability potential - The project partners are in a position to effectively work on the project theme beyond the project life	- Partners' reports - Project partners	- Desk review - KII	Project staff VCCI VGCL MOLISA	- Project design: if sustainability considered in design phase - Any measures taken for sustaining project results
18. To what extent has the project contributed to enhancing national constituents' capacity on social dialogue to raise and address common areas of interest linked to the electronics sector?	- Project partners reflection	- Partners' reports - Project partners	- Desk review - KII	Project staff VCCI VGCL MOLISA	- Changes perceived by national constituents' capacity
19. Have there been any observed positive/negative impact?	- Project partners reflection	- Partners' reports - Project partners	- Desk review - KII	Project staff VCCI VGCL MOLISA	

20. How effectively has the project built necessary capacity of people and institutions (of national partners and implementing partners)? Which project-supported activities, capacities, products and tools have been sustained and institutionalized, or are expected to be sustained and institutionalized by partners organizations?	- Appreciation of ILO and project implementing partners	- Project reports - Partners' reports - Project partners	- Desk review - KII	Project staff VCCI VGCL MOLISA	- List of activities, capacities, products and tools have been sustained and institutionalised, or are expected to be sustained and institutionalized by partners organizations?
21. How likely the project will achieve its objectives in the second half of the project and what measures need to be taken into account to ensure sustainability of results and outcomes?					
Cross-cutting issues including GENDER EQUALITY and INCLUSIVENESS					
22. To what extent have the project's interventions so far contributed to promoting inclusiveness in freedom of association and collective bargaining at the workplace and sector levels?					
23. To what extent have stakeholders including workers in particular disadvantaged groups of workers, been involved in project design and implementation?	- Gender equality and inclusiveness in formulation of themes/topics for social dialogue - Participation of women in project activities	- Project document and reports - Project partners and stakeholders	- Desk review - KII	VCCI VGCL MOLISA Local VGCL Companies ILO staff Project staff	- Specific measures taken to address issues related to gender equality and inclusiveness - Influence of these measures in advancing gender equality and addressing other key factors such as inclusion of people with disabilities within the context of the project's objectives

Annex B. List of Desk Review Documents

Viet Nam's electronics supply chain: Decent work challenges and opportunities, ILO-VCCI, 2022

https://www.ilo.org/wcmsp5/groups/public/-ed_dialogue/-sector/documents/publication/wcms_865520.pdf

Sectoral Forum "Decent Work and the Future of Viet Nam Electronics Supply Chains", ILO-VCCI event, 15 July 2022, https://www.ilo.org/hanoi/Whatwedo/Eventsandmeetings/WCMS_849455/lang-en/index.htm

Electronics sector looks for brighter future by addressing skills gaps, bettering working conditions, ILO Press release 15 July 2022,

https://www.ilo.org/hanoi/Informationresources/Publicinformation/Pressreleases/WCMS_851138/lang-en/index.htm

The Viet Nam Labour Code 2019, Article 14. Forms of employment contracts,

http://boluatlaodong2019.molisa.gov.vn/lang_en/topic/viet_nam_labour_code/index#chapter-iii

Free advisory package helps electronics factories enhance social dialogue and working conditions, ILO News, 4 April 2022,

https://www.ilo.org/hanoi/Informationresources/Publicinformation/newsitems/WCMS_841169/lang-en/index.htm

Frequently asked questions for The Viet Nam Labour Code 2019, MOLISA website,

http://boluatlaodong2019.molisa.gov.vn/lang_en/topic/faq/index

Risk management online training course for electronics supply chains, Leaflet, ILO-VCCI-BetterWork Viet Nam, 7 December 2021, https://ilo.org/wcmsp5/groups/public/-asia/-ro-bangkok/documents/projectdocumentation/wcms_830452.pdf

Workplace cooperation online training course for electronics supply chains, Leaflet, ILO-VCCI-BetterWork Viet Nam, 15 December 2021, https://ilo.org/wcmsp5/groups/public/-asia/-ro-bangkok/documents/projectdocumentation/wcms_830464.pdf

Training workshop for electronics enterprises on Business Continuity Plan in the context of COVID-19, ILO-VCCI, 8 October 2021

Promote compliance and social dialogue in electronics supply chains in Viet Nam, ILO video, 18 August 2021, <https://www.youtube.com/watch?v=u15MiKwCqwo> (259 views, 4 likes, 0 comments as of 31 August 2023)

Review Report On Industrial Relations In Electronics Enterprises: Study In Bac Ninh Province, VGCL, 2022

ILO-VCCI baseline survey in the electronics sector, ILO-VCCI, 14 February 2022

PRELIMINARY REPORT: SURVEY ON THE ELECTRONICS SUPPLY CHAIN – STEP-1 SURVEY, GSO, 2022

Worker questionnaire: Decent Work Supply Chain Survey – Interviewer manual, GSO, May 2023

Enterprise questionnaire: Decent Work Supply Chain Survey – Interviewer manual, GSO, May 2023

Progress Report, From 01 July 2021 to 31 October 2021, Public Private Partnership for ILS compliance in the electronics sector of Viet Nam (VNM/20/02/APL), ILO, 9 February 2022

Progress Report, From 01 November 2021 to 30 June 2022, Public Private Partnership for ILS compliance in the electronics sector of Viet Nam (VNM/20/02/APL), ILO, 20 July 2022

Progress Report, From 01 July to 31 December 2022, Public Private Partnership for ILS compliance in the electronics sector of Viet Nam (VNM/20/02/APL), ILO, 20 March 2023

Commented [HVK90]: GLO/20/40/EUR : [i-eval Discovery \(ilo.org\)](#)

Annex C. List of Stakeholders Interviewed

Date and time	Name	Address/ Contact Details	Type of meeting
22 August 2023 16:00	APL Project team: Ms Vu Kim Hue, NPO Ms Nguyen Thi Thanh Thao, SPA Ms Dang Diep Anh, AFA Ms Nguyen Thi Phuong, AFA	F6, Tower A – HANDIRESCO Bld, 521 Kim Ma, Ba Dinh, Hanoi	In person
5 September 2023 14:00 – 15:00	VCCI/ <i>Bureau for Employer's Activities</i> (Project Owner): Ms Trần Thị Hương Lien, Director General Ms Mai Hong Ngoc, Head of Division	VCCI, 9 Dao Duy Anh, Hanoi	In person
8 September 2023	The 7 th dialogue electronics sector	HCMC	Online (Zoom)
11 September 2023 10:30 – 11:30	Project Management Team: Ms Khun Mix	BKK	Online (Teams)
11 September 2023 15:30 – 16:30	Project Management Team: Vu Kim Hue Nguyen Thi My Dung	Hanoi, HCMC	Online (Teams)
12 September 2023 14:00 – 15:00	Meeting with APPLE – Project Donor An Phan & Kitty Potter, APPLE Inc.	Hanoi	Online (Teams)
13 September 2023 9:00 – 10:30	ITM Semiconductor Vietnam: Nguyễn Phương Hà – HR Manager Lương Thị Yến – HR Assistant Manager	VSIP Bac Ninh	In person
13 September 2023 11:00 – 12:00	Fushan Foxcon Vietnam: Ms. Hiền, HR Manager Nguyễn Thị Thu, HR staff	VSIP Bac Ninh	In person
13 September 2023 14:00 – 15:30	FoL Bac Ninh/ <i>FoL Bac Ninh, Pilot programme activity on CB and SD in Bac Ninh</i> : Mr. Nguyen Van Hieu, Former Head of Policy Division, FOL Bac Ninh, <i>President of Bac Ninh IZ Trade Union.</i>	FoL Bac Ninh 42 Nguyễn Gia Thiều, Suối Hoa, Bắc Ninh	In person
19 September 2023 8:00 – 9:00	Project Management Team: Caitlin Helfrich, Supply Chain Specialist	ILO Geneva	Online (Teams)
21 September 2023 13:30 – 14:30	CO-Hanoi: Mr Nguyen Ngoc Trieu, SPO	GOUNH, 304 Kim Ma, Ba Dinh, Hanoi	Online (Teams)
21 September 2023 14:30 – 15:30	Project Management Team: Nguyen Thi My Dung		Online (Teams)
22 September 2023 8:30 – 9:30	MOLISA/ <i>Department of Industrial Relations and Wages Affairs</i> :	MOLISA, 2 Dinh Le, Hoan Kiem, Ha Noi	In person

	Ms Nguyen Thuy Linh, Head of Labour Policy Division		
22 September 2023 10:30 – 11:30	VGCL/ <i>Vietnam General Confederation of Labour, Industrial Relation Department</i> : Mr Nguyen Vinh Quang, Deputy Director General	VGCL, 65 Quan Su, Ha Noi	In person
22 September 2023 13:30 – 14:30	Project Management Team: Ms Nguyen Hong Ha, Programme Manager of Better Work Viet Nam		Online (Teams)
15 September 2023 14:30 – 15:30	Project Management Team: Ms Khun Mix		Online (Teams)
28 September 2023 9:30 – 10:30	VGCL/ <i>Vietnam General Confederation of Labour</i> : Ms. Ho Thi Kim Ngan	VGCL, 65 Quan Su, Ha Noi	Online (Teams)
28 September 2023 14:00 – 15:00	VCCI/ <i>Bureau for Employer's Activities</i> (Project Owner): Ms Trần Thị Hồng Liên, Deputy Director General	VCCI, 9 Dao Duy Anh, Hanoi	Online (Teams)
2 October 2023 9:00 – 10:00	VEIA: Ms Do Thi Huong, Executive Member		Online (Teams)

Annex D. Performance Monitoring Plan Indicator Results

Objective and Outcome level (developed by the evaluator)

Expected results (Objective/Outcome/ Output/Activities)	Indicator	Means of verification n/ Source of data	Baseline value	Targets	Actual as of Sep 2023	Comment
Objective						
Overall objective. To contribute to Viet Nam's sustainable and inclusive economic growth by promoting and improving labour law compliance and social dialogue in Vietnam's electronics supply chain, in line with the 2019 Labour Code and respecting the ILO Declaration on Fundamental Principles and Rights at Work.	Unidentified	n/a	n/a	n/a	Evaluator's observation based on consultation with stakeholders: - Labour law compliance and social dialogue in Vietnam's electronics supply chain has improved in terms of <i>awareness</i>	Hypothesis 1: Collaboratively developed <i>action plans</i> + upheld <i>workplace compliance</i> + promoted <i>social dialogue practices</i> + the use of <i>dialogue mechanisms</i> at the sector/national level will lead to the improvement of Labour law compliance and social dialogue in Vietnam's electronics supply chain. - Hypothesis partly confirmed. - GSO's survey, VCCI's and VGCL's studies can be used to establish a baseline for measuring possible changes/ improvement of Labour law compliance and social dialogue in Vietnam's electronics supply chain (for a longer term than the Project timeframe). - However, a utilisation plan has not been developed.
Outcome						
Outcome 1. Collaborative development by constituents and	Unidentified	Action plans of	n/a	n/a	Evaluator's observation based on consultation with stakeholders:	Hypothesis 2:

Commented [PR91]: Need to elaborate on this assessment

Commented [PR92]: This sounds conflicting w the previous statement saying the baseline can be used to compare w endline to be conducted in a longer term. Or do you have recommendation of other use?

Commented [DNTM93R92]: What Mr. Binh meant the available survey, studies have not been employed in follow-up actions by partners.

stakeholders of action plans in line with national law towards decent work in the sector, with freedom of association and collective bargaining at the workplace and sector levels embedded		the constituents and stakeholders			<ul style="list-style-type: none"> - One statement of electronics businesses on the commitment of business sector to enhance decent work to build back better have been made - Surveys on Decent Work in Electronics Supply Chains, (GSO & ILO, on-going), piloting a methodology to establish baseline information for mapping the electronics supply chain in Vietnam and evaluate opportunities as well as the shortages of decent work across the entire supply chain. - ILO-VCCI baseline survey in the electronics sector (ILO & VCCI, February 2022). - Viet Nam's electronics supply chain: Decent work challenges and opportunities (ILO & VCCI, 2022), assessing the electronics industry in Viet Nam for understanding opportunities and challenges for advancing decent work during the post-COVID-19 recovery period. - Review report on industrial relations in electronics enterprises: study in Bac Ninh province (ILO & VGLC, draft 2022), providing an overall picture of the actual industrial relations in electronics enterprises from the perspective of IZ trade union (IZTU) officers in Bac Ninh province. 	<p><i>Sectoral surveys and research</i> to identify Decent Work challenges + <i>Awareness</i> about new requirements for new industrial relations + <i>Networks of HR managers</i> will lead to the Collaborative development by constituents and stakeholders of action plans.</p> <p>- Hypothesis not confirmed. A clear definition of such "action plans" should be developed and agreed among the project partners.</p>
Outcome 2. Upholding workplace compliance and promoting social dialogue practices as a means to advance decent work and resilience in the electronics sector	Unidentified				<p><u>Evaluator's observation based on consultation with stakeholders:</u></p> <ul style="list-style-type: none"> - Advisory Programme: Towards A Sustainable And Resilient Electronics Industry In Viet Nam: co-organized by VCCI, ILO, with technical assistance from BWV (2022), providing support to electronics enterprises to: Enhance understanding 	<p><u>Hypothesis 3:</u> Selected <i>gender-responsive tools</i> for compliance and social dialogue + <i>Piloting</i> the use of those tools + <i>Training and capacity building</i> of social partners + <i>Advisory support</i> for selected suppliers, will lead to</p>

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					<p>and application of Vietnamese labour laws and International Labour Standards; Build capacity for a core team of managerial staff and union members at the workplace</p> <p>Effectively apply management principles at electronics factories; Better integrate into the global electronics supply chain; Onsite compliance advisory services from ILO-trained enterprise advisers, including customized improvement roadmap; 20 places in a series of standard and elective courses (with certificates); 03 quarterly industry seminars tailored to electronics manufacturers</p> <p>Support for self-diagnosis and needs identification; 04 “Factory Ambassadors” sessions for factory compliance staff and workers’ representatives E-learning courses.</p> <p>- Factory Advisory Programme for the Electronics Supply Chain in Viet Nam (APEV 2023) theme “Better Workplace Cooperation, Better Factories”: Reinforcing the understanding and application of Viet Nam’s labour law and International Labour standards in the electronics sector, with workplace cooperation and industrial relations as the key pillar; Building capacity for managerial staff and workers’ representatives at the workplace on various legal requirement issues and soft skills, to ensure compliance and ultimately improving the management-worker relationship.</p>	<p>upholding workplace compliance and social dialogue practices.</p> <p>- Hypothesis partly confirmed.</p> <p>- Clear mechanisms for influencing the “lead actors of expected changes” should be identified and agreed among the project partners.</p>
Outcome 3. Dialogue mechanisms at the sector/national level are used by stakeholders to support the development of sectoral policies and measures, e.g. on	Unidentified				<p><u>Evaluator’s observation based on consultation with stakeholders:</u></p> <p>- Literature Review Of Health Risks And Occupational Safety Of Workers In The Electronics Industry In Viet Nam (ILO &</p>	<p><u>Hypothesis 4:</u></p> <p><i>Technical inputs for social dialogue + Existing structures and processes of dialogue + Addressing</i></p>

workplace health and safety and aspects of gender equality such as workplace harassment					<p>CCHIP, 2023): literature review and analysis of the current system of OSH policies in general and those applied to the electronics industry in particular, documents related to OSH risks that electronic workers are exposed to and the potential impacts on their health. This report can serve as a basis for developing guidelines and recommendations for employers, workers and local labor authorities to control risks and prevent occupational accidents and diseases for electronic workers.</p> <ul style="list-style-type: none"> - Conclusion of employment contracts by electronic means (ILO & MOLISA, 2022), a research on Vietnam's current legal regulations and practice on electronic contracting. - Survey Management Of Labor Subleasing Activities In The Province/City (ongoing, 2023) - Professional Manual On Promoting Collective Bargaining In Accordance With The Labour Code 2019 And Ilo Convention No. 98 (MOLISA, 2022) - Improvement Of Employers' Capacity For Collective Bargaining As Well As For Conclusion And Implementation Of Collective Bargaining Agreements (VCCI, 2022) - Manual On Collective Bargaining On Wages For Trade Union Officials (VGCL, 2022) 	<p><i>decent work challenges</i> at relevant sectoral forums, will lead to the use of dialogue mechanisms at the sector/national level by stakeholders.</p> <ul style="list-style-type: none"> - Hypothesis partly confirmed. - Clear definition of "dialogue mechanisms" for influencing the "dialogue owner" should be identified and agreed among the project partners.
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