



Building Responsible Value Chains in Asia through the Promotion of Decent Work in Business Operations

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List of Abbreviations

| | |
|-----------|--|
| ACT/EMP | Bureau on Employers' Activities (ILO) |
| ACTRAV | Bureau of Workers' Activities (ILO) |
| BFC | Better Factories Cambodia |
| BHR | Business and Human Rights |
| BIDA | Bangladesh Investment Development Authority |
| BW | Better Work (Programme) |
| BWB | Better Work Bangladesh |
| BWV | Better Work Viet Nam |
| CGTI | Cambodian Garment Training Institute |
| CRM | Customer Relationship Management |
| CSDDD | Corporate Sustainability Due Diligence Directive (EU) |
| DFAT | Department of Foreign Affairs and Trade |
| DIFE | Department of Inspection for Factories and Establishments |
| EA | Enterprise Advisor |
| EBA | Everything but Arms Initiative |
| EC | European Commission |
| ESG | Environmental, Social, and (corporate) Governance |
| FAP | Factory Ambassador Programme |
| FDI | Foreign Direct Investment |
| FOA | Freedom of Association |
| FPRW | Fundamental Principles and Rights at Work |
| FTA | Free Trade Agreement |
| GBVH | Gender-Based Violence and Harassment |
| GEEW | Gender Equality and Empowerment of Women |
| GFT | Cambodian Garment Footwear, and Travel Goods |
| GMAC | Garment Manufacturers Associations Cambodia (now TAFTAC) |
| HRDD | Human Rights Due Diligence |
| IBC | IndustriAll Bangladesh Council |
| IFC | International Finance Corporation |
| ILO | International Labour Organization |
| ILS | International Labour Standards |
| IR | Industrial Relations |
| ITCILO | International Training Centre of the ILO |
| JAPIA | Japan Auto Parts Industries Association |
| JBMIA | Japan Business Machine & Information System Industries Association |
| JEITA | Japan Electronics and Technology Industries Association |
| JETRO | Japan External Trade Organization |
| JILAF | Japan International Labour Federation |
| JTF | Japan Textile Federation |
| KEIDANREN | Japan Business Federation |
| LDC | Least Developed Countries |
| LI | Labour Inspectorate |
| METI | Ministry of Economy, Trade and Industry (Japan) |
| MLVT | Ministry of Labour and Vocational Training (Cambodia) |

| | |
|-----------------|---|
| MNE Declaration | Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy |
| MNEs | Multinational Enterprises |
| MoC | Ministry of Commerce |
| MoFA | Ministry of Foreign Affairs |
| MoIT | Ministry of Industry and Trade (Viet Nam) |
| MoLE | Ministry of Labour and Employment (Bangladesh) |
| MoLISA | Ministry of Labour, Invalids and Social Affairs (Viet Nam) |
| MLVT | Ministry of Labour and Vocational Training |
| MOU | Memorandum of Understanding |
| MULTI/RBC | Multinational Enterprises and Responsible Business Conduct Unit (ILO) |
| NCCWE | National Coordination Committee for Workers' Education |
| NFP | National Focal Points |
| NIL | National Institute for Labour (Cambodia) |
| OSH | Occupational Safety and Health |
| PAC | Project Advisory Committee |
| P&B | Programme and Budget (ILO) |
| PICC | Performance Improvement Consultative Committee |
| PRODOC | Project Document |
| PSC | Project Support Cost |
| RBC | Responsible Business Conduct |
| RENGO | Japanese Trade Union Confederation |
| RMG | Ready-made Garment Industry |
| SCORE | Sustaining Competitive and Responsible Enterprises |
| SDG | Sustainable Development Goal |
| SMEs | Small to Medium-sized Enterprises |
| STAR | Supply Chain Tracking and Remediation System |
| TAFTAC | Textile, Apparel, Footwear & Travel Goods Association in Cambodia |
| ToC | Theory of Change |
| ToR | Terms of Reference |
| ToT | Training of trainers |
| TU | Trade Union |
| TVET | Technical Vocational Education and Training |
| UN | United Nations |
| UNDAF | United Nations Development Assistance Frameworks |
| UNDP | United Nations Development Programme |
| UNEG | United Nations Evaluation Group |
| UNEP | United Nations Environment Programme |
| UNFCCC | United Nations Framework Convention on Climate Change |
| UNGC | UN Global Compact |
| UNGPs | UN Guiding Principles on Business and Human Rights |
| UNJP | UN Joint Programme |
| UNSDCF | United Nations Sustainable Development Cooperation Framework |
| UN-SWAP | UN System-Wide Action Plan on GEEW |
| UN Women | UN Entity for Gender Equality and the Empowerment of Women |
| USAID | United States Agency for International Development |
| USDoL | United States Department of Labor |
| VCCI | Viet Nam Chamber of Commerce and Industry |
| VEIA | Viet Nam Electronic Industries Association |

VGCL
VITAS

Viet Nam General Confederation of Labour
Viet Nam Textile and Apparel Association

Executive Summary

Background and project description

The present evaluation report is mandated by the Terms of Reference (ToR) for the Independent Final Evaluation of the programme entitled “**Building Responsible Value Chains in Asia through the Promotion of Decent Work in Business Operations**” (Annex 1). The programme’s objective was to improve working conditions and the well-being of workers and support firms in the specified sectors to make improvements in productivity and responsible business practices that sustain these gains. Originally designed as a 2-year Project, it was implemented by the ILO Country Office for Bangladesh, Japan and Viet Nam, and CO-Bangkok (for Cambodia component) since 1 April 2022 until 30 June 2024 following the approval of a three-months no cost extension for Bangladesh and Japan. It was financed by the Government of Japan/ Ministry of Economy, Trade and Industry (METI) with an amount of USD 6.8 million and it was implemented in Bangladesh, Cambodia, Japan and Viet Nam.

Purpose, Scope and Methodology of the Evaluation

The present evaluation’s *purpose* is to promote accountability to tripartite constituents, beneficiaries, ILO regional, country and headquarter offices and donor, as well as learning. The *scope* of the Evaluation covers all interventions from its inception to the completion of its extension phase, and geographically it covers all four countries involved. The evaluation also examines the programme’s performance in relation to all relevant ILO’s *cross-cutting issues* including gender equality (UN-SWAP criteria) and non-discrimination. The primary users of the evaluation findings are the programme management team and the ILO Country Office in Tokyo, Dhaka, Hanoi, and DWT/CO-BKK, the donor, ILO’s constituents, ILO technical backstopping units (MULTI/RBC, Better Work) and others.

The *methodology* includes a desk study of the relevant documents and primary data collection through online and offline interviews with 151 persons (69 female). The evaluation team consisted of five members, one international and four national evaluators. The international evaluator travelled to Cambodia and Bangladesh from 29 April to 10 May 2024. The participatory methodology further includes a critical reflection process by the key stakeholders in particular through five online stakeholder validation workshops (one global and four national) and the inputs by stakeholders to the draft report. *Key deliverables* are the inception report, the five PowerPoint presentations of preliminary findings at the five online stakeholder workshops, the draft report, and the present final report taking into consideration the feedback on the draft report.

Findings

The conclusions of the present final independent evaluation are below analysed according to the nine OECD/DAC Evaluation Criteria used throughout the evaluation report. With respect to the first evaluation criteria, **Relevance**, the Evaluation found that the METI programme had effectively responded to the policies, needs and priorities of the national stakeholders. This is evident in the Government of Japan’s increased focus on business and human rights, exemplified by its 2020 National Action Plan (NAP) on Business and Human Rights (BHR) and 2022 Guidelines on Respecting Human Rights in Responsible Supply Chains. The programme was also well aligned with the current global trends related to BHR, HRDD and RBC.

On the *Validity of Design*, it was found that the LogFrame formed a *well-balanced* design with 3 Outcomes dealing with 1) support to Enterprises, 2) support to the Tripartite Constituents and 3) activities to increase the evidence base. The programme was designed based on BW's existing structure for providing enterprise-level services. However, Gender Equality is almost fully lacking in the LogFrame. The design further envisaged Japan, as the home country of large Japanese MNEs, to play an important role in this programme through the promotion of good practices of Japanese companies, including in their overseas operations and supply chains.

The *Coherence* of the programme is relatively high since it is *embedded* in the ILO/IFC's reputable BW programmes in Bangladesh, Cambodia and Viet Nam. The programme is also working with ILO-MULTI/RBC, especially for the electronics and automotive parts sectors in Viet Nam and Japan, and coherence is further enhanced as the programme cooperated with other ongoing programmes and projects.

Overall, the *Effectiveness* of the programme was found to be quite satisfactory. The self-assessment in the latest Progress Report states that as per 31 December 2023 12 out of 14 indicators are fully/mostly met (86%). While this is an important achievement, several qualifications were made, e.g., that actual dialogues between workers' and employers' organizations could have received more attention. On the one hand, several indicators were *not on track*, for example the organisation of joint multi-country workshops and trainings for employers' and workers' organisations of Bangladesh, Cambodia and Viet Nam, while on the other hand the programme also *exceeded* several output targets (numbers of participants in trainings and workshops, numbers of good practices). Two key achievements need to be highlighted. Firstly, the Jakarta event for Responsible Business, Human Rights, and Decent Work in September 2023 which provided an opportunity for dialogue between G7 members and Asian countries; significantly, it was highlighted in the G7 Trade Minister's Outcome Statement. Secondly, the Good Practices (GP) research and report developed jointly by ILO Japan and JETRO, with inputs from ILO MULTI/RBC, dealing with RBC and HRDD initiatives of Japanese companies operating in Bangladesh, Cambodia, and Viet Nam; positive feedback on this report was received from companies who participated in the interviews underlining the quality of the report.

In general, many stakeholders underlined that the programme provided *quality* technical advisory on BHR/RBC/HRDD through many trainings, workshops and mutual learning, which helped them increase their awareness and knowledge. The programme encountered also several key *challenges*, in particular it took time to enhance the understanding of many stakeholders since the concepts of BHR/RBC and HRDD are relatively *new* to them. In addition, trade unions were reluctant at first thinking it is an employers' thing. There were also several *success factors*, such as the timing was right, and the embedding of the implementation into the ILO-BW structures.

With respect to the *ultimate objective* of the programme it was found that the *conditions* have been created which lay the basis for the possible achievement of the objective through sustained interventions. In several cases *actual* improvements took place in workers' conditions, and firms were indeed supported to make improvements to be(come) more compliant; however, it was more difficult to assess whether *actual* improvements in productivity were realized. In terms of the comparison between the three target countries, there are many commonalities in the outcomes in these countries because the BW method and structures were used by all. Differences were found in the involvement of the trade unions, while the differences in terms of outcomes and outputs are discussed at length in the report. The programme was quite *effective* at stimulating interest and participation of the partners.

The *Efficiency of Resource Usage* was found to be satisfactory. Expenditures (including encumbrances) until *mid-April 2024* amounted to almost 88% of the total budget. The budget category with the largest expenditures in each country is 'Staff Costs' (between 50 and 60%). The programme's value for money is relatively high in the three host countries given that the interventions are implemented by the already well-established BW Teams. The fact that no dedicated resources were reserved initially for interventions targeting *gender equality* should be a clear lesson learned. The *funding* and *timeframe* were comprehensive with a budget of USD 6.8 million and a two-year programme period to achieve a large part of the intended outcomes and outputs, although most stakeholders considered the timeframe to be relatively short.

Overall, the *Management Arrangements* were relatively effectively organized by ILO considering that the programme involves four different countries and a series of tripartite constituents and companies to be coordinated. The fact that the Japan component and overall coordination was managed by a dedicated team of just three staff persons compromised sometimes on time management and the quality of some products also because it was difficult to identify additional qualified staff. In the three host countries the programme's management benefited from the fact that Project Advisory Committees (PAC) were already established as part of BW. Annual progress reports were submitted according to the agreement with METI. Communication among stakeholders and countries was generally appreciated.

With respect to *Impact Orientation*, it was found that to realize genuine impact in a *new* area like BHR/RBC and HRDD a longer-term intervention is needed. Nevertheless, important inroads have been made towards impact, and stakeholders' awareness of and knowledge on BHR/RBC/HRDD have been significantly enhanced, while several stakeholders in each country are already replicating or scaling up interventions. The programme fostered a culture of collaboration and compliance among stakeholders, leading to several joint initiatives and the sharing of good practices. A change of mindset was also achieved among trade union leadership regarding BHR. The METI Programme has contributed to creating a more enabling environment for BHR/RBC and decent work through enhanced awareness and understanding.

With respect to *Sustainability*, it was found that capacity building of stakeholders has been quite extensive and as such has contributed substantially to *create the enabling conditions* for companies to translate their due diligence into positive and lasting change on the ground; at the same time, many stakeholders underlined that more and continued capacity building is required. There are several results of the programme that are expected to be sustainable not only because the programme was embedded in BW's regular activities. In Japan multiple stakeholders were connected and this sparked new collaborations on BHR/DD. Stakeholders also intend to continue certain programme activities (e.g., Sharoushi), and national stakeholders are preparing to take over responsibilities from BW. Lastly, METI has provided funding for another joint project with the ILO under the same title which is important for sustainability although the three target countries from the present programme would have liked the cooperation with METI to be extended.

The *Exit or Sustainability Plan* of the programme in the PRODOC is in particular based on sustainability through BW while also four actions are proposed which are assessed in the report. The continuity of financial resources and resource mobilisation were as such not achieved, and for this it would be important if the METI programme could be put further on the map through a high-level Sustainability Workshop. While a programme period of two years may not have been sufficient time to instil *genuine ownership* in the relevant stakeholders, selected constituents have clearly made important steps, and the continued involvement of the ILO-IFC Global BW

programme and MULTI/RBC is expected to be important, while a first concrete step could be made by organizing under the METI programme a sustainability workshop.

Cross-Cutting Issues: With respect to **Gender Equality**, it was found that the *design* of the programme was lacking a clear gender focus, while Gender Equality perspectives are already fully integrated into the concepts of BHR/RBC/HRDD. During the implementation the Programme and BW Teams made substantial efforts to ensure that women were represented as much as possible in activities, and many of the staff members of the teams are women (cf. UN-SWAP). Several activities specifically designed to address gender equality were added, and the interventions benefited from BW's ongoing efforts and strategies on gender equality. Gender issues, including sexual harassment prevention at the workplace, were integrated into training courses. It is recommended that in any future intervention, a Gender Equality *Strategy* should be included. The Programme does not evidently address **other issues of social inclusion** of vulnerable workers, nor disability inclusiveness, or non-discrimination. **ILO's normative mandate** was central in terms of compliance with ILS principles. **Environment/Climate Change** did not receive sufficient attention. Lastly, the Programme enhanced **Social Dialogue** among employers' and workers' organisations and among international stakeholders, including Japanese buyers, through the different forums and seminars organized, and at the international level through the Jakarta event. Such types of dialogue contributed to advancing decent work and addressing human and labour right risks.

Recommendations

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

- 1) **Continue the programmatic areas of capacity building and awareness raising of government officials, employers' organisations, trade unions and companies, around RBC standards and HRDD requirements to ensure sustained compliance.** For awareness raising particularly to reach SMEs and informal sectors a "HRDD-Day" was proposed (mirroring national 'OSH-DAY' and 'Human Rights Day'). Enhancing the institutionalisation of tripartite-appointed national focal points to further promote the uptake of the MNE Declaration and facilitate national dialogues and actions would also benefit sustainability (which could perhaps be part of the new project funded by METI for 2024-2026).
- 2) **Enhance the specific attention for integrating RBC standards and HRDD processes into national policy and regulatory frameworks and legislation.**
- 3) **Enhance the regional cross-country sharing of experiences:** More exchanges between countries, especially between the four METI project countries would have been appreciated by stakeholders as part of enhanced exchanges of Good Practices and learning from concrete challenges of HRDD and RBC compliance. The involvement of the Embassies of Japan in the three target countries and of JETRO should be enhanced In order to raise awareness in the Japanese business communities outside of Japan.
- 4) **Put the METI programme further on the map with a high-level Sustainability Workshop in Japan** in the coming months if possible, presenting the Key Achievements and gaps as well as discussing the directions for the future with the tripartite constituents and the key development partners and donors interested in promoting BHR/RBC/HRDD.
- 5) **Expand the outreach efforts gradually to engage a broader spectrum of stakeholders, particularly towards enterprises of Tiers 2 and 3 including small and medium-sized enterprises (SMEs).** Since the new project by METI and ILO is not implemented in the three BW countries, this request from many stakeholders is directed to the respective governments and employers' organisations as well as to BW, specifically to raise awareness, and, as far as possible, to adapt and extend the assessment, advisory and training programmes to RMG

enterprises across different tiers (2 and 3). Some stakeholders also suggested to **expand to non-RMG export-oriented sectors**.

- 6) **Include in any follow-up intervention a Gender Equality Strategy from the design stage onwards, including gender mainstreaming and continue activities targeted specifically at women and make sure to allocate dedicated resources to this Strategy.** More in particular explore further the pros and cons of the Gender Equality and Returns (GEAR) programme jointly with IFC. Specific attention was also requested for additional (ToT) training on the prevention of sexual harassment in the workplace as this is still considered a relatively new area.
- 7) **Enhance in any follow-up intervention the engagement of Trade Unions including targeted capacity building.** Also consider (further) secretarial and/or human resources support for NCCWE in Bangladesh as the coordinating body for 13 Federations and for the Trade Union Contact Group in Cambodia (up to 25 federations). Include joint activities for workers' and employers' organisations (not only separate activities). Repeat the Good Practices Report for Trade Unions (International, Japanese, European and others). Explore the role of Trade Unions in those BW factories where Employers' Organisations (e.g., BGMEA in Bangladesh) are providing advisory and learning services.
- 8) **Match the Project Management more closely to the volume of work scheduled in any follow-up intervention to increase the efficiency and quality of the programme.**
- 9) **Promote Multi-stakeholder relationships and organize stakeholder-wide workshops** to further enhance collaboration, mutual learning, and information exchange and dialogue. For example, ILO's proactive initiatives in Japan in connecting multiple stakeholders under the programme sparked new collaborations on BHR/RBC/HRDD and brought synergetic effects, and some of these collaborations are continuing voluntarily to expand BHR/RBC/HRDD-related initiatives (e.g., involving JTF, JEITA, Sharoushi Federation and JAPIA).
- 10) **Explore the continuation of the pilot intervention in the electronics sector in Viet Nam** as engaging businesses from this more highly skilled and competitive sector is, on the one hand, an important step to increase the impact of the BW programme on labour-intensive and capital-intensive sectors, and it provides an opportunity to enhance coordination with Japanese buyers in this sector, while on the other hand, several challenges are encountered (including severe competition from cheap products from China).

Lessons Learned and Good Practices

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

- **LL1** – *The approval processes of large multi-stakeholder events both by national governments and by ILO can take a considerable amount of time, so it is advisable to manage the expectations and to be rather flexible especially because one must rely on the availability of the tripartite constituents.*
- **LL2** – *The garment sector can act as an example and learning ground for other economic (export) sectors.*
- **GP1** – *It has been shown to be a Good Practice to embed the BHR/HRDD/RBC Programme in the ILO's long-standing, reputable BW programmes in the target countries.*
- **GP2** – *A Good Practice is the way responsibilities were transferred by Better Work Bangladesh (BWB) to the Employers' Organisations in the Ready-Made Garment Sector in this country demonstrating the degree of ownership of these organisations and enhancing sustainability of the BW programme.*

The details are discussed in Chapter 5 of the present report, while the ILO/EVAL *Templates* with the full description of these LL and GP are provided in *Annex 11*.

1 Introduction and Background

1.1 Introduction

The present report provides the findings of the Independent Final Evaluation of the programme “**Building Responsible Value Chains in Asia through the Promotion of Decent Work in Business Operations**”, and it is based on the Terms of Reference for this evaluation (see Annex 1). This programme is funded by the Government of Japan through the Ministry of Economy, Trade and Industry (METI), and is implemented in four countries: Bangladesh, Cambodia, Viet Nam and Japan.

The present Evaluation complies with the ILO policy guidelines for results-based evaluation: Principles, rationale, planning and managing for evaluations, 4th edition.¹ The evaluation also complies with the United Nations Evaluation Group (UNEG)’s Evaluation Norms and Standards.² In addition, the evaluation adheres to the United Nations system of evaluation norms and standards as well as to the OECD/DAC Evaluation Quality Standards.³

1.2 Background of the Programme

The programme is implemented in the context of an increasing demand on companies to respect human rights and labour rights in their operations, and to promote respect for such rights in their supply chains, including by conducting due diligence. At the same time, there is recognition that many sustainability challenges and opportunities in supply chains relate to structural and systemic issues at the national level that require collective action beyond what an individual company or the private sector can achieve on its own.

Based on the experience of the ILO/Better Work programme in creating a path for sustainable compliance and of the ILO Multinational Enterprises and Responsible Business Conduct Unit (MULTI/RBC) in supporting constituents in using the ILO Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy (MNE Declaration) as a framework for action, this programme *aims* at putting in place supportive measures to accompany all enterprises efforts’ to promote compliance with national law and respect for the principles of international standards, more specifically the fundamental principles and rights at work and to promote resilient, responsible and sustainable workplaces in supply chains in Asia. The ultimate *objective* is to improve working conditions and the well-being of workers and support firms in the specified sectors to make improvements in productivity and responsible business practices that sustain these gains.

To achieve this objective, the programme adopts a “collaborative supply chain approach”, promoting and supporting collaboration among significant stakeholders at the different levels of supply chains. Workers (and their representative organizations) and managers at the enterprise level are supported to

¹ https://www.ilo.org/eval/Evaluationpolicy/WCMS_571339/lang--en/index.htm

² <http://www.uneval.org/document/guidance-documents>

³ <https://www.oecd.org/development/evaluation/dcdndep/36596604.pdf>

enhance social dialogue and industrial relations, which in turn is expected to contribute to improved working conditions and overall enterprise performance and productivity. In addition, the programme collects and disseminates good practices of human rights and labour rights due diligence, social dialogue and remediation mechanisms at the workplace so that Japanese businesses can replicate these good practices in their global operations. To achieve this, the programme also analyses challenges and opportunities for better policy arrangement to strengthen the link between trade and decent work priorities, including through tripartite home-host country dialogues.

The programme targets the following countries and sectors: Bangladesh (garment), Cambodia (garment), Japan (garment, electronics and automotive parts) and Viet Nam (garment and electronics). The programme foresees three pathways to changes through three Outcomes, subdivided into 10 Outputs which are summarized in the core LogFrame in Table 1 below. More details can be found in the full LogFrame (PRODOC 2021: 65-70) and in the Theory of Change (see Annex 1, Section 2).

Table 1: The core LogFrame including the Programme’s Objective, Outcomes, Outputs and Indicators.

| Objective, Outcomes & Outputs | Indicators |
|---|---|
| Project Objective: Improved working conditions, worker well-being in sustainable enterprises within supply chains in Asia | |
| Outcome 1: Based on the business case for good IR, enterprises will improve compliance with national laws and respect the principles of international labour standards and have strong social dialogue structures and processes | Average percentage of non-compliance rate on publicly reported issues (To be reported for Bangladesh, Cambodia, Viet Nam) |
| Output 1.1. Enterprises tackle the root-causes of non-compliance with national labour laws through social dialogue and improved management systems | % factories with an active and effective bi-partite committee |
| Output 1.2. Remediation mechanisms are strengthened in enterprises | % factories that have an effective grievance-handling mechanism |
| Output 1.3. Actionable, reliable and timely enterprise compliance data is used by enterprises to promote decent work outcomes | Annual report published (Y/ N) |
| Output 1.4. Awareness is raised on responsible business practices and good practices are disseminated including among Japanese buyers in the garment, electronics and automotive sectors | Number of training and workshop participants % of training participants who improved their knowledge on responsible business practices |
| Outcome 2: Stronger tripartite institutions and tripartite collaboration at national and international level will create enabling business environment for more productive and sustainable enterprises that implement responsible business practices | Number of tools and / or instruments/ adopted and used by constituents that include decent work and inclusive growth at the sectoral level |
| Output 2.1 Government officials in labour and trade ministries have enhanced their capacity to promote a culture of compliance, transparency and social dialogue | Number of officials trained on international standards, compliance, transparency and social dialogue |
| Output 2.2 Enhanced capacity of workers’ and employers’ organizations in the target sectors for stronger social dialogue including with the counterpart organization in Japan | Number of workers’ and employers’ organization representatives trained on international standards, compliance, transparency and social dialogue |
| Output 2.3 Enhanced capacity of worker’s and employer’s organisations to address productivity gains that enable enterprises to sustain responsible business practices | Number of productivity training and workshops delivered |
| Output 2.4 Dialogue platforms are strengthened among social partners and international stakeholders, including Japanese buyers and public institutions in the programme countries | Multi-stakeholder industry forum organized (Y/ N) |
| Outcome 3: Governments increase their evidence base in developing policy measures and home-host policy level collaborations that promote responsible business and labour practices throughout GSCs | Number of newly developed and adhered policies and/or guidelines in line with internationally agreed principles; International instruments |

| | |
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| | reflected in government and corporate policies/initiatives on CSR/RBC |
| Output 3.1 Business case/ good practice are compiled into studies on stronger collaboration and social dialogue across enterprises in supply chains | Number of Business case/good practices collected and disseminated |
| Output 3.2 Awareness is raised on responsible value chains stakeholders and general public in both home and host countries | Number of resource materials (flyers, reports, briefing notes, Video, web article) |

Source: PRODOC 2021: 65-70.

As a cross-cutting theme, the programme's strategy is grounded in an inclusive understanding of gender mainstreaming, which implies the involvement of both women and men in consultations and analysis; the inclusion of data disaggregated by sex; the formulation of gender-sensitive strategies and objectives and gender-specific indicators, outputs and activities consistent with these; striving for gender balance in representation in institutional structures set up; and, finally, in the terms of reference for evaluations, requiring the inclusion of on gender equality and gender expertise in the evaluation team. This intervention will be aligned and benefit from Better Work's on-going efforts to empower women, reduce sexual harassment and close the gender pay gap as part of the Better Work's overall strategies in those countries (cf. PRODOC 2021: 27).

Management arrangements and ILO technical backstopping

The programme works under an overall award for the project which has sub-projects for Bangladesh, Cambodia, Viet Nam and Japan, which are overseen by the respective ILO responsible officials. The country activities in Bangladesh, Cambodia and Viet Nam are managed by Better Work Chief Technical Advisors (CTAs). As a decentralised country programme, Better Work Bangladesh CTA reports to the Country Director. Better Factories Cambodia and Better Work Viet Nam are, however, centralised country programmes and their CTAs report to the Better Work Branch Chief as the ILO Responsible Official.

Outcome 1 is backstopped by Better Work, Outcome 2 is jointly backstopped by MULTI/RBC and Better Work, with technical advice from the ILO Bureau for Workers' Activities (ACTRAV) and for Employers' Activities (ACTEMP) where relevant, Outcome 3 is backstopped by MULTI/RBC and the activities fall under the responsibility of the ILO Tokyo Director. The technical backstopping units are expected to work in close collaboration with ACTRAV and ACTEMP especially on the engagement with Employers' organizations and Workers' Organizations in each country to ensure effective strategies to engage the social partner at the sectoral level. The work in the electronics sector in Viet Nam and Japan is jointly backstopped by MULTI/RBC and Better Work, in collaboration with SCORE.

In the garment sector, the ILO's technical assistance has been coordinated under the umbrella of the Better Work Programme. In Bangladesh, Viet Nam, and Cambodia, the programme is guided and supported by the existing Better Work Project Advisory Committees (PAC) composed of representatives from relevant ministries, and employers' and workers' organisations. The PACs do not only support and advise the programme to be effective but is a forum where all parties can work together to strengthen practices and policies.

Overall coordination of the programme implementation is ensured by a Programme Coordinator (P4) based in the ILO Tokyo Office. The PC is responsible for the overall coordination of the country components, including communication, reporting to the donor, stakeholder engagement and coordination and overseeing the implementation of the activities in Japan. The Programme Coordinator reports to the ILO Tokyo Director with dotted reporting lines to Better Work Global (Geneva-based) and MULTI/RBC and is supported by a National Programme and Operations Officer who is responsible for the implementation of the Japan-based activities.

1.3 Purpose and Scope of the Independent Final Evaluation

Purpose and Objectives of the Evaluation

The main purpose of the independent final evaluation is for learning and accountability. The specific objectives of the evaluation are (cf. the ToR, in Annex 1, Section 3.1):

- 1) To assess the relevance of the project, including project strategies and approaches considering any changes in the context (e.g., political change, COVID 19, economic crisis, etc.).
- 2) To assess the validity of the intervention strategies and inform the ILO whether the strategies are valid to achieve project goals and long-term impacts.
- 3) To document and assess the experiences, achievements, of the ILO and the project in promoting RBC in the target countries, and the conditions for compliance and responsible supply chains, to identify future needs, or areas of improvements or for further elaboration to effectively meet constituents needs in the future.
- 4) To assess complementarity and the effectiveness of the collaboration between the different programmes and projects in the electronics and garment sectors in the countries of interventions and provide recommendations on what could be improved and how.
- 5) To assess how the programmatic interventions and achieved outcomes have generated impact including to influence the national and corporate priorities in the area of RBC.
- 6) To document changes within the tripartite constituents' agencies as well as other actors that this programme aims to influence (if any), and to assess the likelihood that the results of the project are durable and can be maintained or even scaled up and replicated by project partners after major assistance has been completed. To assess the level of effectiveness of the management arrangements and the impact of project interventions versus value for money.
- 7) To independently assess the contribution of the project to gender equality and women empowerment, disability inclusiveness, non-discrimination, social justice, normative and tripartite mandate, and propose areas for improvement.
- 8) To document whether and if so to what extent the social dialogue has contributed to advancing decent work, addressing human and labour rights risks.
- 9) To identify good practices and lessons learned that that can be replicated and scaled up in the current and in other contexts or/and in the future projects.

Scope of the Evaluation

The final evaluation covers the programme period starting from 1 April 2022 (start of METI programme) to March 2024 with a no-cost extension until the end of June 2024 for two sub-projects only (i.e., Japan and Bangladesh).

| No-cost extension until 30 June 2024 | Not extended (ended 31 March 2024) |
|---|---|
| Bangladesh | Cambodia |
| Japan | Viet Nam |

Geographically the evaluation covers all four countries. While the key objective of the evaluation is to evaluate the programme and its activities funded by METI, this evaluation also investigated how the project synergized with other ILO interventions, projects and programmes such as Better Work, and assess the extent to which the results are linked to generate greater impacts on responsible business practices in the garment and electronics sector in the targeted countries.

In relation to **gender equality**, the evaluation has been conducted with gender equality as a mainstreamed approach and concern. This implies (i) applying gender analysis by involving both men and women in consultation and evaluation's analysis; (ii) inclusion of data disaggregated by sex and gender in the analysis and justification of project documents; (iii) the formulation and/or analysis of gender-sensitive strategies and objectives and gender-specific indicators; (iv) inclusion of qualitative methods and utilization of a mix of methodologies; (v) forming a gender-balanced team, and (vi) assessing outcomes to improve lives of women and men. The analysis of gender-related concerns was based on the ILO Guidance Note 3.1: Integrating Gender Equality in Monitoring and Evaluation, and the Supplementary Guidance Note: integrating gender equality in ILO M&E (Nov. 2023). The evaluation was conducted following UN evaluation standards and norms. In particular it followed the UN System-Wide Action Plan (**UN-SWAP**) on Gender Equality and the Empowerment of Women (GEEW) which is discussed in Section 2.2.

Intended Users/Clients

The primary users of the evaluation findings are the programme management team and the ILO Country Office in Tokyo, Dhaka, Hanoi, and DWT/CO-BKK, the donor, ILO's constituents, ILO technical backstopping units (MULTI/RBC, Better Work) and collaborating departments and in-country partners and stakeholders, as well as other ILO projects and programmes that work to promote responsible and sustainable global supply chains particularly in Asia.

1.4 Contents of the Report

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

2 Methodology of the Evaluation

2.1 Conceptual Framework

The evaluation applied a holistic and integrated approach in assessing the performance of the METI programme against the OECD/DAC evaluation criteria⁴ and also evaluated and assessed the programme's contribution to ILO's cross-cutting issues. The ToR for the present evaluation identified the following nine *Evaluation Criteria* (cf. Annex 1):

- A. Relevance
- B. Validity of intervention design
- C. Coherence
- D. Effectiveness
- E. Efficiency of resource usage
- F. Effectiveness of management arrangements
- G. Impact orientation
- H. Sustainability
- I. ILO Cross-cutting issues.

For each of these nine criteria, a series of in total **26 Evaluation Questions** were identified in the Inception Report (dated 5 May 2024) and these are listed in Table 2 below:

Table 2: The nine Evaluation Criteria and the 26 Evaluation Questions.

| Evaluation Criteria and Questions | |
|---|---|
| A. Relevance | |
| 1) | To what extent and how well had the programme and the sub-projects responded to the needs and priorities of the national stakeholders and social partners? |
| 2) | To what extent is the programme consistent and relevant to needs of the garment and other sectors in the countries? |
| B. Validity of Intervention Design | |
| 3) | To what extent are the programme (and the sub-projects)'s design (objectives, outcomes, outputs and activities as well as its strategies and approach) and the underlining theory of change (see page 4 of the TOR), logical, coherent and sound to achieve the project goals? |
| C. Coherence | |
| 4) | To what extent had the programme leveraged synergies and partnerships (with BWB and other ILO interventions/programmes/projects, constituents, other donors, governments, social partners, national institutions, and other UN/development agencies) to enhance the projects' efficiency, effectiveness and impact? What are the ways to maximize synergies and improve collaboration with these new actors? |
| 5) | Have there been new intervening factors/actors (e.g. other donor-assisted programmes, or new policies, policy changes, or other interventions) that have emerged, which may have impaired or enhanced the programme performance or future ILO development assistance in these strategic areas? |
| D. Effectiveness | |
| 6) | To what extent have the programme and the sub-projects achieved the outputs? To what extent had these achieved outputs led to the desired outcomes? And assess how well has the programme performed relative to the programme goals/objectives. |
| 7) | Has the programme produced any unexpected outcomes? If so, what were activities/factors that contributed to the unexpected outcomes? |
| 8) | What are the commonalities and /or differences in the outcomes of the intervention in the targeted host countries (VNM, BGD, CAM)? |
| 9) | How effective were the programme and the sub-projects at stimulating interest and participation of the partners at the micro, meso and macro levels to be catalyst and promote a culture of compliance with national laws and respect for the principles of ILS, transparency and social dialogue? To what extent were the constituents able to fulfil the roles expected in the programme strategies? How could these be improved? |

⁴ <https://www.oecd.org/dac/evaluation/revised-evaluation-criteria-dec-2019.pdf>

| |
|--|
| E. Efficiency of resource usage |
| 10) How efficiently had the programme been managed in terms of its human / financial resources and organizational / governance structure? Were the resources efficiently utilized in this programme? |
| 11) Assess the added value of the programme and the impact of the programme interventions versus value for money. |
| 12) How did the project's interventions affect the capacities and roles of tripartite constituents (employers, workers, governments) in promoting working condition/ decent work in Business Operations? To what extent and how well did the programme meet the capacity needs of the constituents and how well did it address capacity challenges (if any, e.g. for employers, workers, and buyers) as well as those challenges related to enforcement capacity? |
| 13) Are resources allocated and used strategically to achieve programme results? |
| 14) Are the funding and timeframe sufficient to achieve the intended results? |
| F. Effectiveness of management arrangements |
| 15) Were the management and governance arrangements and the M&E systems including risk analysis and context analysis and monitoring, of the programme and the sub-projects adequate and effective? |
| 16) Were institutional arrangements with partners and the role of tripartite constituents appropriate and effective? |
| 17) Identify factors that facilitated, or challenges that obstructed the project from achieving its results, outcomes and objectives. Have these factors been sufficiently analysed and adequately addressed in project interventions? |
| G. Impact orientation |
| 18) To which extent and in what way has the project directly or indirectly contributed to the improvement in working conditions, well-being of workers, and the sustainability of enterprises in the targeted sectors? |
| 19) How has the project directly or indirectly contributed to create a more enabling environment for responsible business practices and decent work, as well as better alignment of policies and practices with ILS through enhancing constituents' capacities, social dialogue, collaboration and by increasing an evidence base? |
| 20) How the project impacted to the presence of Japanese support in the target countries? |
| H. Sustainability |
| 21) To what extent had the programme and the sub-projects supported the capacity, long-term buy-in, leadership, commitment, and national ownership by the partner country governments, social partners, and other relevant stakeholders to creating the enabling conditions for companies to translate their due diligence into positive and lasting change on the ground? What were the challenges? |
| 22) What need to be done (or to be done more) to achieve a long-term change for responsible supply chains, ILS compliance, and social dialogue, which is independent, efficient, and credible to promote decent work, in the target sectors? |
| 23) To what extent were the project initiative sustainable? Are the results that came about from this project likely to continue after the close out of the project? To what extent are the project results likely to be sustained in the long-term? |
| 24) How strong is the commitment of the Governments and other stakeholders to sustain the results of project support and continuing initiatives supported under the project? How has the project enhanced and contributed to the development of national capacity to ensure suitability of efforts and benefits? |
| I. ILO Cross-cutting issues |
| 25) To what extent has the programme contributed to enhance gender equality, social inclusion of vulnerable workers (e.g., migrant workers), and disability inclusiveness and empowerment of women workers in the targeted sectors, and in what way? Did the programme teams have adequate gender equality and social inclusion expertise and adequate technical backstopping from specialists? Did the project's interventions contribute to ILO's normative mandate? |
| 26) Did the project's interventions contribute to strengthening social dialogue among social partners and international stakeholders, including Japanese buyers and public institutions in the programme countries? Has (if so, how) the social dialogue (including tripartite home-host country dialogues, national level dialogue, sector level dialogue, workplace level dialogue, etc) contributed to advancing decent work, addressing human and labour right risks, and building forward better from recent global disruptions, including COVID-19 pandemic? |

With respect to the **Cross-Cutting Issues**, both the two Evaluation Questions (25 and 26 in Table 2) are assessed in the present report, as well as the ones mentioned in ILO's "*Checklist 4.2: Preparing the Evaluation Report*" as is further detailed in Section 3.9.

The **lessons learned and good practices** have been included in the present report following the specific ILO EVAL Templates (see Chapter 5).

Data Collection Worksheets by Country

The ILO Template for the *Data Collection Worksheet* describes the way that the chosen data collection methods, data sources, sampling and indicators support the evaluation questions identified above. In the Inception Report (5 May 2024) it has been discussed in detail, and the respective Data Collection Worksheets for each of the four countries involved were developed by the four National Evaluators (one for each of the programme countries) under the guidance of the international evaluator. These worksheets are reproduced here in Annexes 4 through 7, which have specifically also been used as *the interview guides* (see further Section 2.2).

2.2 Methodology, Key Deliverables and Work Plan

Methodology: Three phases

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

The evaluation was conducted by a team of independent evaluators (1 international and 4 national evaluators), who have primarily been focusing on all the criteria described following the OECD/DAC evaluation criteria as well as provided inputs that feeds into the remaining programme period. With respect to the methodology, **three phases** can be distinguished as follows:

1) Inception phase

- A desk review analysed project documentation including the Project Document (PRODOC), the Annual Donor Reports, the project websites, and other relevant global and national documents (see Annex 12). The international evaluator (IE) has further conducted several briefings with the evaluation manager (EM), as well as one-on-one meetings with the four National Evaluators (NE) to discuss their national Inception Reports and to undertake coaching on issues of ILO, Evaluation, questionnaires and deliverables. A plenary online meeting was further held with all four Country Teams, the EM and the evaluation team.
- The writing of the national Inception Reports by the four NE's and the overall Inception Report by the IE (approved on 5 May 2024) were also part of this phase.
- The Gender Dimension is being considered as a cross-cutting concern throughout the methodology, deliverables and final report. The evaluation closely adhered to the three criteria of the UN System-Wide Action Plan (**UN-SWAP**) on gender equality and empowerment of women (GEEW) as follows:
 - i. the integration of gender into the evaluation analysis, criteria and questions,
 - ii. the use of gender-responsive methodology, methods, tools, and data analysis techniques, and
 - iii. the reflection of gender in the evaluation findings, conclusions and recommendations.These three criteria were investigated as far as possible within the time limitations of the present evaluation (e.g., there are no less than 13 sub-criteria in the UN-SWAP scores).
- Lastly, the evaluation was undertaken taking into account the anonymity and confidentiality of the information shared.

2) Data collection phase

- To get a complete understanding and opinion of the relevant stakeholders on the programme's achievements, the evaluation has primarily used a qualitative method of research. This qualitative method used a mix of desk review of relevant reports and data related to the METI programme (cf. Annex 12) and interactions with stakeholders in the field and online (series of meetings and interviews).
- The evaluators conducted face-to-face, online or hybrid semi-structured interviews with ILO officials, tripartite constituents and other stakeholders. The lists of stakeholders interviewed were detailed in the ToR (see Annex 1, Section 2.1) and these were further refined by the NEs in their inception reports and finalized in the overall Inception Report (5 May 2024). The stakeholders interviewed are listed in Annex 8 and contain in total **151 persons interviewed**: Japan (40), Bangladesh (39), Cambodia (37), Viet Nam (25) and Global (10). The variance between the number of interviews per country is caused by the diversity of stakeholders involved into project activities. The disaggregation of the persons interviewed by type of organisation and sex is given in Table 3 below. The largest categories are Government, Companies and factories, and ILO/BW, followed by employers' organisations (especially large in Japan). The overall percentage of women interviewed is substantial with 46%.

Table 3: The interviewed persons disaggregated by type of organisation and sex.

| | GO) | EO) | WO) | Companies Factories | Other Projects | Other | ILO/ BW | Male | Female | TOTAL |
|--------------|-----------|-----------|-----------|------------------------|-------------------|----------|------------|-----------|-----------|------------|
| Japan | 6 | 14 | 5 | 5 | 4 | 3 | 3 | 25 | 15 | 40 |
| Bangladesh | 8 | 4 | 3 | 5 | 3 | | 16 | 25 | 14 | 39 |
| Cambodia | 19 | 2 | 2 | 7 | 2 | | 5 | 21 | 16 | 37 |
| Viet Nam | 1 | 4 | | 16 | 2 | 1 | 1 | 9 | 16 | 25 |
| Global ILO | | | | | | | 10 | 2 | 8 | 10 |
| TOTAL | 34 | 24 | 10 | 33 | 11 | 4 | 35 | 82 | 69 | 151 |

*) GO = Government Organisation; EO = Employers' organisation; WO = Workers' organisation.

- Preparatory online meetings were held with the country teams before embarking on the actual interviews.
- The **criteria** for selecting these particular stakeholders for interviews was based on purposive sampling based on *their level of involvement and engagement* in the preparation and implementation of the project, while also taking into account the gender aspect.
- The total number of stakeholders interviewed is quite large considering the time frame given by the ToR (see below under Work Plan); therefore, as much as possible the individuals working for the same institution were interviewed in groups.
- The Data Collection Worksheets developed by the NE's (in Annexes 4 – 7) were used as the **Interview Guides** for the interviews with stakeholders while the Evaluation Criteria/Questions listed in Table 2 were used by the IE as the interview guide for the interviews with the ILO Global Stakeholders.
- The IE travelled to Cambodia and Bangladesh (each one week) from 27 April until 11 May 2024. The selection of the field visits was made based on the timelines of the country interviews and practical issues, while for Viet Nam the national evaluator conducted most of the interviews because the process to get approval for international discussions took time while the timeline for this evaluation was tight.
- Direct **observations** during the site visits by the national and international consultants were another important source of information and data.
- This evaluation also explored the elements of **gender, equity, and human rights assessment**, for example, utilizing a participatory approach, disaggregating all data collected

according to gender and other relevant categories, reflecting on who attended meetings/interviews/FGDs and who did not and why, and triangulating voices of different social groups.

- After the data collection phase was completed, the initial, preliminary findings were presented by the NE's in four virtual **National Stakeholders' Workshops** in the local language (except in Bangladesh where it was presented in English) in the period of 20 to 31 May 2024 (cf. Annex 2). Subsequently, the international evaluator presented the overall preliminary findings in English in a virtual **Global Stakeholders' Workshop** (25 June 2024). The objective of these workshops was to present initial evaluation findings, as well as to receive feedback and comments from stakeholders. The workshop was designed to achieve the objective of validating and adjusting the initial findings through a general discussion among the attending stakeholders. The workshops were organised jointly by the Evaluation Team, the Evaluation Manager and the BW country project teams. All five workshops were well-attended and the dates and lists of participants are included in Annex 10.
- Prior to the stakeholders' workshops, the PowerPoint presentations were shared with the EM, the programme team and the country teams to validate the preliminary findings and recommendations.

3) Data Analysis and Report writing phase

- This third phase concerns the data analysis and the triangulation of data, as well as the development of the Draft and Final Evaluation Reports.
- To enhance the rigor of the evaluation, data collection methods were triangulated. Considering the variety of views and interests of stakeholders and clients and users of the evaluation, the stakeholders' perspectives were triangulated for many of the evaluation questions in order to strengthen the credibility and validity of the results. While the review of documents provided necessary data, interacting with and interviewing a variety of stakeholders allowed for cross-checking the information acquired, and thereby verifying and triangulating the accuracy and validity of data and information. This was further supplemented with direct observations in the field during interviews as well as during the participation in the stakeholder workshops.
- The lead evaluator drafted the evaluation report based on the data collection, the notes and contributions from the four NEs and the inputs gathered from the five workshops. The international evaluator submitted the draft report to the Evaluation Manager who will reviewed the report and will consolidate additional comments from key stakeholders, the donor and the Better Work teams.
- The lead evaluator will review and consider the additional inputs when finalising the evaluation report and preparing the stand-alone evaluation summary.

Roles and Management Arrangements

A designated evaluation manager, Ms. Rattanaporn Pongpattana, Monitoring and Evaluation Officer, ILO ROAP Bangkok, who has no prior involvement in the programme, managed this evaluation with oversight provided by the Regional Evaluation Officer -ROAP, and final approval by Senior Evaluation Officer, ILO Evaluation Office in Geneva. The evaluation team reports to the evaluation manager. The evaluation manager is responsible for completing specific tasks which are listed in the ToR (Section 7 in Annex 1). The METI programme team of the ILO handled administrative contractual arrangements with the evaluators and provided any logistical and other assistance as required (See Section 7 in Annex 1).

Deliverables

The following deliverables were provided for this Independent Final Evaluation by the evaluators:

1. Inception reports

The four NEs each provided a national inception report based on the template provided to them by the Evaluation Manager in cooperation with the IE. Based on these four reports the lead evaluator prepared the Overall Inception Report which was approved by the EM on 5 May 2024.

2. Stakeholders' workshops and presentations on preliminary evaluation findings

As mentioned in the above four national and one global stakeholder validation workshops were conducted virtually to share the preliminary findings and recommendations with the ILO and national and international stakeholders. Presentations were prepared by the national evaluators for the four national workshops in cooperation with the lead evaluator. For the national stakeholders' workshops on Japan, Cambodia and Viet Nam, the presentations were made in the local language, while the one in Bangladesh was presented in English. Simultaneous translation support was provided in all cases from professional translators recruited by the programme through the support of the country teams. At the subsequent Global Stakeholder Workshop, the International Evaluator presented the findings and recommendations for the programme as a whole through a PowerPoint in English.

3. First draft evaluation report

The evaluation report includes and reflects on findings from the fieldwork and the stakeholders' workshops. The draft evaluation report was prepared by the IE as per Checklist 4.2 Preparing the evaluation report. The first draft report will be improved by incorporating the comments and inputs provided by key stakeholders, the donor and the ILO.

4. Final evaluation report with evaluation summary

The evaluators will incorporate comments received from ILO, the donor and other key stakeholders into the final evaluation report. Evaluation report and evaluation summary will be considered final only when it has received approval from the ILO evaluation Office. The report was developed as per the ILO Checklist 4.2: Preparing the Evaluation Report, while the quality of the report and of the stand-alone evaluation summary (in ILO Template) will be assessed against the ILO Checklist 4.9.⁵

Work Plan and TimeLine

The present final evaluation was carried out between March and July 2024, and the timeline is provided in Annex 2. The breakdown of the number of working days for the International Evaluator and for the National Evaluators by tasks and phases is given in Table 4 below.

Table 4: Breakdown of number of working days for the IE and NEs by tasks.

| Outputs | Workdays IE | Workdays NE BGD | Workdays NE KHM | Workdays NE VNM | Workdays NE JPN |
|--|-------------|-----------------|-----------------|-----------------|-----------------|
| Desk review and inception report | 14 | 5 | 5 | 5 | 5 |
| Quantitative & qualitative data collection and Online stakeholder workshop | 24 | 7 | 7 | 7 | 7 |
| Draft evaluation report | 8 | 6 | 6 | 6 | 6 |
| Final evaluation report | 1 | | | | |

⁵ http://www.ilo.ch/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_571339.pdf

| Outputs | Workdays IE | Workdays NE BGD | Workdays NE KHM | Workdays NE VNM | Workdays NE JPN |
|--------------------------|----------------|--------------------|--------------------|--------------------|--------------------|
| TOTAL Nr. of days | 47 | 18 | 18 | 18 | 18 |

Legal and ethical matters

The evaluation complied with UN Norms and Standards, and the UN Evaluation Group (UNEG) ethical guidelines were followed. The evaluators abided by the EVAL's Code of Conduct for carrying out the evaluations. Evaluators had personal and professional integrity and abided by the UNEG Ethical Guidelines for evaluation and the Code of Conduct for Evaluation in the UN system to ensure that the rights of individuals involved in an evaluation are respected. Evaluators acted with cultural sensitivity and paid particular attention to protocols, codes and recommendations that may be relevant to their interactions with women. The respondents were informed about the purpose, confidentiality, interview time, and all relevant details before the interview, and they were provided a right to refuse and consent was obtained verbally or virtually. Evaluators signed the respective ILO Code of Conduct to show that they have read and understood the UNEG Code of Conduct for Evaluation in the UN System process.

Confidentiality Statement

All data and information received for the purpose of this assignment were treated confidentially and will only be used in connection with the execution of these Terms of Reference. All intellectual property rights arising from the execution of these Terms of Reference are assigned to ILO. The contents of written materials obtained and used in this assignment will not be disclosed to any third parties without the express advance written authorization of the ILO.

Limitations

The Evaluation assignment is clearly laid out in the ToR (Annex 1) and the lists of stakeholders interviewed is comprehensive and is considered to be representative of the main stakeholders. As indicated in the above, the absolute number of persons interviewed is quite large (151), and in combination with the relatively large number of Evaluation Questions (26) and the series of sub-questions as detailed in Table 2 above, the timeframe for the present evaluation is considered somewhat tight, especially in view of the fact that the programme was implemented differently in the four countries and that the Draft Report was due *before* the end of the programme period on 30 June 2024.

The METI programme has been integrated into the Better Work programmes in Bangladesh, Cambodia and Viet Nam and broader ILO activities, resulting in the fact that most stakeholders were not able to distinguish the METI programme's contribution from the activities/results under the Better Work programmes (funded by a series of different donors) or under the ILO Tokyo Office. This made it difficult for evaluators to attribute certain results observed on the ground/at the beneficiary level to the METI programme's interventions.

For Viet Nam the process to get approval for international discussions took time while the timeline for this evaluation was tight, resulting in the national evaluator having to conduct the majority of the interviews on her own. Due to the busy schedule of the relevant staffs of VGCL and MoIT, interviews could not be arranged within the tight evaluation timeframe.

The timeline was designed, as mentioned above, to have the Evaluation Report ready by the end of the programme period to be submitted to the donor, METI. The problem was that the Global Stakeholders

Workshop could not be held until 25 June (due to the availabilities of key stakeholders, partly because ILO's International Labour Convention -ILC- was being conducted from 3 to 14 June), while also the draft report should include the comments/suggestions made at this workshop. Therefore, a slightly revised procedure was developed whereby the donor received the report before external stakeholders could comment on it (see the timeline in Annex 2).

3 Overall Findings

For the present Independent Final Evaluation of the programme entitled “Building Responsible Value Chains in Asia through the Promotion of Decent Work in Business Operations”, **nine Evaluation Criteria** have been identified in the previous chapter which will be discussed in depth in the present chapter (Sections 3.1 – 3.9). These criteria have been analysed with the help of the **26 Evaluation Questions** listed in Table 2 (in Section 2.1).

3.1 Relevance

Consistency of the Programme with the needs and priorities of national stakeholders

The METI programme and the sub-projects had responded well to the needs and priorities of the national stakeholders and social partners. This is evident with respect to the Government of Japan which had initiated this programme based on its **National Action Plan (NAP) on Business and Human Rights (BHR)** launched in October 2020 and led by its Ministry of Foreign Affairs (MoFA),⁶ and the Guidelines on Respecting Human Rights in Responsible Supply Chains were adopted by the Government in 2022. The programme was also well aligned with different policies at the national levels in the three other programme countries as is demonstrated in Table 5 below.

Table 5: Alignment of the Programme to the policies of the three target countries.

| Bangladesh | Cambodia | Viet Nam |
|---|---|--|
| The work of DIFE*) on establishing healthy work culture and improving the lives of the workers, and the motto “ <i>Never Again Rana Plaza</i> ”. | The country’s expected Least Developed Countries (LDC) Graduation by 2030. | The Labor Code came into effect on January 1, 2021, internalizing international labor standards. |
| 8th Five Year Plan emphasizes protecting and promoting the human rights of its population, particularly of women, girls and vulnerable groups. | Aligned to New government’s Pentagon Policy, Phase 1. | The National Action Plan (NAP) for Law and Policy Improvement to Promote RBC was enacted on 14 July 2023. |
| Complements the National Action Plan (NAP) on the Labour Sector of Bangladesh (2021-2026), incl. grievance mechanisms, and promoting sustainable enterprises. | The Cambodia Vision 2050 through its Rectangular Strategy Phase IV (2018-2023) focusing on Growth, Employment, Equity and Efficiency. | The Government’s efforts to promote the implementation of Environmental - Social – Governance (ESG)-related practices. |
| The ongoing need for reform in Bangladesh’s RMG sector. | The Cambodia Garment, Footwear and Travel Goods (GFT) Sector Development Strategy 2022-2027 (launched 21 March 2022) | Expansion to the electronics sector was a priority of the Government of Viet Nam. |

*) Department of Inspection for Factories and Establishments.

The alignment to the priorities of the social partners in the four countries differed substantially. While in Japan consultations with employers’ and workers’ organisations could have been more extensive

⁶ See: https://www.mofa.go.jp/fp/hr_ha/page23e_000551.html

according to them although they were informed about the start of the programme, in the other countries the existing BW Teams are in regular contact with these organisations.

Relevance to the needs of the garment and other sectors in the countries

The programme and its activities were aligned well with the current global trends of BHR, HRDD and RBC, or as one interviewee said these trends are the “Talk of the Town”. The 2020 National Action Plan (NAP) and 2022 Guidelines on Respecting Human Rights in Responsible Supply Chains in Japan is expected to drive business enterprises of all sizes to comply *voluntarily*. In addition, some organisations have developed their own view on BHR such as the Japan Business Federation (KEIDANREN) which revised In December 2021 their charter of corporate behaviour to include in article 4, requesting companies to respect human rights and to implement HRDD and published the "Handbook for Management that Respects Human Rights",⁷ and the Japanese Trade Union Confederation (RENGO) has developed a White Paper (September 2023). While the employers’ organisations in Japan generally agree with the voluntary nature of BHR indicating that it will be more effective, workers’ organisations are in favour of developing legalisation towards making BHR *mandatory*. Germany was one of the first countries to implement *mandatory* HRDD, and the OECD Guidelines for Multinational Enterprises on Responsible Business Conduct (RBC) are also well-established.⁸ The relevance of the programme has been further enhanced according to many stakeholders by the recent adoption by the European Council of the mandatory Corporate Sustainability Due Diligence Directive (CSDDD) in May 2024; this has rapidly increased the interest of companies into DD. Lastly, ILO has also been working extensively in this area, through the ILO BW Flagship Programme and the ILO’s broader work on responsible business conduct based on the MULTI/RBC’s experience with the promotion of the ILO MNE Declaration (Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy (ILO MNE Declaration)).

The Garment and Footwear Sector Supply Chains are very much affected by such policies and regulations, and therefore, the relevance of the programme for this sector is very high. Table 5 above indicates that Cambodia has recently developed even a national strategy on these sectors. The same can be said about the Electronics and Automotive parts sectors involved in the programme in Viet Nam and Japan.

The alignment to the priorities of the ILO is also very high. The METI funded interventions were implemented under the ILO-BW programmes in three countries, and were aligned with specific ILO Programme and Budget (P&B) 2022-2023 and DWCP Outcomes as quoted from the ToR (Annex 1):

| | |
|----------------------------|--|
| ILO P&B Outcome | <ul style="list-style-type: none"> • Outcome 1: Strong tripartite constituents and influential and inclusive social dialogue. • Outcome 4: Sustainable enterprises as generators of employment and promoters of innovation and decent work. • Outcome 7: Adequate and effective protection at work for all. |
| ILO DWCP Outcome | <ul style="list-style-type: none"> • BGD227: Capacities of labour administration and institutions improved. • BGD 230, output 1.4: increased capacity of Member States to improve social dialogue and labour relations laws, processes and institutions. • KHM227: more women, men, youth and vulnerable groups in Cambodia have access to safe and healthy working conditions. |

⁷ Keidanren recently revised the Charter of Corporate Behavior to enhance the coexistence and co-prosperity across the entire supply chain, cf. Chapter 8 of the Charter: [Charter of Corporate Behavior | Policy Proposals | Keidanren](#).

⁸ <https://mneguidelines.oecd.org/mneguidelines/>

| | |
|--|---|
| | <ul style="list-style-type: none"> • JPN101: Japanese enterprises are better equipped with knowledge and skills to advance responsible business practices in line with the principles of the ILO MNE Declaration. • VNM 107: increased capacity of Member States to ensure safe and healthy working conditions, and • VNM 101: Effective industrial relations systems built in line with international labour standards and fundamental principles and rights at work. |
|--|---|

Source: Quoted from the ToR for the present evaluation (see Annex 1).

In the meantime, the governments, employers' and workers' organisations in three countries have agreed to new DWCPs in which similar priorities are prominent: the Bangladesh DWCP (2022-2026); the new Cambodia DWCP 2024-2028 was just signed in May 2024; and the Viet Nam DWCP 2022-2026 has as motto "The future of work we create". In addition, under the guidance of the new ILO Director-General four 'Priority Action Programmes' were identified and one of them is dealing with Decent Work (DW) in Supply Chains implementing the ILO strategy on decent work in supply chains⁹ with which the programme's objectives are also aligned. Lastly, alignment with the UN Sustainable Development Goals (SDG) is also evident, in particular with Goal 8 on Decent work and economic growth, while the UN Sustainable Development Cooperation Frameworks (UNSDCF) were initiated *after* the METI programme was developed in 2021 (viz. Bangladesh and Viet Nam 2022-2026 and Cambodia 2024-2028); these UNSDCF's were also not discussed in the PRODOC, ToR or any of the Progress Reports.

The programme was further relevant for gender equality as in the garment sectors often a majority of workers are women, and BHR, HRDD and RBC include conditions dealing with gender equality and women's empowerment.

3.2 Validity of Design

Extent to which the programme's design is logical and coherent to achieve its goals

The core LogFrame of the Programme as detailed in Table 1 (Section 1.2) based on the PRODOC identified **3 Outcomes** and **10 Outputs**, while the PRODOC further identified **87 Activities** (34, 48 and 5 respectively for Outcomes 1-3) by output and by country which are given in Annex 3. The project was designed based on Better Work's existing structure for providing enterprise-level services, benefiting from established processes, and leveraging BW's experience and relationships with the Tripartite Constituents (i.e., Governments, Employers' Organisations and Trade Unions).

Outcome 1 deals with Enterprises and is largely based on the approach ('business case') of BW's core-service model with its proven experience on promoting compliance and RBC. *Outcome 2* concerns support to the Tripartite Constituents and focuses on enhancing their capacity building (Outputs 2.1 – 2.3) and on strengthening dialogue platforms (Output 2.4). Lastly, *Outcome 3* is mainly about increasing the evidence base, including new policies/guidelines, Good Practices (GP) of Japanese companies, and resource materials (Webinar, E-learning, web pages, etc.). As such the LogFrame formed a *well-balanced* design, and it was adjusted to the context of Bangladesh, Cambodia and Viet Nam by the BW Teams with a focus on the first two Outcomes, while the third Outcome was mainly implemented by ILO Tokyo. The programme was planned to address factory-level non-compliance by conducting assessments based on national labour laws and ILS, informing the development of remediation

⁹ [ILO strategy on decent work in supply chains | International Labour Organization](#)

mechanisms, and promoting effective bipartite committees and grievance handling to foster worker-management dialogue. Rights as well as Responsibilities are underscored for both employers and workers.

The indicators and targets are quite detailed providing percentages or numbers for each of the countries (see Annex 9), and these can only be calculated in such detail as the BW programmes in the three countries have their regular well-established monitoring systems for that.

While we saw in the above (Section 1.2) that the programme's strategy was targeted at gender mainstreaming, **Gender Equality** issues are almost fully lacking in the core LogFrame and even among the 87 activities there are only very few references despite the fact that each ILO PRODOC needs to adhere to the Gender Marker, and the fact that the Theory of Change explicitly articulates the contribution to SDG 5 on Gender equality.

The underlying **Theory of Change** for the Programme provides in itself logical relationships between the Outputs (so-called 'Spheres of Control') through the so-called 'Spheres of Influence' identified, i.e., Governments, Employers, Workers and International Buyers, resulting ultimately in the Outcomes (Annex 1, Section 2). Therefore, the ToC is found to be logical and coherent to achieve the programme goals.

The programme design, in particular the LogFrame, could have been further improved and validated with more comprehensive inputs from the Tripartite Constituents in the different countries involved as they could have been more widely consulted specifically during the design stage of the programme as was underscored by a number of interviewed stakeholders (including for example KEIDANREN). This could have been beneficial as well to the issue raised that many individual stakeholders had a limited scope of the collaboration with the METI programme (e.g., involved in only a few meetings/workshops without knowing about the full extent of the programme).

The selection of the four programme countries was based on several criteria. Firstly, Japan was selected as the home base of the Japanese companies targeted by the programme. For the other three countries the criteria considered were: (i) trade relationship with Japan, (ii) avoiding overlap with other Japan-funded projects including by METI and by the Ministry of Health, Labour and Welfare (MoHLW) of Japan, and (iii) the fact that BW was well-established in all three countries. These criteria left out Indonesia (BW is also well-established there but this country is already included in another Japan funded programme), and Sri Lanka (BW was just launched in February 2022).

The design further envisaged Japan, as the home country of large Japanese MNEs, to play an important role in this programme through the promotion of good practices among the companies based in Japan, including in their overseas operations and supply chains (PRODOC 2021: 14). Japan and the partner countries have strong production links through supply chains and in the case of Viet Nam through a trade agreement. Improving the capacity of both supplier and buyer side in addressing their corporate responsibility to respect human rights will improve the sustainability of the industries in the partner countries. From the enterprise practice already on the ground in Japan's supply chains, the programme scheduled to collect and disseminate Good Practices ('business case') for good industrial relations and employer-worker joint efforts towards better workplace relations, conditions and increased efficiency and productivity.

3.3 Coherence

Leverage synergies and partnerships to enhance the projects' efficiency and effectiveness

The programme's Coherence is relatively high since it is *embedded* in the ILO's long-standing, reputable BW programmes in Bangladesh, Cambodia and Viet Nam. Implemented by the well-established BW Teams and using the existing institutional structures, the programme has achieved outputs *beyond* what otherwise could have been accomplished. While BW in these three countries is in part financed by funds from a series of regular donors pooled in Geneva, it is also financially supported by income from its customised services catered to the private enterprises in the sector, and sometimes also by Governments (e.g., in Cambodia).

The programme is also working with the ILO MULTI/RBC unit, especially for the electronics and automotive parts sectors in Viet Nam and Japan, although at times MULTI/RBC could have been involved more, especially in providing technical backstopping in other countries. This could include capacity building, facilitating dialogues, and developing tools related to the ILO's broader approach on responsible business conduct, including due diligence.

The Coherence is further enhanced because the programme complements and fits with a series of other ongoing programmes. Cooperation with such programmes includes, for example, joint meetings, the joint use of tools (viz. to expand into the electronics sector), and the building of a repository of learning materials and tools for businesses to use. It has at times also enabled to expand its scope of support and impact on non-garment sectors and SMEs (e.g., in Viet Nam). The following are a selection of such programmes by country:

1) Bangladesh:

- The METI Programme is an integral part of ILO's Cluster of projects and programmes on Labour Administration and Working Conditions (LAWC) at the ILO Country Office, dealing with labour law reform, Industrial Relations, Social Dialogue, labour inspection, OSH and social protection.
- Cooperation with the multi-country EU-funded ILO programme Trade for Decent Work Phase I and II.
- Cooperation with GIZ on grievance mechanisms, data management and Due Diligence work in developing the National Action Plan (NAP) on the Labour Sector.
- UNDP programme on RBC based on the promotion of the MNE Declaration and the UN Guiding Principles (UNGP) on BHR (funded by Sweden), including the South Asia Forum on BHR.

2) Cambodia:

- Cooperation with GIZ on effective grievance mechanisms.
- The project of Australia's Department of Foreign Affairs and Trade (DFAT) on Gender Based Violence and Women's empowerment by GEAR.
- The USDoL project on industrial relations and gender.
- Canada funded project on labour inspection.

3) Japan:

- The ILO Tokyo office is implementing two other ILO programmes on BHR/RBC/DD leading to clear synergies:
 - a. The other METI funded project "Skills Development and Responsible Business Conduct for Transition" which covers Thailand, Indonesia and Japan, and
 - b. Other donor-funded programme on BHR/RBC/DD with the Ministry of Health, Labour and Welfare (MoHLW, the ILO Constituent).

4) Viet Nam:

- The Project “Improved Compliance and Dialogue in Global Supply Chains in Viet Nam” (2021-2023) of the ILO/Japan Fund for Building Social Safety Nets in Asia and the Pacific, funded by the Ministry of Health, Labour and Welfare, Government of Japan.
- The Project on Promotion and improvement of compliance in GSC (2021-2023) funded by APPLE CORP.
- The EU-funded “Sustainable supply chains to build forward better – Project linked to electronics manufacturing in Viet Nam” (2021-2023)
- Cooperation with the multi-country EU-funded ILO programme Trade for Decent Work Phase I and II.
- A project by the International Finance Corporation (IFC) on environmental sustainability.

Emergence of new intervening factors/actors

Several *new* intervening factors and/or actors not foreseen in the design have emerged in the BHR arena during the implementation of the METI programme. Firstly, in May 2024 the European Council adopted the mandatory Corporate Sustainability Due Diligence Directive (CSDDD), which is rapidly increasing the interest of companies into DD and has therefore even further enhanced the relevance of the programme. While the EU-funded programme Trade for DW Phase I started already in 2019 (and is to end in late 2024), Phase II was new and is scheduled to be implemented from January 2024 to December 2027 both in Bangladesh and Viet Nam. The above-mentioned LAWC Cluster in Bangladesh has substantially enhanced coherence in this country as several projects and programmes are being coordinated within this cluster with its own resource mobilisation structure. Lastly, METI has provided funding for another project under the same title “Building Responsible Value Chains in Asia through the Promotion of Decent Work in Business Operations – Phase II” (cf. PRODOC of January 2024) which is being implemented by ILO in Japan, India, Lao PDR and Malaysia (April 2024 until March 2026).

There were a few new policies announced by national governments, which were sometimes impairing programme performance, such as the new policy in Viet Nam on the stricter approval process of internationally funded projects since mid-2023, while at other times promoting programme elements, for example the newly elected Government in Cambodia is exploring a new focus within the MLVT on gender equality.

3.4 Effectiveness

Have the programme and the sub-projects achieved the Outputs, and thus the Outcomes?

Overall, the effectiveness of the programme was found to be quite satisfactory. The self-assessment in the latest Progress Report states that as per 31 December 2023 nine out of 14 indicators are fully met and three indicators are mostly met (together 86%), while only two are not met, i.e., Output 2.3 and Outcome 3 (in italics in Table 6 below). The full Summary Outcomes from the Progress Report are included in Annex 9.

While this is an important achievement, several **qualifications** need to be made. Firstly, it is difficult to assess the achievements in detail from these data as they only are until the end of December 2023 while many activities were concentrated in the last months of the project period (January to June 2024), and some of them are still being finalised even now. Secondly, there is some discrepancy with the overall expenditure (until end of December 2023) reported by the same Progress Report of only 66 %

(analysed in-depth in Section 3.5), while we saw in the above that 86 % of the indicators were expected to be (mostly) met. This gap is probably related to the fact that some of the activities planned for 2024 were already calculated as 'on track' in the progress report while the related expenditures may be done later which is also logical.

Table 6: Status of achievement of outputs/outcomes by indicators (31 December 2023).

| Nr. | Outcomes and outputs | Indicators | Status as of 31 Dec. 2023 |
|-----|----------------------|---|---|
| 1. | Outcome 1 | Average percentage of non-compliance rate on publicly reported issues (To be reported for Bangladesh, Cambodia, Viet Nam) | On track: most milestones met |
| 2. | Output 1.1 | % factories with an active and effective bi-partite committee | On track: most milestones met |
| 3. | Output 1.2 | % factories that have an effective grievance-handling mechanism | Fully on track: all milestones met |
| 4. | Output 1.3 | Annual report published (Y/ N) | Result achieved: target met |
| 5. | Output 1.4 | Number of training and workshop participants | Result achieved: target met |
| 6. | | % of training participants who improved their knowledge on responsible business practices | On track: most milestones met |
| 7. | Outcome 2 | Number of tools and / or instruments/ adopted and used by constituents that include decent work and inclusive growth at the sectoral level | Result achieved: target met |
| 8. | Output 2.1. | Number of officials trained on international standards, compliance, transparency and social dialogue | Result achieved: target met |
| 9. | Output 2.2 | Number of workers' and employers' organization representatives trained on international standards, compliance, transparency and social dialogue | Result achieved: target met |
| 10. | Output 2.3 | Number of productivity training and workshops delivered | <i>Not on track: milestones missed</i> |
| 11. | Output 2.4 | Multi-stakeholder industry forum organized (Y/ N) | Result achieved: target met |
| 12. | Outcome 3 | Number of newly developed and adhered policies and/or guidelines in line with internationally agreed principles; International instruments reflected in government and corporate policies/initiatives on CSR/RBC | <i>Not on track: milestones missed</i> |
| 13. | Output 3.1 | Number of Business case/good practices collected and disseminated | Result achieved: target met |
| 14. | Output 3.2 | Number of resource materials (flyers, reports, briefing notes, Video, web article) | Result achieved: target met |

Source: Summary Outcomes in Progress Report April 2022 – December 2023 (dated April 2024).

Thirdly, while generally a set of Outputs leads to the achievement of the related Outcome, here it seems that some Outcomes lead a kind of a 'separate life' having an indicator separate from its outputs; this applies especially to Outcome 3 which is not on track, while the related Outputs (3.1 and 3.2) are fully met, and also to Outcome 2 which is fully met, while at least one related Output (2.3) is not on track. Fourthly, indicator no. 7 measuring Outcome 2 as "tools and instruments adopted and used by Constituents" was assessed as fully achieved, while the evaluation found that this is sometimes not very strongly demonstrated by the tripartite constituents at the sectoral level (e.g., in Viet Nam).

Lastly, while Output 2.2 concerns 'Enhanced capacity of workers' and employers' organizations in the target sectors for *stronger social dialogue*', its indicator as above in Table 6 shows that the intention was to train representatives of these organisations in among other topics social dialogue, and not to enhance social dialogue itself through joint activities between workers' and employers' organisations. This could have been part of output 2.4. 'Dialogue platforms are strengthened among social partners and international stakeholders', but these were conducted one in each country only as was also the target in the design. In short, several stakeholders (including those in Japan) underlined that actual

dialogues or joint activities between workers' and employers' organizations should have received more attention.

One activity that took place later (after the reporting period under discussion), notably in February 2024, was a dialogue among workers' organisations of the different countries facilitated by ACTRAV and the ASEAN Trade Union Confederation.

Overall, we learned from many stakeholders that the programme provided *quality* technical advisory on BHR/DD/RBC to participating organizations through many trainings, workshops, meetings and mutual learning, which helped them increase their awareness and knowledge, sometimes also at the provincial level.

In order to provide a more concrete picture of the significant achievements made by the METI programme, **selected key activities** conducted in each of the four countries were identified as given below; these activities were considered as satisfactory and of good quality by the stakeholders, and were selected by the evaluators on the basis of the feedback received from the 151 persons interviewed for the present evaluation through a process including internal discussions among the evaluation team and the presentation of these activities at national and international validation workshops including the comments received at those workshops.

Japan:

- 1) Enhance awareness on RBC/HRDD among businesses through training and through partnerships with organizations such as the Japan Federation of Labour and Social Security Attorney's Associations (Japan Sharoushi Federation),, sectoral-industry associations (JTF, JEITA, JAPIA, JBMIA), and JETRO.
- 2) Capacity Building on BHR/DD of 194 Sharoushi, and the establishment of BHR '*Sharoushi*', a pool of attorneys who can support SMEs on BHR/HRDD.
- 3) Develop training materials and conduct training for Trade Unions in Bangladesh, Cambodia, and Viet Nam, as well as research in these countries jointly with the Japanese partner JILAF with support from ILO-ACTRAV.
- 4) The Good Practices (GP) research and summary report were developed jointly by ILO Japan and JETRO, with inputs from ILO MULTI/RBC. It deals with RBC and HRDD initiatives of Japanese companies operating in Bangladesh, Cambodia, and Viet Nam (published early 2024; 56 pages). Positive feedback on this report was received from companies who participated in the interviews underlining the quality of the report.
- 5) Seminars on BHR/HRDD and FPRW tailored to each industry audience were conducted from January to March 2024 with JBMIA, JAPIA and JEITA.
- 6) An open access UN Global Compact (UNGC)-ILO e-learning course "Advancing decent work through the UNGC Labour Principles" launched in early 2024 jointly with UNGC-Japan, as well as a webinar on BHR/DD and Decent Work (with 864 participants).
- 7) The Jakarta event for Responsible Business, Human Rights, and Decent Work on 18 September 2023 in Asia was jointly organized by METI and ILO (Tokyo Office, BW and MULTI/RBC). The hybrid event attracted more than 223 participants from tripartite constituents from Asian countries as well as government representatives of the G7 Members. Significantly, it was highlighted in the G7 Trade Minister's Outcome Statement. This event reassured the commitments of various stakeholders in the Asia region for the promotion of RBC, Decent Work, and BHR.¹⁰

Bangladesh:

¹⁰ https://www.ilo.org/tokyo/events-and-meetings/WCMS_890261/lang-en/index.htm

- 1) Conduct over 900 factory assessments and provide advisory services to all 457 BWB factories (while 100 factories are in the queue to join BW). This included 10 joint advisories with DIFE. Notably, 20% of these factories developed roadmaps to enhance their remediation systems. Out of these 457 factories 20 factories have sourcing relationships with Japanese brands.
- 2) Establish 346 factory level Participation Committees and 309 Safety Committees at BWB RMG factories. The formation of bipartite committees in 12% of BWB factories and the implementation of grievance mechanisms in 8% of factories reflect *concrete steps* toward improving worker-management relations and addressing workplace issues.
- 3) Training and awareness workshops on RBC, HRDD, ILS and grievance mechanisms reached over 11,000 participants, including tripartite constituents and committee members.
- 4) The Business Forum organized in November 2022 played a key role in convening cross-learning opportunities and discussions on enterprise compliance, RBC and BHR.
- 5) The National Consultation Workshop on RBC along Value Chains in January 2024 in Dhaka, organized by ILO (BW and MULTI/RBC), was attended and valued by over 100 stakeholders from sectors beyond garments. These participants included tripartite constituents and home countries of multinational enterprises, and notably, the Advisor to the PM of Japan attended.
- 6) To enhance industry ownership and sustainability, BWB has devised service delivery in partnership with BGMEA & BKMEA, who have started providing advisory and learning services already in 80 BWB factories, and, e.g., BGMEA is planning to extend this even to 102 industries in the coming year.
- 7) The study on HRDD Preparedness provided valuable insights into stakeholders' readiness, identifying gaps and opportunities for improvement.
- 8) The Gender Equality and Returns (GEAR) programme jointly developed with IFC was implemented in Bangladesh, and BWB integrated this initiative in 25 factories resulting in 168 female workers graduating, of which 133 were promoted to supervisory positions.

Cambodia:

- 1) BFC developed the Joint Action Plan with the Ministry of Labour and Vocational Training (MLVT) aiming to increase industry compliance and RBC, and the Joint Workplan with the employers' organisation, namely the Textile, Apparel, Footwear & Travel Goods Association in Cambodia (TAFTAC) and its Cambodian Garment Training Institute (CGTI).
- 2) Conducted training on ILO/BFC's assessment methodologies for 25 labour and OSH inspectors of MLVT and shadow assessment visits with them in 19 factories, which aims to enable them to be self-reliant in factory assessments in the future.
- 3) Conducted assessment services with 705 factories, and advisory services for 257 factories of which 15% had an active bipartite committee. 50 factories have sourcing relationship with Japanese brands. 140 factories have effective grievance mechanisms.
- 4) Conducted various trainings and workshops that support the industry's capacity on advancing RBC for a total of 5,404 participants.
- 5) Through the MoU with TAFTAC, BFC conducted joint trainings on Human Resources and OSH management systems for 594 participants from TAFTAC, CGTI, and Trade Unions.
- 6) ILO/BFC engages with the Trade Union Contact Group (in total 25 Federations), and implemented the Trade Union Leadership Programme.
- 7) Organized the annual ILO/BFC Business Forum in March 2023 bringing together more than 250 participants including constituents, industry experts, buyer and factory representatives and government officials.

Viet Nam:

- 1) Strengthened coordination among tripartite partners among others through the NAP (July 2023) to promote RBC.
- 2) Advisory services were delivered by BWV to 495 garment and footwear factories, out of which around 80 factories have sourcing relationships with Japanese brands. About 36 per cent of these 495 factories had an active and effective factory bipartite committee at the end of 2023.
- 3) Buyers indicated that their knowledge about Viet Nam laws and regulations related to HRDD/RBC has been enhanced by the programme through various training courses which were regarded as well-responding to enterprises' needs, such as the Training workshop "Conducting effective internal assessment to strengthen responsible business practices at enterprise level" (November 2023). Generally, businesses demonstrated a strong eagerness to engage in training within the METI Project, jointly implemented by VCCI and BWV. Interviewees have also consistently emphasized the continuous improvement of capacity building formats (training/seminars) for businesses within the framework of the METI programme.
- 4) The Business Forum in October 2023 with the participation of 52 international brands and 15 factories and national stakeholders to discuss how the PPP can support the garment and footwear sectors in Viet Nam in becoming more inclusive and sustainable.
- 5) The ongoing work in the electronics sector goes through partnerships (e.g., VCCI and VEIA) and is taking a hybrid approach to digitalize some of the BW contents and adapt tools and materials (such as FIT and SCORE) to that sector and conduct online engagement. BWV has no plans to extend BW itself to the electronics sector due to the different nature of the sector as compared with the garment sector. A Joint Conference of ILO/VEIA was conducted to promote DD in this sector in 2023 (with 400 participants in Hanoi, and 100 in Ho Chi Minh City).
- 6) Started to expand support beyond Tier 1 enterprises to the lower tiers (2 and 3, i.e., SMEs, subcontractors, informal enterprises). One example is the training for VITAS members.
- 7) The Seminar jointly organized with VITAS (in 2023) on Public-Private Partnerships to implement the Viet Nam Textile and Apparel Industry Development Strategy (following the Prime Minister's Decision).
- 8) In Viet Nam since 2019 about 5 batches of training in GEAR were conducted of which some were under the METI programme (70% of trainees got a promotion).

Overall, the Progress Report (2024: 5) stated that as of end December 2023, in the three target countries 10,923 advisory sessions and 2,525 assessments have been conducted to 1,209 factories, of which 150 factories (12.4%) have business with Japanese companies (for details see Annex 9).

Table 6 in the above indicated that two indicators were **not on track**. Firstly, the target was not met for Bangladesh (one out of a target of five), while Japan and Viet Nam did meet the target of one policy/guideline developed (Outcome 3, Indicator 12; cf. Annex 9) in line with internationally agreed principles. Secondly, for Bangladesh, Cambodia and Viet Nam (Output 2.3) the organisation of joint workshops and trainings for employers' and workers' organisations from these countries was delayed several times due to complicated approval procedures, and in the end did not take place before the end of December 2023; after that a few productivity workshops took place in Bangladesh in 2024, while also a regional workshop on "Skills development and responsible business conduct nexus for decent work, just transition and inclusive growth" was conducted in late March 2024. Thirdly, there were other individual activities that were not (yet) or only partially completed as informed by stakeholders. This includes the following:

- Japan (Output 3.1): The summary Report of Good Practices (GP) on RBC and HRDD of Japanese companies was originally planned to be finalized by August 2023 to be showcased at the Jakarta event in September of that year, but it ended up being finalized only at the end of March 2024; it was delayed for various reasons: time management could have been better;

to get inputs from multiple stakeholders took substantial time; other project priorities caused delays including the organisation of the Jakarta event (including the fact that a dedicated staff member to support this event's organisation could be recruited by ILO Tokyo 1.5 month before the event took place); and additional enterprise interviews for the GP report were conducted based on feedback on the draft report, while also more comprehensive feedback from companies was needed to showcase their success. The full report was published in May 2024, entitled Responsible Business Conduct and Human Rights Due Diligence: Good Practices of Japanese Companies Operating in Bangladesh, Cambodia and Viet Nam, Trade, Investment and Labour Nexus and A Way Forward.¹¹

- **Bangladesh:** One Output (2.3) was not on track, which is the productivity training and workshops (planned for 2024), while there was a delay in the Multi-stakeholder meetings on HRDD tools sharing (Output 2.1).
- **Cambodia:** Pilot grievance mechanisms (Output 1.2) were investigated but postponed because more studies are needed for its design. The planned further study on technology and skill development (Output 2.2) was cancelled as the ILO-DWT-Expert in ROAP was transferred to Geneva. A few awareness raising capacities were cancelled/postponed due to internal capacity and prioritizing other pressing issues (Outputs 1.4 & 2.1).
- **Viet Nam:** There was a delay in the advisory activities for small and medium *electronics* factories in the South of Viet Nam due to their unstable business situation and heavy competition from cheap Chinese products as was underscored by the factory managers interviewed. Several larger scale events could not be implemented as planned as it would take the national partners much longer time than originally planned to get the approval for the events with international funding.

At the same time, it needs to be underlined that the programme also **exceeded** several output targets. For all four countries the number of participants in training and workshops on RBC (Output 1.4) significantly exceeded the targets, and this included the training for Government officials (Output 2.1) and for staff of employers' and workers' organisations (Output 2.2): in total, this amounts to over 26,000 participants (as against the target of only 340). Another example is the much more extensive GP report than targeted (it includes 39 GP's against a target of just 5; cf. Output 3.1). Lastly, some countries scored higher on specific targets, such as Viet Nam on the effective bipartite committees (Output 1.1), Viet Nam on grievance handling (Output 1.2), Cambodia and Viet Nam on improved RBC knowledge (Output 1.4), and Bangladesh on the number of tools adopted (Outcome 2). For details reference is made to Annex 9.

Challenges Encountered

The programme ran into some key challenges which are explained below to demonstrate their impact on the implementation process.

For **Japan** and also for **the other countries** it is important to underscore that building awareness on BHR/RBC/HRDD among constituents and partners took time especially since it was relatively *new* to many stakeholders. In Japan activities with industry associations were proposed for these areas throughout 2023 but such activities needed to await their green light to move forward. In Bangladesh, Cambodia and Viet Nam, it was particularly the Trade Union leaders who at first did not show much interest in the topic, while as mentioned in the above RENGO developed its White Paper in September 2023. Cross-learning and exchanges between all stakeholders in the four METI programme countries

¹¹ (English) <https://www.ilo.org/publications/ILO-JETRO-RBC-HRDD-full-report-EN>
(Japanese) <https://www.ilo.org/ja/publications/ILO-JETRO-RBC-HRDD-full-report-JPN>

could have been very beneficial, but they were much less than planned due to somewhat complicated ILO-procedures to organize multi-country events requiring ILO Governing Body approval, and this applied for example to the events with employers' and workers' organisations from the three target countries (under output 2.3);

In **Bangladesh** the decision on the new Minimum Wage which was announced in November 2023 was generally disappointing for the trade unions and resulted in unrest (especially in Gazipur) and in the temporary closure of many RMG factories in particular during the run-up to the decision. Around the same time the run-up to the National Election in January 2024 led to widespread demonstrations. The programme quickly switched to a hybrid or fully online approach to delivering its core services. As a result, for example the key National Consultation Workshop on "Responsible Business Conduct (RBC) along Value Chain and Purchasing Practices" had to be delayed to 24-25 January 2024; if it could have been conducted earlier more follow-up activities would have been possible. Another challenge in this country is the fact that Export Processing Zones (EPZ) do not allow trade unions, and thus ILO/BWB cannot work with companies located inside these EPZ, while many Japanese companies are located there.

In **Cambodia**, the formation of the new government in the third quarter of 2023 resulted in delays in the planning and implementation of activities. This made it challenging for the project team to complete all the activities in the 2-year project period sometimes leading to capacity issues, and the team prioritised its activities based on the discussions with constituents' needs. In addition, a slowdown of the global market for the garment industry in 2023 resulted in an increasing number of industrial relations issues. ILO/BFC strengthened its support around these issues through its specialised advisors on industrial relations.

In **Viet Nam**, large scale events were delayed or could not be carried out due to the fact that it would take the national partners much longer time than originally planned to get the approval. Less impactful challenges were also mentioned by stakeholders, such as some specific challenges on training (timing, location, etc.), and some processes for online registration for training being occasionally not very user-friendly.

Enabling/Success factors

While thus various types of challenges were identified in the above, the project did manage to achieve good progress as we saw in the above. This was facilitated by several pertinent Success Factors identified by the evaluation as follows:

1. The timing was right because of the increasing interest in BHR/RBC/HRDD among constituents and companies/buyers following early mandatory regulations of Germany and the USA, the OECD Guidelines on RBC and the Japan NAP and the Guidelines on Respecting Human Rights in Responsible Supply Chains.
2. The aftermath of the COVID-19 pandemic and its restrictive regulations made stakeholders vividly aware of the fragilities and vulnerabilities of many groups of workers and enterprises.
3. The timely Japan NAP dealing with BHR launched in October 2020 was mentioned in the PRODOC (December 2021) of the present programme as an important development.
4. The embedding of the implementation into the ILO-BW structures in Bangladesh, Cambodia and Viet Nam meant that work could start immediately without having to recruit new staff, and that the programme could benefit from the well-established networks of BW with the tripartite constituents.

5. The high commitment and expertise of the programme teams in the four countries.
6. The support from ILO HQ (especially by BW-Global, MULTI/RBC, ACTRAV and ACTEMP).

The degree of achievement of the Programme's Outcomes and Objectives

The *ultimate objective* of the programme is, as we saw in Section 1.2, not only “to improve working conditions and the well-being of workers”, but also to “support firms in the specified sectors to make improvements in productivity and responsible business practices”. Since *Outcomes 1 and 2* are mostly on track and since under *Outcome 3* governments have increased their evidence base to a certain degree, it can be concluded that the *conditions* have been created which lay the basis for the possible achievement of the objective through sustained interventions. These conditions include improved knowledge and awareness of compliance and social dialogue structures at certain factories, and stronger tripartite institutions through extensive capacity building efforts and stronger tripartite collaboration through some multi-stakeholder platforms, overall enhancing the enabling business environment (this has been demonstrated clearly through the above detailed discussion of the achievements of outputs and activities). With respect to the *first* part of the objective this indicates that the *conditions* are generally improved for workers to move towards improved working conditions and well-being. It was found in several cases that *actual* improvements in those areas took place, for example a number of effective bipartite committees were reported to have improved conditions at factory level and enhanced the rights of garment workers at the workplace (also due to BW's regular activities), and women were promoted through the GEAR programme. With respect to the *second* part of the objective, firms were indeed supported to make improvements to be(come) more compliant and to enhance responsible business practices and productivity, but it is more difficult to assess whether *actual* improvements in productivity were indeed realized due to better working conditions as a result of enhanced responsible business practices. Nevertheless, the programme managed to achieve key conditions necessary for the improvement of both parts of the ultimate objective.

Unexpected outcomes

The programme produced a few unexpected outcomes. Firstly, several stakeholders in Bangladesh, Cambodia and Viet Nam underscored the importance of the fact that in this programme the dissemination and promotion of BHR/RBC/HRDD comes from Japan, as opposed to coming only from Western countries (like Germany, USA and EU).

The collaboration with Sharoushi in Japan yielded also unexpected outcomes, for example, this collaboration became much more significant than foreseen, with Sharoushi putting their own resources (both financial and human resources) to expand the BHR Sharoushi training and to work with ILO to conduct a Training-of-Trainers model. It was also greatly appreciated by many stakeholders that ILO connected them with Sharoushi on SMEs. In addition, it was unexpected that the Japan Business Machine & Information System Industries Association (JBMIA) reached out to the programme to be involved in its activities on the electronics sector, especially the trainings for Japanese enterprises on BHR and HRDD conducted in collaboration with this organisation in the first quarter of 2024. Lastly, the Jakarta event in September 2023 was, following the time planning of ILO Tokyo, set out as a regular multi-country conference but became a major event among others through the involvement of the government representatives of the G7 Member States. As a result, its impact was also much larger culminating in the G7 Trade Ministers' Outcome Statement which highlighted the recognized need for such discussions within and beyond the G7.

Commonalities and/or differences in the outcomes in the three targeted host countries

There are many commonalities in the outcomes in the three targeted host countries because in all three countries the BW method and structures were used, and this guided the direction of the interventions. This applies for example to the importance of factory level bipartite committees and company assessments and the key role played by capacity building and knowledge sharing of and among the respective tripartite constituents and committees. Differences were found in the involvement of the trade unions as in Bangladesh and Cambodia there are many federations involved and the BW programme had to work through a committee (NCCWE in Bangladesh) or a contact group (Cambodia) making coordination a key but complicated task, while in Viet Nam contacts of BW are directly with the VGCL. The level of ownership of the tripartite constituents differed also substantially and this is analysed in Section 3.8 below.

In terms of outcomes and outputs the differences are detailed in Annex 9. To be sure, the comparisons between the countries are often like comparing apples and oranges because of the different starting positions ('baseline' and size of populations) and because each country experienced quite different challenges during the implementation as explained in the above. Analysing the Summary Outcomes as reported by the programme (cf. Annex 9), a summary is given in Table 7 below. It shows that for Outcome 1, Viet Nam has most often the highest achievements closely followed by Bangladesh. For Outcome 2, each of the three countries scores highest on one of the indicators.

Table 7: Comparison of achievements on indicators of the three targeted host countries (31 December 2023).

| Outcome/Output indicators | Highest achievement |
|---|--|
| Outcome 1: | |
| Non-compliance | Bangladesh had the biggest <i>decrease</i> from a baseline of 28.4% to 17.7% (but from a much higher level of non-compliance; the respective figures are for Cambodia: 6.4% and 5.5%, and for Viet Nam: 3.3% and 2.8%). |
| Active and effective bi-partite committee | Viet Nam 36.1 % (and highest increase); for Bangladesh 12.4% and for Cambodia: 15.0%. |
| Effective grievance handling mechanism | Viet Nam 59.5% (and highest increase from 40.1%); the respective figures are for Cambodia: 20.7% and 18.0%, and for Bangladesh: 8.0% and 7.1%. |
| Number of participants in training and workshop on RBC | Bangladesh (10,983 vs. 8,637 in Viet Nam and 5,404 in Cambodia). |
| Percentage of training participants who improved their knowledge on responsible business practices | Viet Nam (97% vs. 89% in Cambodia, and only 40% in Bangladesh which is due to a low rate of survey response) |
| Outcome 2: | |
| Number of tools and / or instruments/ adopted and used by constituents | Bangladesh (10). |
| Number of officials trained on international standards, compliance, transparency, and social dialogue | Similar <i>if</i> the number of different officials trained is counted, i.e. 70 – 109 (<i>cf. Annex 9 including its Footnote No. 16</i>). |
| Number of workers' and employers' organization representatives trained | Cambodia (594 vs. 237 in Viet Nam and 188 in Bangladesh) |
| Number of productivity training and workshops delivered | Viet Nam (10 vs. 4 in Cambodia and nil in Bangladesh) |
| Outcome 3: | |
| Number of newly developed and adhered policies and/or guidelines in line with internationally agreed | 1 new policy/guideline in all countries except Cambodia. |

| | |
|---|---|
| principles; International instruments reflected in government and corporate policies/initiatives on CSR/RBC | |
| Number of Business case/good practices collected and disseminated | 39 Good Practices (cf. GP Report) instead of 5 targeted originally. |
| Number of resource materials (flyers, reports, briefing notes, Video, web article) | 5 resource materials instead of 4 targeted originally. |

Thanks to the no-cost extensions for Bangladesh and Japan and the activities conducted in this period (April through June 2024), the figures in these countries for the fifth indicator under Outcome 1 improved substantially in these last few months of the programme reaching for Bangladesh 92% (from 40% as mentioned in the table above) and for Japan 89% (from 81%).

Programme's ability to stimulate interest and participation of the constituents

The programme and its sub-projects were quite effective at stimulating interest and participation of the partners at the micro, meso and macro levels to be a catalyst and promote a culture of compliance with national laws and respect for the principles of ILS, transparency and social dialogue. The ministries involved in the three target countries have reinforced their efforts to promote and guide compliance in their countries. Most of the employers' organisations are also convinced of the same purpose and in Bangladesh the BGMEA and BKMEA have already started providing advisory and learning services in 80 BWB factories. In Cambodia, the employers' organisation in the garment sector is not yet as proactively involved on the topic but does have a joint workplan with BFC. The programme was quite successful in raising the interest of the trade unions in the three host countries because at first, they were generally not so much interested in BHR/RBC considering it an employers' thing, but the evaluation found that now they are clearly interested to be involved actively. Ownership among the various organisations is further discussed in Section 3.8.

3.5 Efficiency of Resource Usage

Management of the programme's human and financial resources

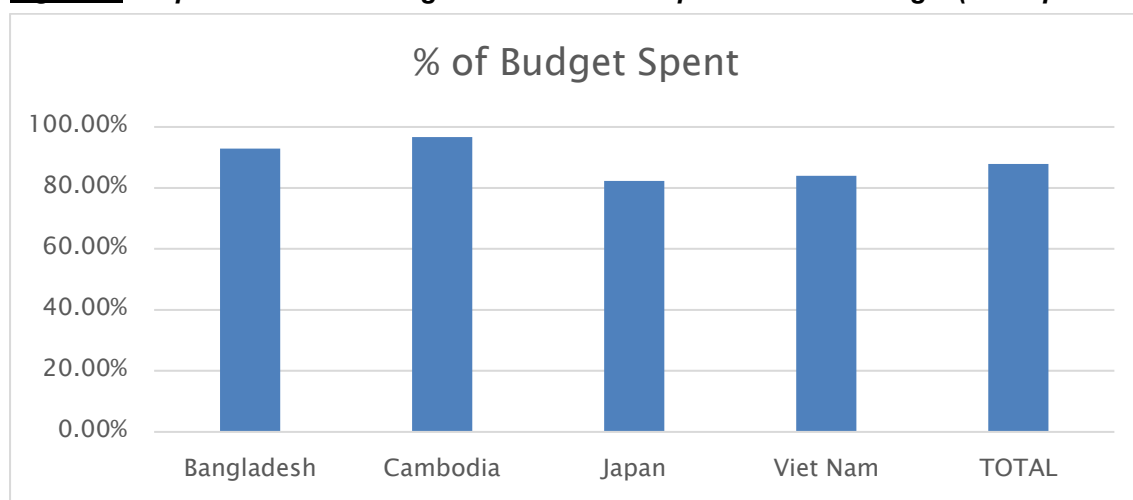
The efficiency of the way the programme's financial resources has been spent is found to be satisfactory. Expenditure data could be analysed from **mid-April 2024** provided by the programme team. At that time the total expenditures (including encumbrances) over the entire programme period amounted to almost 88% of the total budget as demonstrated in Table 8 below. Graphically it is clear that spending in Japan and Viet Nam lagged behind the other two countries (see Figure 1 below).

Table 8: Expenditures including encumbrances as percent of the budget (mid-April 2024).

| Status April 2024 | Bangladesh | Cambodia | Japan | Viet Nam | TOTAL |
|-----------------------------|------------|-----------|-----------|-----------|-----------|
| % of Budget Spent | 93,0% | 96,7% | 82,3% | 84,0% | 87,9% |
| Total spent in US \$ | 1.312.129 | 1.311.723 | 1.702.382 | 1.599.995 | 5.926.229 |
| Total Budget in US\$ | 1.411.556 | 1.356.203 | 2.067.689 | 1.905.257 | 6.740.705 |
| Balance in US\$ | 99.427 | 44.480 | 365.307 | 305.262 | 814.476 |

Source: Data provided by the Programme Team, April 2024.

Figure 1: Expenditures including encumbrances as percent of the budget (mid-April 2024).



Source: Data provided by the Programme Team, April 2024.

Table 9 below demonstrates that by far the largest part of the expenditures in each country is made on the budget category 'Staff Costs' with a share ranging between 50 and 60% of the total country budget. The share spent on Outcomes differed quite substantially, e.g., in Bangladesh almost 21% was for Outcome 1 and in Viet Nam this was 15%, while in Cambodia more was spent on Outcome 2 (than on Outcome 1). Overall, expenditures in Cambodia on the Outcomes were lowest of all with only 10.1% although the budget was also the lowest. Nevertheless, the budget in Bangladesh was only marginally higher and here 24% was spent on Outcomes. The difference between these two countries can be allotted to the fact that there is a scarcity of quality local consultants in Cambodia and thus BFC employs full time staff which are part of 'staff costs' rather than consultants which are part of the costs for Outcome 1-3; some activities such as advisory services and assessments are human resource intensive, therefore absorbing a relatively big proportion of the budget. Therefore, on the whole, resource allocation was found to be appropriate. Expenditures on Outcome 3 were in the end mainly done in Japan (17% of the country budget).

Table 9: Expenditures (including encumbrances) as percent of the budget by country (mid-April 2024).

| Budget Category | Budget | Expenditures | Budget category as % of Expenditures by Country | Balance | Budget category as % of Balance by Country |
|-------------------|------------------|------------------|---|---------------|--|
| Bangladesh | | | | | |
| Outcome 1 | 281,122 | 273,600 | 20.9% | 7,522 | 7.6% |
| Outcome 2 | 74,293 | 42,803 | 3.3% | 31,490 | 31.7% |
| Staff Cost | 672,378 | 663,350 | 50.6% | 9,028 | 9.1% |
| Operational Costs | 221,371 | 195,549 | 14.9% | 25,822 | 26.0% |
| PSC | 162,392 | 136,828 | 10.4% | 25,564 | 25.7% |
| Total | 1,411,556 | 1,312,129 | 100.0% | 99,427 | 100.0% |
| Cambodia | | | | | |
| Outcome 1 | 30,737 | 26,296 | 2.0% | 4,441 | 10.0% |
| Outcome 2 | 110,852 | 106,496 | 8.1% | 4,356 | 9.8% |
| Staff costs | 784,798 | 784,798 | 59.8% | -- | 0.0% |
| Operational Costs | 273,793 | 244,327 | 18.6% | 29,466 | 66.2% |
| PSC | 156,023 | 149,805 | 11.4% | 6,218 | 14.0% |
| TOTAL | 1,356,203 | 1,311,723 | 100.0% | 44,480 | 100.0% |
| Japan | | | | | |
| Outcome 1 | 145,823 | 141,031 | 8.3% | 4,792 | 1.3% |
| Outcome 2 | 141,554 | 87,651 | 5.1% | 53,903 | 14.8% |

| | | | | | |
|-----------------------------|------------------|------------------|---------------|----------------|---------------|
| Outcome 3 | 325,089 | 293,782 | 17.3% | 31,307 | 8.6% |
| Staff Cost | 985,810 | 854,113 | 50.2% | 131,697 | 36.1% |
| Operational Costs/M&E | 174,764 | 158,634 | 9.3% | 16,130 | 4.4% |
| PSC | 230,495 | 167,171 | 9.8% | 63,325 | 17.3% |
| PCI (contingency/ interest) | 64,152 | 0 | 0.0% | 64,152 | 17.6% |
| TOTAL | 2,067,689 | 1,702,382 | 100.0% | 365,307 | 100.0% |
| Viet Nam | | | | | |
| Outcome 1 | 375,296 | 242,070 | 15.1% | 133,226 | 43.6% |
| Outcome 2 | 219,293 | 157,045 | 9.8% | 62,248 | 20.4% |
| Outcome 3 *) | 24,990 | 0 | 0.0% | 24,990 | 8.2% |
| Staff Costs | 862,627 | 860,534 | 53.8% | 2,093 | 0.7% |
| Operational costs | 203,862 | 165,327 | 10.3% | 38,536 | 12.6% |
| PSC | 219,189 | 175,020 | 10.9% | 44,169 | 14.5% |
| TOTAL | 1,905,257 | 1,599,995 | 100.0% | 305,262 | 100.0% |

*) The planned analysis report of Programme impact on Productivity was cancelled.

Source: Data provided by the Programme Team, April 2024.

Due to the no-cost extensions a part of the balance for Japan and for Bangladesh are expected to be spent in May/June 2024, but especially for Japan a relatively substantial amount of the budget will remain unspent. Looking at the two largest balances, i.e., for Japan and Viet Nam, it is interesting to see which budget categories remained mostly unspent (as indicated in the last column in Table 9): For Japan 36% of the Balance was scheduled for Staff Costs and 35% for Programme Support Costs (PSC for ILO as an organisation) and PCI together, whereby the PSC balance will still be spent in the last two months of the programme. In contrast, for Viet Nam the balance is mainly due to unspent funds meant for Outcomes 1-3 (72%).

No-cost extensions

The no-cost extensions were requested and granted for Bangladesh and Japan only. ILO Tokyo applied for such an extension only for those country components which were delayed by a clear *external* reason. Since in the fourth quarter of 2023, Bangladesh was delayed by quite acute circumstances, i.e., the protest and blockage due to minimum wage discussion – which was clearly external and not anticipated at the project planning, the official request was made for Bangladesh, together with Japan as a coordinating component since the evaluation and final reporting need to be delayed accordingly.

The METI component in Viet Nam was delayed somewhat in the initial stages (in part due to administrative reasons of the programme to start up), but delays were especially encountered because it takes time for all stakeholders to learn the new concepts of HRDD/RBC and to adapt tools and materials especially also to the *electronics* sector which was a pilot in this country requiring relatively much additional staff time. Moreover, since mid 2023 a stricter application of government decisions on organizing international events led to delays due to the fact that it would take the national partners much longer time than originally planned to get the approval; this could have been considered also as an unanticipated external reason. For example, the longer approval process caused some of the activities to be pushed until the first quarter of 2024, which then clashed with the long Lunar New Year holidays in February 2024 following which the tripartite constituents were very busy catching up with their regular duties over the month of March. Therefore, it was a missed opportunity that a no-cost extension was not requested for Viet Nam, and that in the end the project was closed on 31 March 2024. As a result, several scheduled activities could not be completed and an amount of just over US\$ 300,000 remained as balance, or almost 16 % of the total budget for Viet Nam (cf. Table 8). For Cambodia, also a no-cost extension was not requested by the programme team to the donor; in addition, in this country the months

of February/March 2024 could be used more intensively (than in Viet Nam), and the balance was in the end only 3.3% of the country budget.

Overall, one lesson learned is that the approval processes of big events take a considerable amount of time, so it is advisable to manage the expectations and to be rather flexible, especially because one must rely on the availability of the tripartite constituents. Another lesson learned was that the timing of the request for no-cost extensions was quite late.

Added value of the programme versus value for money

The added value of the programme is that the new concepts of BHR/RBC/HRDD are introduced, promoted and disseminated through capacity building activities and workshops as well as the Summary Good Practices report. Another important added value is that the programme demonstrated to stakeholders in the three host countries that BHR/RBC is not only a concept promoted by Western countries, but that it is also promoted by Japan on the basis of the government's NAP and the Guidelines on Respecting Human Rights in Responsible Supply Chains.

The programme's value for money is relatively high in the three host countries given that the interventions are implemented by the already existing and well-established BW Teams and through the well-established networks of the BW programmes which are implementing interventions broader in scope and scale especially through the pooled resources from a series of different donors for the BW Programme as a whole. It also saved time and resources because no new country teams needed to be recruited.

The pooling of funds for specific activities with other projects is another element of value for money. For example, the EU-funded Trade for Decent Work in Bangladesh and Viet Nam had project staff already in place and is also technically backstopped by MULTI/RBC. In addition, joint activities (and financing) were undertaken with GIZ on effective grievance mechanisms in Bangladesh and Cambodia. Lastly, in Viet Nam there was limited cost-sharing with the Japan-funded Project "Improved Compliance and Dialogue in Global Supply Chains in Viet Nam" (for details of the projects reference is made to Section 3.3 on Coherence).

Capacities and roles of tripartite constituents

The capacities of the tripartite constituents in the three host countries were clearly enhanced through the extensive training interventions and through the national workshops and (business) forums organized as was already discussed in Section 3.4 (see Table 6 and the lists of activities by country; pages 19 - 26). The roles of the constituents were thereby also extended to the areas of BHR/RBC and HRDD, and as a result their credibility vis-à-vis their constituents was enhanced. As mentioned earlier, the trade union leaders had to be convinced of the importance of these concepts also for the working conditions of the workers, and the programme was successful in this respect having convinced these leaders. Nevertheless, while the capacity building interventions did meet the most imminent capacity needs, all stakeholders underlined time and again that such interventions need to continue, and that more and also different types of training are required (for example, ToT training on the prevention of sexual harassment in the workplace was mentioned by stakeholders, but also to extend training programmes to garment enterprises of Tiers 2 and 3 and to non-garment export-oriented sectors).

Enhancing compliance requirements generally depends mainly on the leverage the buyers have over factories, but the fact that as a result of the programme's interventions the factories are now (even)

more (acutely) aware of the increasing importance of BHR/RBC/HRDD make them more prone to accept the compliance requirements by buyers.

Funding and Timeframe

The funding and timeframe were comprehensive with a budget of USD 6.8 million and a two-year programme period to achieve a large part of the intended outcomes and outputs (cf. Section 3.4), but many stakeholders indicated during the interviews that while the funding was sufficient for the activities planned, the timeframe was relatively short and more continued interventions would be required to arrive at genuine impact and sustainable results.

Gender Equality and resources

As Gender Equality was not explicitly included in the outcomes and outputs and only incidentally in the activities, there were no dedicated resources reserved at the outset for interventions targeting gender equality or women's empowerment. Nevertheless, funds were made available for the GEAR programme both in Bangladesh and in Viet Nam which was an important addition; as mentioned before, the pros and cons of the GEAR programme should be explored further jointly by ILO and IFC. In any future intervention, a Gender Equality Strategy should be included from the design stage onwards and this strategy should include gender mainstreaming and activities targeted specifically at women, as well as dedicated resources for these interventions.

3.6 Effectiveness of Management Arrangements

Management Arrangements

Overall, the Management Arrangements were relatively effectively organized by ILO considering that the programme involves four different countries and a series of tripartite constituents and companies to be coordinated. While the Japan component was managed by a dedicated team of three staff persons, in Bangladesh, Cambodia and Viet Nam the METI programme was fully embedded in the Better Work programmes in those countries. ILO Tokyo was responsible for the coordination of the overall programme in the four countries and liaised on all issues of management and finance with the three BW teams in the target countries.

With a team of just three full-time members in Japan, the size of human resources was not necessarily aligned well with the scope of the programme activities and occasionally faced challenges with time management and the quality of some products. Moreover, the ILO Tokyo office was at the start of the present programme a relatively small office not accustomed to project implementation. More staff members were not recruited partly because identifying the right additional staff was difficult in view of the combination of qualifications required, including BHR/RBC expertise, DW expertise, and sound knowledge of the Japanese and English languages, as well as the un-attractiveness of shorter-term contracts in Japan.

It was *the first time* that METI and ILO worked together, and therefore it took some time to get adjusted to each other, especially because METI tended to work with companies, while ILO cooperates with the Tripartite Constituents and thus depends on their availability, and it has a focus on Decent Work. The timely implementation of the programme can therefore not always be guaranteed (as the discussion on Challenges encountered in Section 3.4 demonstrated clearly) although of course solid plans and reserving more time for activities could have been instrumental in preventing delays. Overall, it was very much appreciated by the constituents and by ILO that METI committed itself so generously to disseminate the importance of BHR/RBC.

Some stakeholders in Japan commented on the quality and delivery times of certain deliverables while others underlined the usefulness of the same deliverables. The implementation of a few activities was concentrated close to the end of the programme period. The work plans of some activities could not always be followed closely, which made some work be dealt with at the last minute (it was for example a pity that Keidanren could not attend the Jakarta event in person because of the last-minute information received by them, although they did attend some of the sessions online). This was also related to the fact that ILO depends on the availability of all Tripartite Constituents making it prone to delays, and to various other challenges faced which were discussed in Section 3.4).

In the three host countries the programme was guided by the already established BW Project Advisory Committees (PAC). In Bangladesh, the PAC is a bi-annual meeting chaired by DIFE and included representatives of the tripartite constituents. In Cambodia, the PAC for BFC has equal representation of tripartite constituents and following ILO principles each should be able to select their own representatives. The implementation itself of the Joint Action Plan with the MLVT was monitored through more regular, informal meetings between the ministry and BFC. In view of the fragmented trade union landscape, BFC organises quarterly meetings with the so-called Trade Union Contact Group which includes up to 25 Federations. In Viet Nam, the PAC for BWV is considered a valuable mechanism bringing together the tripartite constituents to ensure that interventions address industry issues and the needs of all stakeholders.

The **M&E systems** and the **monitoring** arrangements were generally adequate and effective. The Better Work programme is globally managed from ILO Geneva and Bangkok and is integrated in the web-based STAR platform that allows country programme teams to report operational information, including data from all core services (advisory-training-assessment) performed. The data is collated and analysed at the global level and factored into the monitoring indicators, which is a plethora of performance-based indicators for all BW country programmes, and this includes explicitly **gender-disaggregated** data. The projects in Bangladesh, Cambodia, and Viet Nam all use the STAR platform to store data generated from assessment and advisory services. To document training data the programmes use another platform, Training Management Systems (TMS). A stakeholder in Bangladesh mentioned that the availability of training outcome data is limited to online participant satisfaction survey.

In Japan the project keeps track of the progress with a shared cloud folder among the project team to update information and data. Post-training surveys are conducted to check the effectiveness of the training as well as to obtain feedback for further improvement of session/ curricula. Summarized reports and minutes of the major activities are developed and saved as a record and the workplan is regularly monitored by the programme coordinator to ensure progress is achieved against the targets. Some stakeholders mentioned that the programme implementation tended to be more often activity-focused rather than outcome-or-objective-focused.

The Progress Report (2024: Annex A) contains a **Risk Register** identifying four potential key risks for the programme as well as proposing various necessary mitigation measures for each risk. A summary of this risk register is included in Table 10 below. The mitigation measures are quite adequate, and the likelihoods are also adequately assessed.

Table 10: Summary of Risk Register including mitigation measures and likelihood.

| Risk Statement (abbreviated) | Measures currently in place to address this risk | Likelihood | Additional risk response |
|---|--|------------|---|
| 1. The possibility that there is less demand than expected among constituents for support and improvement in working conditions, and the associated effect on sustain-able project outcomes. | (1) Setting prudent expectations about the level of demand when preparing targets and outline workplans. (2) Capacity building is implemented by the country components throughout their whole duration continuously to improve awareness of the importance of investing in global supply chains to emerge stronger from the Covid-19 crisis. | Medium | Advice to the implementation team, including monitoring changes in the external environment and its effect on constituents' priorities and being prepared to adapt project strategy accordingly, in consultation with constituents and national partners. |
| 2. The possibility that decisions made by the Steering Committee are insufficiently inclusive or transparent, and the associated effect on sustainable project outcomes and broader ILO objectives for tripartite engagement. | (1) The Programme has conducted consultations with constituents separately to ensure that constituents' issues are taken on board. (2) The Programme aligns its activities to the DWCP, which was jointly developed by the constituents. | Very Low | The project will ensure tripartite steering committee chaired by employers and Government. This will be clearly articulated in the ToRs to be developed and endorsed by a steering committee sitting. |
| 3. The possibility that country level activities are not prepared for unplanned or unexpected events, and the associated effect on the project's finances and timely delivery of quality outputs | (1) Country-level components have all put in place mitigation measures for their own risks. (2) The Programme has a reporting system that requires a regular review of risk levels and mitigation measures. The objective of this system is to keep risks closely monitored and flag any changes in the likelihood of their occurrence early enough to put in place corrective actions. | Low | In the unlikely event, work could not progress in one of the current target countries, the ILO would quickly convene to find / put in place alternative action. |
| 4. The possibility that Governments no longer place emphasis on enhancing working conditions as the basis for developing the productive basis, and the associated effect on sustainable programme outcomes. | At this stage, no mitigation measures are required. | Very low | At this stage, no mitigation measures are required. |

Source: Annex A: Project risk register, in Progress Report April 2022 – December 2023 (dated April 2024).

With respect to **evaluations**, the PRODOC (2021: 61-62) indicated that the programme will be subject to an initial evaluability assessment and two independent evaluations – one in the mid-term period of the programme and another one at the end. The latter is the subject of present report. The Evaluability Assessment was waived because BW already has a well-established M&E system as discussed in the above and collects comprehensive M&E data regularly. In addition, BW just conducted an evaluability assessment before the beginning of the METI programme. Given that the project period is two years and that the three countries are part of the existing BW programme, ILO-EVAL and BW decided to

utilize existing and/or already planned evaluations to avoid interviewing multiple times the same stakeholders.

The scheduled Mid-Term Evaluation was also waived, because to have comprehensive independent evaluations in the first as well as in the second year of the programme would become a burden on the stakeholders, and because BW already scheduled a clustered evaluation in the first half of 2024. For example, the Bangladesh component was clustered with the final evaluation of the Ready-Made Garment Sector Programme Phase 2 (RMGP II), although the evaluators did not focus much on the METI component as the RMGP II itself is a huge programme (US\$ 22.5 million from three different donors as against 1.4 million for the METI component).

With respect to **Progress Reporting**, comprehensive annual progress reports were submitted which followed the conditions in the agreement with METI. These annual reports are typically available four months after the completion of the year in question which is also as per the funding agreement, and completion in April further aligns with the annual reporting by BW to other BW donors. In addition to these reports, and apart from regular email contacts, bi-annual meetings were planned, and these were held in consultation with the donor in January 2023 and in October 2023. On those occasions PowerPoint presentations and briefs were presented by the programme team to share updates, as well as the challenges faced and upcoming activities. However, in terms of comprehensive reporting ways should be explored how to get up-to-date and complete data more regularly in particular as accountability is a critical issue for the donor.

The **Communication** maintained by the programme teams with the different countries and their stakeholders was generally appreciated, but it was not always comprehensive; this made it difficult for some stakeholders to understand the whole picture of the interventions. In addition, in the initial stages the program inception took more time than expected, and this made it difficult for METI to explain the program's interim achievements within Japan in the light of accountability, especially as communication by the programme team was not sufficient for this purpose in those stages. Generally, more regular and systematic feedback from ILO to the donor would have been important, and this needs to be laid down in any agreement between the two organisations.

Several means of communication were used to enhance visibility, such as social media, newsletters, events, platforms, forums, promoting Good Practices, videos, leaflets, webpages, etc. Both BW Geneva and MULTI/RBC could have been involved more. MULTI/RBC was allotted relatively little official time for backstopping, and BW Geneva had at the outset bigger plans in Japan in particular to engage other economic sectors, but in the end, it did not work out. Concerning visibility materials, the timely preparation is important (e.g., while some of those materials for the Jakarta event were prepared before the event, some others were prepared a significant time after the event).

Institutional arrangements with partners

The institutional arrangements with partners and tripartite constituents in the three host countries were mostly appropriate and effective as these are based on the institutional structures established in the respective country by BW. Nevertheless, some stakeholders indicated that trade unions were generally less often involved than employers' organisations, and others indicated that they would have preferred more *joint* activities with employers' and workers' organisations. In Japan quite a number of organisations were involved in the specific, targeted interventions but each in their own specialised area without an overview of, or a link to, the entire picture. The involvement of the Embassies of Japan in the three target countries could have been beneficial although they already have a very full agenda,

while also JETRO could have been involved more apart from the already extensive involvement of this organisation in the Good Practices report and research.

Overall, the programme made substantial efforts in all four countries to organize (business) Forums, Platforms, Meetings, National Consultation Workshops, etc. Apart from the Jakarta Event, there were, however, very few *multi-country* activities, and, for example, several scheduled joint meetings with employers' and with workers' organisations of the three host countries were not implemented (as indicated earlier, among others because of complicated approval processes).

Challenges and facilitating factors

The Challenges and Success factors have been extensively analysed in Section 3.4 on Effectiveness. As indicated in that section, such obstructing and facilitating factors have been adequately addressed by the programme.

3.7 Impact Orientation

While the two-year programme period is relatively long from the donor's perspective, it is challenging to assess the *longer-term impact* of the programme because, generally, to realize genuine impact a longer-term implementation is needed especially in such a *new* area as BHR/RBC and HRDD. According to many stakeholders, follow-up activities are needed to build on the significant momentum created by the METI programme and to be able to scale up and replicate the interventions. During the interviews, the evaluators often heard quotes like this: "Now that we just started in the past two years and that we have learned a lot, we now need to keep going and gain from the momentum."

Nevertheless, *important inroads* have been made *towards impact* within the current programme period and its no-cost extension:

- 1) In all four countries, stakeholders' *awareness of and knowledge on* BHR/RBC and HRDD have been significantly enhanced, and most participants of the METI Programme interviewed in the different countries underscored that they have been motivated to work on these topics at least in part as a result of this programme, and this is enhancing the enabling environment for responsible business practices.
- 2) Several stakeholders in each country have already been *replicating* and/or *scaling up* the interventions that were initiated under the programme to bring longer-term impacts on the ground. Representatives from a few companies/factories in the target countries even indicated during the interviews that the METI programme's training courses were utilized and redeployed for an expanded number of employees or shift- and group-leaders.
- 3) The programme has *facilitated acceptance* of required interventions to promote responsible business conduct, including HRDD, by demonstrating that these concepts and frameworks are supported not only by 'Western' countries but also by Japan.
- 4) The programme fostered a *culture of collaboration* among stakeholders, leading to several joint initiatives (e.g., the Jakarta event, and also the joint or 'shadow' visits to factories). In addition, a *culture of compliance* is being fostered within businesses through the sharing of good practices from other businesses.
- 5) It also led to a *change of mindset* on the side of the trade unions in particular in Bangladesh and Cambodia to consider BHR/RBC not only as an employers' thing.

- 6) The BW programmes have to an extent reduced the stakeholders' *audit fatigue*, and brands and buyers increasingly rely on the BW assessments, and *indirectly* the METI programme has provided support for that by supporting the BW programmes in the three target countries. However, the call for a unified code of conduct for all factories remains, and with the increase in mandatory HRDD requirements, the need for unification and harmonization of all social and environmental standards is a priority for industry stakeholders.
- 7) Many stakeholders underlined that while *Tier-1 companies* seem to be moving towards HRDD-preparedness showing a certain degree of impact, those companies upstream in Tiers 2 and 3 still have a long way to go (Subcontractors, SMEs, raw material suppliers, etc.).
- 8) The programme was instrumental in *attracting the attention of private sectors* to implement PPP solutions through seminar activities (e.g., outlined in Viet Nam's textile and garment industry strategy, which was discussed at the large Business Forum in October 2023 funded under the METI programme with as topic how PPP can support the garment and footwear sectors in Viet Nam in becoming more inclusive (see also page 23).
- 9) A few *factories* have even implemented some changes following METI training and workshops, for example on anonymous employee complaint submissions, and improvements of the quality of factory committee's activities. One factory has also reported *cost-effectiveness* by increasing their preparedness for DD evaluations by buyers, leading to cost savings.

Enabling environment and alignment of policies with ILS

The METI Programme has contributed directly and indirectly to creating a more enabling environment for responsible business practices and decent work. A large number of stakeholders in all four countries underscored that their awareness and understanding of BHR, HRDD and RBC has been enhanced significantly, and that their knowledge of these issues has increased substantially not only as a result of the increased evidence base, the sharing of knowledge and the dissemination of good practices, but also through their (active) participation in capacity building, social dialogue, and collaboration through seminars and forums. In addition, many participants in the programme have been motivated to work themselves on these topics in the coming time, which is further enhancing the enabling environment for responsible business practices.

The programme has also contributed to an improved alignment of policies and practices with ILS through the capacity building efforts in the three target countries of government officials, including labour inspectors, OSH officers, etc. (Outcome 2), and through an increased evidence base, e.g., the dissemination of good practices (outcome 3).

Impact on the presence of Japanese support in the target countries

The programme raised awareness among Japanese companies operating in Bangladesh, Cambodia and Viet Nam especially under Output 1.4 (cf. Progress Report 2024: 11). A total of 111 participants from Japanese companies joined the workshops and seminars in the first quarter of 2023 and learned about HRDD (27 participants for the workshop held in Dhaka with the presence of Hon. Nakatani, Special Advisor to the Prime Minister and 84 participants for the webinar targeting Japanese companies operating in Cambodia and Viet Nam). Further trainings for Japanese enterprises on BHR and HRDD were conducted in collaboration with JEITA, JBMIA and JAPIA (for electronics, automotive and

information machinery sectors) in the first quarter of 2024. In total 250 participants joined these trainings, and over 93% of survey respondents replied they obtained new knowledge or insight from the seminar they attended.

Out of the 1,209 factories in the three target countries in which advisory sessions and assessments were conducted by the programme as of end December 2023, the Progress Report (2024: 5) reported that 150 factories or 12.4% have business with Japanese companies which is a substantial share considering that companies originate from all over the world. In addition, in Bangladesh this number could have been higher, but many Japanese companies are located in the Economic Processing Zones (EPZ) where ILO cannot operate because trade unions are not allowed in such zones as per the regulations of the Government of Bangladesh.

Impact on Gender Equality

The programme had an indirect impact on gender equality through the promotion and the enhanced awareness and knowledge of BHR/RBC and HRDD as discussed earlier in this section because these concepts include explicitly issues related to gender equality and women's empowerment. In addition, the programme had a direct impact on the lives of the women who attended the GEAR training in Bangladesh and Viet Nam and in particular on those who got promoted as a result of this training (for details see pages 22 and 23 respectively).

3.8 Sustainability

Capacity, long-term buy-in/ownership, leadership and commitment of partners

The programme and the sub-projects had supported the capacity, long-term buy-in/ownership, leadership and commitment by the partner country governments, social partners, and other relevant stakeholders to *create the enabling conditions* for companies to translate their due diligence into positive and lasting change on the ground. As has been shown in Section 3.4 *capacity building* of tripartite stakeholders and other partners has been quite extensive and as such has contributed substantially to creating the above-mentioned enabling conditions; at the same time, many stakeholders underlined that *more and continued* capacity building is required to grasp all elements of BHR and HRDD, for example also because the EU's Corporate Sustainability Due Diligence Directive has been approved but not yet transposed in national legislation in the 27 EU Member States.

Ownership ('buy-in') and *commitment* will be analysed below in a separate sub-section. *Leadership* is the most difficult to assess and, in the case of ministries can change with new governments as for example the project period witnessed new governments and new senior officials in both Cambodia and Bangladesh. The most explicit forms of leadership were shown by DIFE, BGMEA and BKMEA in Bangladesh and the latter two already started providing advisory and learning services to BWB factories, and by the MLVT in Cambodia which has been shown to pro-actively cooperate with BFC and embracing a mutual learning partnership, including building capacity of MLVT in providing training to ministry officials and labour inspectors on HRDD, which is part of the sustainability plan to strengthen the national capacity. In Viet Nam, VCCI is also showing its commitment and it has jointly with BWV organised a set a training seminars on Due Diligence within the METI programme.¹²

¹² VCCI also has, e.g., a Helpdesk on the German supply chain Act, funded by GIZ; this Helpdesk intends to support Vietnamese companies in getting familiar with the HRDD requirements under the German law.

Programme results which are likely to continue after the close of the programme

There are several results of the programme that are expected to be sustainable, i.e., they are likely to continue after the programme has been closed.

The fact that the METI programme was **embedded in BW** means that the regular activities of BW will continue in the three target countries, such as the advisory and training services and assessments, as well as the implementation of the improvement plans developed by the BW Enterprise Advisors jointly with factory staff.

ILO's proactive initiatives in **Japan** in connecting multiple stakeholders under the programme sparked new collaborations on BHR/DD and brought synergetic effects. These collaborations are continuing voluntarily to expand BHR/DD-related initiatives. For example, JTF and JEITA were brought into contact with the Japan Federation of Labor and Social Security Attorney's Associations (Sharoushi Federation), and JTF and Sharoushi Federation are now collaborating to expand training for local cities across Japan. The ILO METI team also organized an information exchange meeting among JTF, JEITA, and JAPIA for future potential collaboration.

Many stakeholders indicated during the evaluation interviews that they intend to **continue** the BHR/DD-related interventions that were initiated under the METI programme. For example:

- a) In Japan the Sharoushi Federation is itself targeting to train over 600 Attorneys (Sharoushi) all over the country (specially to engage more SMEs). The E-learning and tools on DD developed under the METI programme will continue to be used.
- b) Most of the interviewed garment factories in Viet Nam, have internally re-implemented the trainings delivered jointly by VCCI and BWV, underscoring the replication of these activities at the enterprise level.
- c) All countries in the world where BW is operating are exploring how to hand over responsibilities to national institutions and/or to share knowledge. One good example is Bangladesh, where the results of the assessment, advisory and training programmes by BWB are likely to be sustained through the institutionalisation processes initiated with DIFE, BGMEA and BKMEA. For example, the BGMEA and BKMEA have already started providing advisory and learning services in 80 BWB factories, and BGMEA is further training 10 of their employees for that purpose. In Cambodia it is being discussed with TAFTAC/CGTI and MLVT, and in Viet Nam cooperation with Universities is being explored to include BWV courses in their Learning Management Systems.

In addition, many stakeholders want to continue also to **collaborate with ILO**. Especially ILO's international status and tripartite approach are particularly valued by many stakeholders in Japan as a choice of partner. For example, it was greatly appreciated by many stakeholders that ILO brought them into contact with Trade Unions, and that it connected the stakeholders with Sharoushi on SMEs.

With METI funding support, the existing BW systems and practices for assessment, advisory, and training in the three target countries became (more) **inclusive of HRDD and RBC**, ensuring sustained effectiveness of improvements in the sector.

Some sustainability issues are more **country-specific**, such as:

- BW-Bangladesh is part of the *LAWC Cluster* of programmes within the ILO Country office. This Cluster was able to enhance resource mobilization, and it stands currently at US\$ 45 million

from five different donors for the coming years. This includes project outputs aimed at preparing the government, employers, trade unions, and industry stakeholders to address mandatory human rights due diligence and promote responsible business conduct.

- The *learning materials and tools* (e.g., Factory Improvement Toolset, FIT) developed and upgraded under the METI programme will continue to be used by enterprises and other stakeholders. One interesting example in Viet Nam is that the Trade Union (VGCL) already used the tools/materials in one province jointly with the APL project.
- The interviewed enterprises and stakeholders in the *electronics* sector in Viet Nam express the wish to explore further opportunities to collaborate with BWV and other ILO initiatives.
- A *network* of qualified consultants/experts has been enhanced in Viet Nam thanks to the programme. These consultants, according to several businesses, are easily accessible (through different channels including social media) to provide mentoring and timely support to businesses.

Lastly, METI has provided funding for **another project** under the same title “*Building Responsible Value Chains in Asia through the Promotion of Decent Work in Business Operations – Phase II*” (cf. title of PRODOC of January 2024) which is being implemented by ILO in Japan, India, Lao PDR and Malaysia. The latter three countries are having a key role in international fora: Lao PDR is the current chair of ASEAN (2024) while Malaysia will be the next chair (2025), and India was the chair of the G20 in 2023. This project started in April 2024 and will run for two years and is expected to include an extended role for ILO-MULTI/RBC. The fact that this project is funded by METI is very important for the *Sustainability* of the present programme’s Outcomes and Outputs focused in and from *Japan* as well as of the further dissemination of the *concept of BHR*. Most of the stakeholders in the three targeted countries from the present programme indicated that they would have liked the cooperation with METI to be extended, but the BW programmes in these countries guarantee some form of continuity in any case at least for the garment sector enterprises, and the extension of other programmes, such as Trade for Decent Work¹³, that also have an RBC component and include countries that were in the present METI programme (notably Bangladesh and Viet Nam).

Exit or Sustainability Plan

The Exit or Sustainability Plan of the programme as laid down in the PRODOC (2021: 53-55) is in particular based on sustainability through BW and MULTI/RBC. With BW this has been evident as the country interventions were embedded in the BW structures as explained in the above, but for MULTI/RBC it is less clear in particular also because MULTI/RBC has in the end mainly been involved in the electronics and automotive parts sectors of the programme (in addition to specific events like the one in Jakarta); the PRODOC mentions in particular the ownership and commitment of the National Focal Points (NFP) for the promotion of the MNE Declaration at the national level as recommended in Annex II of the MNE Declaration. In many other countries such national focal points have been appointed as a clear indication of national ownership and are implementing concrete action plans contributing to the promotion of the Decent work/RBC principles¹⁴ but not yet in the three programme countries.

The following **actions** are considered in this exit plan as highly important and essential in order to ensure ownership and sustainable impact (PRODOC 2021: 54-55):

- 1) *Facilitating regular dialogue among constituents, sharing of experience, and acquisition of new knowledge.*

¹³ [Trade for Decent Work | International Labour Organization \(ilo.org\)](#)

¹⁴ [Promotion at the national level / Promotion by tripartite appointed national focal points | International Labour Organization \(ilo.org\)](#)

- 2) *Facilitating exchange of best practice to ensure that the experience developed in one country is taken over in other contexts for the benefits of constituents.*
- 3) *Raising constituents' awareness of the global drivers of change and the magnitude of their impact on resilient, responsible and sustainable workplaces in supply chains, therefore empowering them to take informed action at country level.*
- 4) *Keeping in mind the programme's vision for reaching a critical mass and creating scalable impact, the availability and continuity of financial resources, enhanced partnerships and creating complimentary efforts by different actors are three most important factors. In this regard, an exit strategy will be pro-actively designed in consultation with key stakeholders and enhanced efforts for resource mobilisation will be a key step forward.*

The first action, regional dialogue, was undertaken for example through the Jakarta event, which was not included in the project plan and required significant resources and staff efforts, but unfortunately the multi-country dialogues between employers' and workers' organisations from the three targeted countries could in the end not be organised. The second and third actions were indeed implemented in that Good practices were exchanged and awareness on BHR/HRDD was raised. The fourth and final action was partly achieved; while various partnerships were enhanced and complimentary efforts by different actors were stimulated, the availability and continuity of financial resources and the resource mobilisation plans were as such not achieved. For this it would be important if the METI programme could be put further on the map with a high-level Sustainability Workshop in Japan even though the programme is almost completed; perhaps the remaining funds can be used if the donor and ILO/BW would agree to organise such a workshop to present the Key Achievements and gaps of the METI programme as well as discussing the directions for the future with the tripartite constituents and the key development partners and relevant donors operating in similar areas.

Ownership and long-term buy-in

While a programme period of two years may not have been sufficient time to instil *genuine* ownership in the relevant stakeholders, selected constituents have clearly made important steps towards a longer-term buy-in.

The issue of Ownership applies less to **Japan** as, of course, the Government of Japan has been generous in providing funding for this programme, while also the employers' and workers' organisations in Japan have generated their own visions on BHR/RBC.

In **Bangladesh**, ownership varies substantially among the tripartite constituents. While DIFE and the Department of Labour are clearly engaged and BGMEA and BKMEA have already started providing advisory and learning services in BWB factories, the workers' organizations are gradually *coming back* from their perception that BHR/HRDD is an employers' initiative and/or responsibility, and that BW is allegedly focusing more on employers.

In **Cambodia**, there is also substantial buy-in from the Government with a high degree of ownership at the MLVT. One example is the Cambodia Garment, Footwear and Travel Goods (GFT) Sector Development Strategy 2022-2027. Another example is that BFC also received funding from the Government of Cambodia for certain activities. It is a clear partnership with a focus on learning from each other. The employers' organisations underline the importance of the programme but are not pro-actively taking it further, as, for example, the Employers' organisations in Bangladesh are doing. Trade unions in Cambodia are positive about the programme, and they continue to apply knowledge in their workplace and share it with workers and utilise it to promote working conditions.

In **Viet Nam**, the Government is taking ownership in different areas; an example given is the BWV/METI-element "Building Bridges" to fill the gap between stakeholders in private and public sectors

to promote sustainable compliance in the workplace. Several Employers' Organizations (e.g., VITAS and VEIA) are also taking some degree of ownership; they are keeping their members updated about the developments in the BW programme, and proactively work with BW (e.g., VITAS in the METI workshop on PPP to implement the sector strategy). In addition, they are exploring ways to coordinate with buyers/brands to discuss on synchronizing the auditing requirements preferably jointly with BW. Trade Unions are engaged in the Building Bridges activity, and they are also exploring how their traditional role in solving conflicts within enterprises fits into what BWV is doing.

Ways to achieve a long-term change

In order to achieve a long-term change for responsible supply chains, ILS compliance, and social dialogue, follow-up interventions are needed. The ILO-IFC Global BW programme is expected to make an important contribution in the three targeted countries especially through its comprehensive new “*BW Strategy 2022-2027: Sustaining Impact*”. MULTI/RBC could also contribute and support tripartite constituents in making better use of the MNE Declaration and its operational tools, including the appointment of national focal points as national mechanism/dialogue platform to continue discussions and initiative on RBC/BHR/HRDD). While a first concrete step could be made by organizing under the METI programme a sustainability workshop as recommended in the above, other recommendations to achieve long-term change are also made in Section 4.2.

3.9 Cross-cutting Issues

ILO's Cross-cutting issues are regularly changed and updated following, for example, the decisions made by ILO's Governing Body. While the ToR for the present evaluation is adhered to by the evaluators (cf. the Evaluation Questions 25 and 26 in Table 2 in Section 2.1), it is also underlined in the same ToR that the “*Checklist 4.2: Preparing the Evaluation Report*” should be followed (see page 12 of the ToR in Annex 1). On page 3 of this Checklist the following is stated: “*Cross-cutting issues such as: (i) gender issues; (ii) tripartite and social dialogue issues (iii) international labour standards, (iv) environmental sustainability and (v) medium and long- term effects of capacity development action are assessed.*” More details on each issue are given on page 4 of that Checklist.¹⁵ Therefore, an extended number of cross-cutting issues are touched upon in the below.

Gender Equality and Women's Empowerment

While Gender Equality perspectives are already fully integrated into the concepts of BHR/RBC/HRDD and in the Grievance Mechanisms, the gender perspective in the *design* of the present programme could have received much more attention. It was indicated that the Garment sector is dominated by women workers (varying approximately from 60 to 80% in the different countries), but as we saw in Section 3.2 the LogFame is lacking a clear gender focus with only very few references in the no less than 87 activities.

The Programme and the BW Teams made substantial efforts to ensure that women were *represented* as much as possible in many activities of the METI Programme, such as female participants in workshops and trainings, female panel members, etc.; for example, the trainees of the National Institute

¹⁵ See: https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_746808.pdf

for Labour of the MLVT in Cambodia were in great majority women. In addition, many of the staff members of the project team and the BW teams are women (cf. criteria of UN-SWAP on GEEW).

The programme is also cooperating with other projects that deal with gender equality, such as in Cambodia the DFAT project on Gender Based Violence and Women's Empowerment by GEAR and the USDOL project on industrial relations and gender equality.

Moreover, a few individual *activities* specifically designed to address gender equality were added and implemented by the Teams, such as activities on women and leadership, female trade union leadership and Women's Empowerment. In Viet Nam in 2023, a Gender sensitisation training was organised for 20 brand representatives which was appreciated by the participants.

The interventions did benefit from Better Work's *ongoing efforts*, which always include strategies to empower women, reduce sexual harassment, and close the gender pay gap. For example, BFC has a Gender Strategy since 2017 which includes gender inclusive tools (e.g. Gender Self-rapid Assessment Tool and Gender Toolkit), awareness raising and training on Gender-based Violence and Harassment, and training on these topics of BFC staff every quarter organized jointly with CARE. In Bangladesh and Viet Nam, the BW programmes have similar policies and tools.

Within the programme, evidence/documentation on gender equality or gender-related narratives is not widely available, with the exception of two YouTube videos on promoting gender equality in factories in Viet Nam, while disaggregated data were not always captured in reporting.

Women's representation and gender equality perspectives have been *integrated into* responsible business practices and METI trainings, which was appreciated by participating enterprises. This includes perspectives of sexual harassment prevention at the workplace. Particular *challenges* were identified in union leadership, training institutions and government's labour institutions, which were all dominated by men. A notable exception is that in Cambodia NIL trainees were mostly women.

The GEAR initiative of IFC/ILO was considered important, although not without its challenges. BWB integrated the GEAR initiative in 25 factories, resulting in the graduation of 168 female workers of which 133 were promoted to supervisory positions. BWB also launched the new "GEAR Advance" initiative to promote female supervisors to Line Chief and Technician roles. The GEAR Graduation ceremony in December 2023 was a major event appreciated by stakeholders, including a fashion show by the trainees. In Viet Nam since 2019 about 5 batches of training in GEAR were conducted of which some were under the METI programme (70% of trainees got a promotion). Scaling up of GEAR is tested through Universities using their expertise and reducing costs at the same time. One important challenge needs to be investigated as reports were received of promoted women who prefer to return to their old, non-supervisory roles because the work is too demanding, and the benefits are very few.

No evidence was found of *technical backstopping* on gender equality from either the ILO Decent Work Team (DWT) in Bangkok or from gender specialists in ILO Geneva.

In any future intervention, a Gender Equality Strategy should be included from the design stage onwards developed with the explicit support of the gender specialists within ILO. Such a strategy should include gender mainstreaming but also activities targeted specifically at women and should propose dedicated resources for such interventions.

Other Cross-Cutting Issues

Other issues of Social Inclusion: The Programme does not evidently address other issues of social inclusion of vulnerable workers (e.g., migrant workers), nor disability inclusiveness, or non-discrimination.

ILO's Normative Mandate and International Labour Standards (ILS): Respect for and compliance with the principles of International Labour Standards (ILS) has been central to the present programme, and it is an integral part of the Outcome 1 statement. However, the programme's interventions have not directly contributed to (the ratification of) the relevant ILO Conventions and Recommendations. For example, buyers in Bangladesh underscored during the interviews that ILO and/or BWB need to conduct more advisory services and lobbying for the Ratification of Convention 87 on Freedom of Association.

Environmental Sustainability: This issue did not receive sufficient attention in the design, while many stakeholders are aware of environment and climate change as an important agenda together with BHR/DD. Future programming needs to accommodate these perspectives. In practice, some actors adopt their own approaches such as QR code for access to training documents, and attention to heat stress in the factory assessments (which received renewed attention during the heat wave in Cambodia in late April 2024).

Medium and Long-Term Effects of Capacity Development: Capacity development has been an integral element of the present programme (cf. Section 3.4), and its implications for the impact and sustainability of the programme have been extensively analysed in Sections 3.7 and 3.8.

Tripartite and Social Dialogue: Social Dialogue among employers' and workers' organisations at the national and at the enterprise level was enhanced by the METI Programme, although some of these organisations would have preferred to be involved in more programme activities simultaneously and some stakeholders would prefer to have more joint activities of employers' and workers' organisations. Tripartite dialogue was also enhanced in particular through workshops and the sharing of knowledge and Good practices. The programme's interventions also contributed at times to enhanced dialogue among international stakeholders, including Japanese buyers, and public institutions in the programme countries through the different (business) forums and seminars organized, and at the international level through the Jakarta event. Such types of dialogue contributed to advancing decent work and addressing human and labour right risks.

4 Conclusions and Recommendations

4.1 Conclusions

The conclusions of the present independent final evaluation are analysed in this section according to the nine evaluation criteria used throughout this report. With respect to the first evaluation criteria, **Relevance**, the Evaluation found that the METI programme had effectively responded to the needs and priorities of the national stakeholders. This is evident in the Government of Japan's increased focus on business and human rights, exemplified by its 2020 National Action Plan (NAP) on Business and Human Rights (BHR) and 2022 Guidelines on Respecting Human Rights in Responsible Supply Chains. The programme was also well aligned with selected policies at the national levels in the three other programme countries. The alignment with the priorities of the social partners in the four countries differed substantially, while it was well-aligned with the current global trends of BHR, HRDD and RBC (Japan's NAP, EU's CSDDD, OECD's RBC Guidelines and ILO's Strategy on decent work in supply chains and MNE Declaration, and SDG Goal 8).

On the **Validity of Design**, it was found that the LogFrame formed a *well-balanced* design with 3 Outcomes dealing with 1) support to Enterprises, 2) support to the Tripartite Constituents and 3) activities to increase the evidence base. The programme was designed based on BW's existing structure for providing enterprise-level services and leveraging BW's relationships with Tripartite Constituents. However, Gender Equality is almost fully lacking in the LogFrame. The design could have been further improved and validated through more comprehensive consultations with the different Tripartite Constituents. The selection of the four programme countries was based on several criteria but important was that the BW programmes were well-established in the three target countries. The design further envisaged Japan, as the home country of large Japanese MNEs, to play an important role in this programme through the promotion of good practices of Japanese companies, including in their overseas operations and supply chains.

The **Coherence** of the programme is relatively high since it is *embedded* in the ILO/IFC's reputable BW programmes in Bangladesh, Cambodia and Viet Nam. The programme is also working with ILO-MULTI/RBC, especially for the electronics and automotive parts sectors in Viet Nam and Japan, and coherence is further enhanced because the programme complements and fits with a series of other ongoing programmes and projects (by ILO or other development partners). Several *new* intervening factors and/or actors not foreseen in the design have emerged during the implementation, for example the approval of EU's CSDDD, the start of another joint project of METI and ILO under the same title, and Phase II of the EU-funded programme Trade for DW which includes Bangladesh and Viet Nam.

Overall, the **Effectiveness** of the programme was found to be quite satisfactory. The self-assessment in the latest Progress Report states that as per 31 December 2023 nine out of 14 indicators are fully met and three indicators are mostly met (together 86%), while only two are not met (Annex 9). While this is an important achievement, several qualifications were made including the fact that these data only are until the end of December 2023 while many activities were concentrated in the last months of the project period (January to June 2024). Another qualification is that some outcomes seem to be independent of their constituent outputs. Lastly, actual dialogues between workers' and employers' organizations could have received more attention.

On the one hand, several indicators were *not on track*, for example less policies or guidelines were newly developed and adhered to than targeted and the organisation of joint multi-country workshops and trainings for employers' and workers' organisations of Bangladesh, Cambodia and Viet Nam did not take place. On the other hand, the programme also *exceeded* several output targets, such as the number of participants in training and workshops on BHR, and the number of Good Practices of Japanese Companies (MNEs) included in the GP report.

Two key achievements need to be highlighted. Firstly, the Jakarta event for Responsible Business, Human Rights, and Decent Work in September 2023 which provided an opportunity for dialogue between G7 members and Asian countries; significantly, it was highlighted in the G7 Trade Minister's Outcome Statement. Secondly, the Good Practices (GP) research and report developed jointly by ILO Japan and JETRO, with inputs from ILO MULTI/RBC, dealing with RBC and HRDD initiatives of Japanese companies operating in Bangladesh, Cambodia, and Viet Nam; positive feedback on this report was received from companies who participated in the interviews underlining the quality of the report. In general, it was learned from many stakeholders that the programme provided *quality* technical advisory on BHR/DD through many trainings, workshops and mutual learning, which helped them increase their awareness and knowledge, and the present report provides an overview of selected key activities conducted by the programme in each of the four countries.

The programme encountered several key *challenges*. Overall, it took time to enhance the understanding of many stakeholders since the concepts of BHR/RBC and HRDD are relatively *new* to them. In addition, trade unions were reluctant at first thinking it is an employers' thing. Cross-learning and exchanges between stakeholders in the four countries could have been very beneficial in this respect, but the organisation of multi-country events ran into complicated ILO-procedures. In *Bangladesh* the unrest around the Minimum Wage decision in late 2023 overlapping partly with the run-up to the National Election led to delays in the implementation. Another challenge in this country is the fact that Export Processing Zones (EPZ) where many Japanese companies are located do not allow trade unions. In *Cambodia*, the formation of the new government in the third quarter of 2023 resulted in delays. A slowdown of the global RMG market in 2023 led to a decline in sourcing from Cambodia which led to production suspensions and factory closures. In *Viet Nam*, the stricter approval process by the Government of internationally funded projects since mid 2023 seriously affected the project to swiftly organize activities.

Nevertheless, the project did manage to achieve good progress as we saw in the above and this was facilitated by several *success factors*, such as: The timing was right because of the increasing interest in BHR/RBC/HRDD; The aftermath of the COVID-19 pandemic made stakeholders aware of the fragilities and vulnerabilities of groups of workers and enterprises; The timely Japan NAP on BHR launched in 2020; The embedding of the implementation into the ILO-BW structures; The high commitment and expertise of the programme teams in the four countries; and the support from ILO HQ.

With respect to the *ultimate objective* of the programme it was found that the *conditions* have been created which lay the basis for the possible achievement of the objective through sustained interventions. It was found in several cases that *actual* improvements took place related to the first part of the objective on workers' conditions, for example certain effective bipartite committees enhanced the rights of workers and women were promoted through the GEAR programme. With respect to the *second* part of the objective, firms were indeed supported to make improvements to be(come) more compliant but it is more difficult to assess whether *actual* improvements in productivity were indeed realized.

The programme produced a few *unexpected* outcomes, such as the importance attached in Bangladesh, Cambodia and Viet Nam to the fact that Japan is promoting BHR (not only Western countries) as well as the collaborations with Sharoushi and JBMIA.

In terms of the comparison between the three target countries, it needs to be underscored that there are many commonalities in the outcomes in the three targeted host countries because the BW method and structures were used by all. Differences were found in the involvement of the trade unions in Bangladesh and Cambodia promoted through a committee or a contact group, while the differences in terms of outcomes and outputs are detailed in the Summary Outcomes (Annex 9) and are summarized in Table 7. This table shows an almost equal distribution of the highest achievements on selected outcomes/outputs over the countries. The programme was quite *effective* at stimulating interest and participation of the partners. The ministries involved in the three target countries have reinforced their efforts to promote and guide compliance, and most employers' organisations now clearly realise the importance of BHR and in Bangladesh they are already preparing to take over factories from BW, while the programme was also successful in raising the interest of the trade unions.

The *Efficiency of Resource Usage* was found to be satisfactory. Expenditures (including encumbrances) until *mid-April 2024* amounted to almost 88% of the total budget varying from Japan (82,3%) to Cambodia (96,7%). The budget category with the largest expenditures in each country is 'Staff Costs' (between 50 and 60%). Thanks to the no-cost extensions a part of the balance for Japan and for Bangladesh are expected to be spent in May/June 2024. The added value of the programme is that the new concepts of BHR/RBC and HRDD are introduced, promoted and disseminated through capacity building, workshops and (business) forums as well as Good Practice reports. The programme's value for money is relatively high in the three host countries given that the interventions are implemented by the already well-established BW Teams and through the BW networks. The fact that no dedicated resources were reserved initially for interventions targeting *gender equality* should be a clear lesson learned; nevertheless, in later stages funds were made available, e.g., for the GEAR programme in Bangladesh and Viet Nam.

The *funding* and *timeframe* were comprehensive with a budget of USD 6.8 million and a two-year programme period to achieve a large part of the intended outcomes and outputs, but many stakeholders indicated that while the funding was sufficient, the timeframe was relatively short and more continued interventions would be preferred to arrive at genuine impact and sustainable results. Overall, one lesson learned is that the approval processes of big events take a considerable amount of time, so it is advisable to manage the expectations and to be rather flexible, especially because one must rely on the availability of the tripartite constituents.

Overall, the *Management Arrangements* were relatively effectively organized by ILO considering that the programme involves four different countries and a series of tripartite constituents and companies to be coordinated. The fact that the Japan component and overall coordination was managed by a dedicated team of just three staff persons compromised sometimes on time management and the quality of some products also because it was difficult to identify additional qualified staff. In Bangladesh, Cambodia and Viet Nam the METI programme was fully embedded in the Better Work programmes and their respective teams.

It was the first time that METI and ILO worked together, and it took time to get adjusted to each other, especially because METI works with companies, while ILO cooperates with the Tripartite Constituents and thus depends on their availability. Appreciation was underlined by many stakeholders and by ILO for METI in committing itself so generously to promote BHR.

In the three host countries the programme benefited from the fact that Project Advisory Committees (PAC) were already established as part of BW which guided the interventions. The M&E systems are also adequately integrated in the BW structures (including the web-based STAR platform). In Japan the project keeps track of the progress with a shared ILO cloud folder. A Risk Register was also maintained identifying four potential key risks. With respect to evaluations, the planned initial evaluability assessment and mid-term evaluation were both waived because BW already has a well-established M&E system and is undertaking clustered evaluations (e.g., in Bangladesh) and because interviewing stakeholders too often should be avoided. Annual progress reports were submitted according to the agreement with METI.

Communication among stakeholders and countries was generally appreciated, but it was not always comprehensive, and BW Geneva and ILO-MULTI/RBC could have been more involved. Especially in the early stages more communication with METI would have been important. The institutional arrangements with partners in the three host countries were effective as these are based on the institutional structures established in the respective country by BW. Nevertheless, trade unions could have been more involved also in more *joint* activities with employers' organisations. In Japan quite a number of organisations were involved in the specific, targeted interventions but each in their own specialised area without an overview of the entire picture.

With respect to *Impact Orientation*, it was found that to realize genuine impact in a *new* area like BHR and HRDD a longer-term intervention than a two-year period is needed. Nevertheless, important inroads have been made towards impact. Stakeholders' awareness of and knowledge on BHR/HRDD have been significantly enhanced, while several stakeholders in each country are already replicating or scaling up interventions. The programme fostered a culture of collaboration and compliance among stakeholders, leading to several joint initiatives and the sharing of good practices. A change of mindset was also achieved among trade union leadership regarding BHR.

The METI Programme has contributed to creating a more enabling environment for BHR/RBC and decent work through enhanced awareness and understanding. The programme has also contributed to an improved alignment of policies and practices with ILS through capacity building efforts and an increased evidence base. The programme further raised awareness among *Japanese companies* operating in Bangladesh, Cambodia and Viet Nam through workshops and seminars. Training for Japanese enterprises on BHR and HRDD were conducted in collaboration with JEITA, JBMIA and JAPIA. Out of the 1,209 factories in the three target countries in which advisory sessions and assessments were conducted, a substantial 150 factories have business with Japanese companies.

With respect to *Sustainability*, it was found that capacity building of stakeholders has been quite extensive and as such has contributed substantially to *create the enabling conditions* for companies to translate their due diligence into positive and lasting change on the ground; at the same time, many stakeholders underlined that more and continued capacity building is required. There are several results of the programme that are expected to be sustainable, i.e., they are likely to continue after the programme has been closed not only because the programme was embedded in BW's regular activities which will continue. In Japan multiple stakeholders were connected and this sparked new collaborations on BHR/DD. Stakeholders also intend to continue certain programme activities, such as the training of Sharoushi (Attorneys) in Japan, replication of training in factories, and national stakeholders are preparing to take over responsibilities from BW. In addition, many stakeholders intend to continue also to collaborate with ILO, whereby ILO's international status and tripartite approach are particularly valued. Several more country-specific sustainability issues were also identified. Lastly, METI has

provided funding for another joint project with the ILO under the same title which is important for sustainability although the three target countries from the present programme would have liked the cooperation with METI to be extended.

The *Exit or Sustainability Plan* of the programme in the PRODOC is in particular based on sustainability through BW while also four actions are proposed. The first action, regional dialogue, was undertaken for example through the Jakarta event, but the multi-country dialogues between employers' and workers' organisations were not organised. The second and third actions were indeed implemented in that corporate and other good practices were exchanged and awareness on BHR/HRDD was raised. The fourth action was partly achieved; while various partnerships were enhanced and complimentary efforts by different actors were stimulated, the availability and continuity of financial resources and the resource mobilisation plans were as such not achieved. For this it would be important if the METI programme could be put further on the map through a high-level Sustainability Workshop in Japan.

While a programme period of two years may not have been sufficient time to instil *genuine ownership* in the relevant stakeholders, selected constituents have clearly made important steps. For example, in Bangladesh DIFE and the Department of Labour are clearly engaged and BGMEA and BKMEA have already started providing advisory and learning services in BWB factories, and in Cambodia the MLVT is having a high degree of ownership. In order to achieve a long-term change for responsible supply chains, ILS compliance, and social dialogue, follow-up interventions will be needed, but the ILO-IFC Global BW programme is expected to make an important contribution in the three targeted countries through its comprehensive new "*BW Strategy 2022-2027: Sustaining Impact*". MULTI/RBC could further support tripartite constituents to make better use of the MNE, while a first concrete step could be made by organizing under the METI programme a sustainability workshop as recommended in Section 4.2.

An extended number of **Cross-Cutting Issues** was used in this report based not only on the ToR, but also on ILO's Checklist 4.2: Preparing the Evaluation Report. With respect to **Gender Equality**, it was found that the *design* of the programme was lacking a clear gender focus. At the same time, Gender Equality perspectives are already fully integrated into the concepts of BHR/RBC/HRDD. During the implementation the Programme and BW Teams made substantial efforts to ensure that women were represented as much as possible in most programme activities, and many of the staff members of the teams are women (cf. UN-SWAP). Several activities specifically designed to address gender equality were added (e.g., GEAR, female trade union leadership and gender sensitisation training for brand representatives). The interventions benefited from BW's ongoing efforts and strategies on gender equality. Gender issues, including sexual harassment prevention at the workplace, were integrated into training courses, which was appreciated by participating enterprises. Particular *challenges* were identified in union leadership, training institutions and government's labour institutions, which were all dominated by men. No evidence was found of technical backstopping on gender equality from gender specialists either from the ILO-DWT in Bangkok or from ILO Geneva. It is recommended that in any future intervention, a Gender Equality Strategy should be included from the design stage onwards.

The Programme does not evidently address **other issues of social inclusion** of vulnerable workers, nor disability inclusiveness, or non-discrimination. **ILO's normative mandate** was central to the present programme in terms of compliance with the principles of ILS, which was part of the Outcome 1, but the interventions have not directly contributed to (the ratification of) the relevant ILO Conventions (e.g., Convention 87 on Freedom of Association in Bangladesh). **Environment/Climate Change** did not receive sufficient attention in the design, while many stakeholders are aware of environment and climate change as an important agenda together with BHR/DD. The Programme enhanced **Social Dialogue** among employers' and workers' organisations and among international stakeholders, including

Japanese buyers, through the different (business) forums and seminars organized, and at the international level through the Jakarta event. Such types of dialogue contributed to advancing decent work and addressing human and labour right risks.

4.2 Recommendations

On the basis of the findings of the present final independent evaluation of the METI programme the following **Recommendations** have been formulated.

- 1) Continue the programmatic areas of capacity building and awareness raising of government officials, employers’ organisations, trade unions and companies, around RBC standards and HRDD requirements to ensure sustained compliance.** For awareness raising particularly to reach SMEs and informal sectors a “HRDD-Day” was proposed (mirroring national ‘OSH-DAY’ and ‘Human Rights Day’). Enhancing the institutionalisation of tripartite-appointed national focal points to further promote the uptake of the MNE Declaration and facilitate national dialogues and actions would also benefit sustainability (which could perhaps be part of the new project funded by METI for 2024-2026).

| Responsible Unit | Priority | Time Implication | Resource Implication |
|--|----------|------------------|---|
| BW, MULTI/RBC, ILO-HQ, METI, Relevant other Development partners and donors | High | Coming months | Included in the activities of the Responsible Units (Column 1). |

- 2) Enhance the specific attention for integrating RBC standards and HRDD processes into national policy and regulatory frameworks and legislation.**

| Responsible Unit | Priority | Time Implication | Resource Implication |
|--|----------|------------------------|---|
| Participating Government organisations, BW, MULTI/RBC, ILO HQ | Medium | Follow-up intervention | Included in the activities of the Responsible Units (Column 1). |

- 3) Enhance the regional cross-country sharing of experiences:** More exchanges between countries, especially between the four METI project countries would have been appreciated by stakeholders as part of enhanced exchanges of Good Practices and learning from concrete challenges of HRDD and RBC compliance. The involvement of the Embassies of Japan in the three target countries and of JETRO should be enhanced In order to raise awareness in the Japanese business communities outside of Japan.

| Responsible Unit | Priority | Time Implication | Resource Implication |
|--|----------|------------------------|---|
| BW, MULTI/RBC, METI, Relevant other Development partners and donors, ILO HQ | Medium | Follow-up intervention | Included in the activities of the Responsible Units (Column 1). |

- 4) **Put the METI programme further on the map with a high-level Sustainability Workshop in Japan** in the coming months if possible, presenting the Key Achievements and gaps as well as discussing the directions for the future with the tripartite constituents and the key development partners and donors interested in promoting BHR/RBC/HRDD.

| Responsible Unit | Priority | Time Implication | Resource Implication |
|---|-----------|------------------------|--|
| ILO Japan, METI, BW, MULTI/RBC, Relevant Development partners and donors, ILO HQ, Tripartite Constituents, Selected (Japanese) companies/MNEs | Very High | Follow-up intervention | Financed from the balance of the present METI Programme (2022-2024). |

- 5) **Expand the outreach efforts *gradually* to engage a broader spectrum of stakeholders, particularly towards enterprises of Tiers 2 and 3 including small and medium-sized enterprises (SMEs).** Since the new project by METI and ILO is not implemented in the three BW countries, this request from many stakeholders is directed to the respective governments and employers' organisations as well as to BW, specifically to raise awareness, and, as far as possible, to adapt and extend the assessment, advisory and training programmes to RMG enterprises across different tiers (2 and 3). Some stakeholders also suggested to ***expand to non-RMG export-oriented sectors.***

| Responsible Unit | Priority | Time Implication | Resource Implication |
|--|----------|------------------------|---|
| Governments, Employers' Organisations, BW, MULTI/RBC, ILO HQ, Relevant Development partners and donors | Low | Follow-up intervention | Included in the activities of the Responsible Units (Column 1). |

- 6) **Include in any follow-up intervention a Gender Equality Strategy from the design stage onwards, including gender mainstreaming and continue activities targeted specifically at women and make sure to allocate dedicated resources to this Strategy.** More in particular explore further the pros and cons of the Gender Equality and Returns (GEAR) programme jointly with IFC. Specific attention was also requested for additional (ToT) training on the prevention of sexual harassment in the workplace as this is still considered a relatively new area.

| Responsible Unit | Priority | Time Implication | Resource Implication |
|--|----------|-------------------------|---|
| ILO Gender Experts, ILO HQ BW, Relevant Development partners and donors, Tripartite Constituents | High | Design of interventions | Included in the activities of the Responsible Units (Column 1). |

- 7) **Enhance in any follow-up intervention the engagement of Trade Unions including targeted capacity building.** Also consider (further) secretarial and/or human resources support for NCCWE in Bangladesh as the coordinating body for 13 Federations and for the Trade Union Contact Group

in Cambodia (up to 25 federations). Include joint activities for workers' and employers' organisations (not only separate activities). Repeat the Good Practices Report for Trade Unions (International, Japanese, European and others). Explore the role of Trade Unions in those BW factories where Employers' Organisations (e.g., BGMEA in Bangladesh) are providing advisory and learning services.

| Responsible Unit | Priority | Time Implication | Resource Implication |
|--|----------|------------------------|---|
| ILO HQ, ACTRAV, ACTEMP, International and National trade Unions, BW, Relevant Development partners and donors | Medium | Follow-up intervention | Included in the activities of the Responsible Units (Column 1). |

- 8) **Match the Project Management more closely to the volume of work scheduled in any follow-up intervention to increase the efficiency and quality of the programme.**

| Responsible Unit | Priority | Time Implication | Resource Implication |
|---|----------|------------------------|---|
| ILO HQ, BW, Relevant Development partners and donors | Medium | Follow-up intervention | Included in the activities of the Responsible Units (Column 1). |

- 9) **Promote Multi-stakeholder relationships and organize stakeholder-wide workshops** to further enhance collaboration, mutual learning, and information exchange and dialogue. For example, ILO's proactive initiatives in Japan in connecting multiple stakeholders under the programme sparked new collaborations on BHR/RBC/HRDD and brought synergetic effects, and some of these collaborations are continuing voluntarily to expand BHR/RBC/HRDD-related initiatives (e.g., involving JTF, JEITA, Sharoushi Federation and JAPIA).

| Responsible Unit | Priority | Time Implication | Resource Implication |
|--|----------|------------------------|---|
| ILO-Tokyo, ILO HQ, METI, BW, Relevant Development partners and donors | Medium | Follow-up intervention | Included in the activities of the Responsible Units (Column 1). |

- 10) **Explore the continuation of the pilot intervention in the electronics sector in Viet Nam** as engaging businesses from this more highly skilled and competitive sector is, on the one hand, an important step to increase the impact of the BW programme on labour-intensive and capital-intensive sectors, and it provides an opportunity to enhance coordination with Japanese buyers in this sector, while on the other hand, several challenges are encountered (including severe competition from cheap products from China).

| Responsible Unit | Priority | Time Implication | Resource Implication |
|---|----------|------------------------|---|
| ILO-Hanoi, ILO HQ, BW, Tripartite Constituents of Viet Nam, Relevant Development partners and donors | Medium | Follow-up intervention | Included in the activities of the Responsible Units (Column 1). |

5 Lessons Learned and Good Practices

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

Lessons Learned

One of the purposes of evaluations in the ILO is to improve project or programme performance and promote organizational learning. Evaluations are expected to generate lessons that can be applied elsewhere to improve programme or project performance, outcome, or impact. The present evaluation has identified two Lessons Learned (LL) and these are briefly introduced below while the full descriptions in the ILO/EVAL Templates are included in Annex 11.

LL1 – The approval processes of large multi-stakeholder events both by national governments and by ILO can take a considerable amount of time, so it is advisable to manage the expectations and to be rather flexible especially because one must rely on the availability of the tripartite constituents.

LL2 – The garment sector can act as an example and learning ground for other economic (export) sectors.

Good Practices

ILO evaluation sees lessons learned and emerging good practices as part of a continuum, beginning with the objective of assessing what has been learned, and then identifying successful practices from those lessons which are worthy of replication. The present evaluation has identified two Good Practices (GP) and these are briefly introduced below while the full ILO/EVAL Templates are included in Annex 11.

GP1 – It has been shown to be a Good Practice to embed the BHR/HRDD/RBC Programme in the ILO's long-standing, reputable BW programmes in the target countries.

GP2 – A Good Practice is the way responsibilities were transferred by Better Work Bangladesh (BWB) to the Employers' Organisations in the Ready-Made Garment Sector in this country demonstrating the degree of ownership of these organisations and enhancing sustainability of the BW programme.

Templates in Annex 11

The ILO/EVAL Templates with the full description of these Lessons Learned (LL) and Good Practices (GP) are provided in Annex 11.

ANNEXES

Annex 1: Terms of Reference (TOR)

1 Introduction and rationale for evaluation

These Terms of Reference (ToR) encompass the final independent evaluation of the **Building Responsible Value Chains in Asia through the Promotion of Decent Work in Business Operations**.

This final independent evaluation is managed by the M&E Officer based in the ILO Regional Office in Bangkok, and will be conducted by a team of five independent evaluators (1 international and 4 national (Bangladesh, Vietnam, Cambodia, and Japan)) to be recruited by the evaluation manager. Key stakeholders, including tripartite constituents, donor (METI), key partners, ILO Country Office – CO-Dhaka, CO-Bangkok, CO-Hanoi, Tokyo technical backstopping unit (Better Work branch and Multinational Enterprises and Responsible Business Conduct unit (MULTI)), as well as collaborating ILO Units, will be consulted throughout the evaluation process. The evaluation process and report will follow ILO guidelines, as well as the United Nations Evaluation Group (UNEG)'s Evaluation Norms and Standards.

The evaluation will apply a holistic and integrated approach in assessing the performance of the METI programme against the OECD/DAC evaluation criteria including relevance, coherence, efficiency, effectiveness, impact and sustainability of the programme. It will also evaluate validity of programme design and assess the programme's contribution to gender equality, disability inclusiveness, social dialogue, normative mandate, tripartism, and women worker empowerment, which are considered as cross-cutting issues at the ILO.

Desk review will be the starting point and an integral part of this final evaluation process. This will include a review of the programme documents, monitoring information and relevant knowledge products from ILO/Better work and other country-level projects that collaborated with the programme as necessary and where relevant. Discussions with teams in Bangladesh, Vietnam, Cambodia, and Japan (either onsite or virtual) will help further refine the evaluation objectives and address any information gaps.

The evaluation is planned between March and June 2024. The evaluation findings and recommendations will help guide the ILO teams in the future direction, and will also provide organizational learning and inform better ILO programming on the promotion of responsible, resilient and sustainable supply chains in Asia.

2 Background and description of programmes to be evaluated

The **Building Responsible Value Chains in Asia through the Promotion of Decent Work in Business Operations**, Programme funded by the Japanese Ministry of Economy, Trade and Industry (METI), is implemented in the context of an increasing demand on companies to respect human rights and labour rights in their operations, and to promote respect for such rights in their supply chains, including by conducting due diligence. At the same time, there is recognition that many sustainability challenges and opportunities in supply chains relate to structural and systemic issues at the national level that require collective action beyond what an individual company or the private sector can achieve on its own.

Based on the experience of the ILO/Better Work programme in creating a path for sustainable compliance and of the ILO Multinational Enterprises and Responsible Business Conduct Unit (MULTI) in supporting constituents in using the ILO Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy (MNE Declaration) as a framework for action, this programme aims at putting in place supportive measures to accompany all enterprises efforts' to promote compliance with national law and respect for the principles of international standards, more specifically the fundamental principles and rights at work and to promote resilient, responsible and sustainable workplaces in supply chains in Asia. The ultimate objective is to improve working

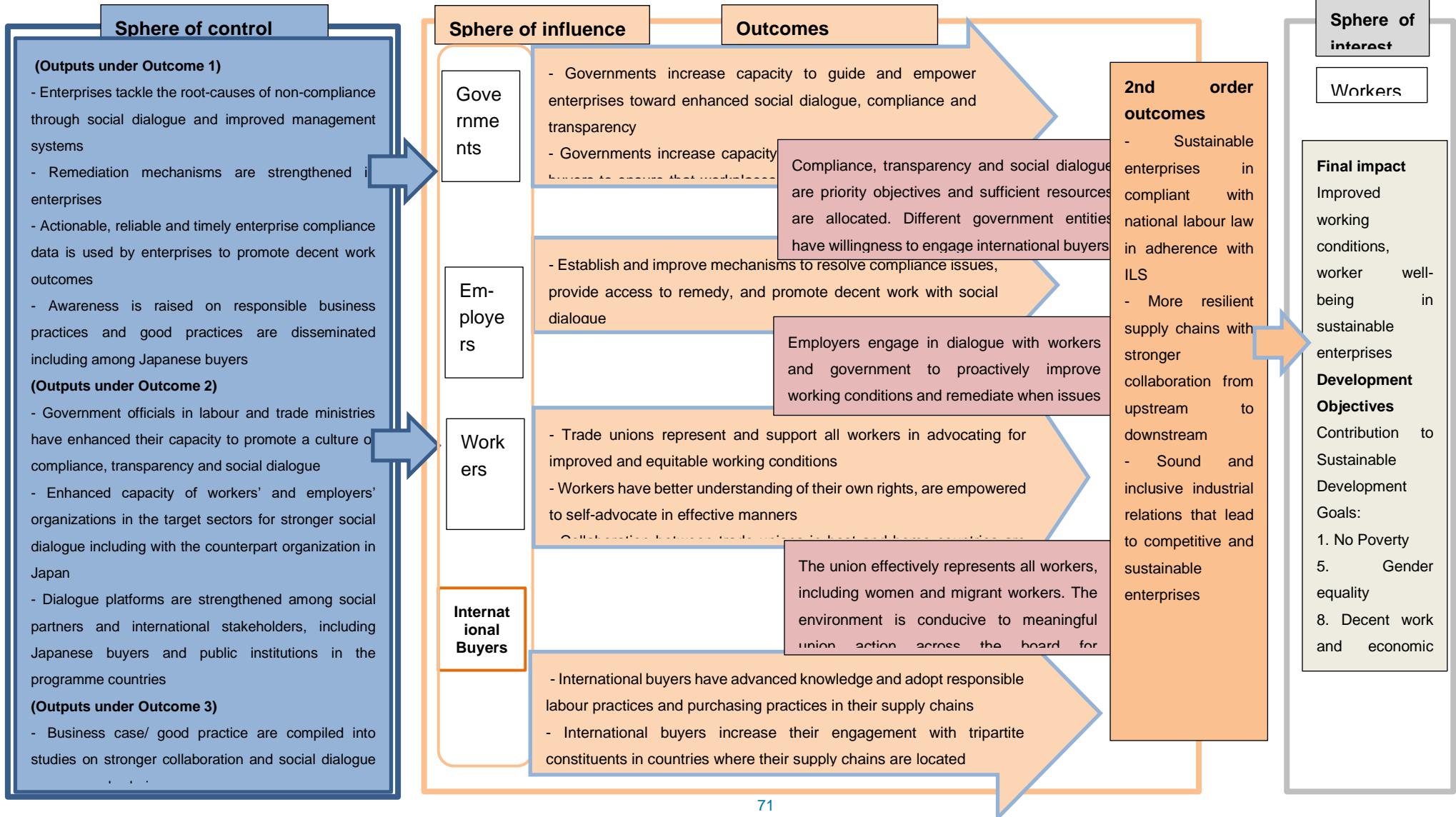
conditions and the well-being of workers and support firms in the specified sectors to make improvements in productivity and responsible business practices that sustain these gains.

To achieve the objective, the programme adopts a “collaborative supply chain approach”, promoting and supporting collaboration among significant stakeholders at the different levels of supply chains. Workers (and their representative organizations) and managers at the enterprise level will be supported to enhance social dialogue and industrial relations, which in turn will contribute to improved working conditions and overall enterprise performance and productivity. Based on the experience of the ILO/Better Work programme in creating a path for sustainable compliance and of the ILO Multinational Enterprises and Responsible Business Conduct Unit (MULTI) in supporting constituents in using the ILO Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy (MNE Declaration) as a framework for action, this programme aims at putting in place supportive measures to accompany enterprises efforts’ to promote compliance with national law and respect for the principles of international standards. In addition, the programme would collect and disseminate good practices of human rights and labour rights due diligence, social dialogue and remediation mechanisms at the workplace so that Japanese businesses can replicate these good practices in their global operations. To achieve this, the programme will also analyse challenges and opportunities for better policy arrangement to strengthen the link between trade and decent work priorities, including through tripartite home-host country dialogues.

Targeting the following countries and sectors: Bangladesh (garment), Cambodia (garment), Japan (garment, electronics and automotive parts) and Vietnam (garment and electronics), the programme foresees three pathways to changes. Table below displays the project objective, outcomes and outputs, as well as their indicators and the actual achievements (as of Dec 2022).

Theory of Change: Building Responsible Value Chains in Asia through the promotion of decent work in business operations

Activities implemented by actors in the project's sphere of



Stakeholders and Partners

The target groups of this project are government/public institutions, workers and employers organizations in Bangladesh, Cambodia, Japan and Vietnam, while the ultimate beneficiaries are workers and enterprises in the various supply chains in these countries that are targeted under this project (garment, electronics and automotive).

Management arrangements and ILO technical backstopping

The programme works under an overall award for the project which have sub-projects for Bangladesh, Cambodia, Vietnam and Japan, which are overseen by the respective ILO responsible officials. The country activities in Bangladesh, Cambodia and Vietnam are managed by Better Work Chief Technical Advisors (CTAs) who report to the Country Directors. The Country Directors will be the ILO responsible officials in Bangladesh and Vietnam, and the Better Work Chief will be the ILO responsible official for Cambodia. Outcome 1 will be backstopped by Better Work, Outcome 2 will be jointly backstopped by MULTI, and Better Work, with technical advice from ACTRAV and ACTEMP where relevant, outcome 3 will be backstopped by MULTI and the activities will fall under the responsibility of the ILO Tokyo Director. The technical backstopping units is expected to work in close collaboration with the ILO Bureau for Workers' Activities (ACTRAV) and for Employers' Activities (ACTEMP) especially on the engagement with Employers' organizations and Workers' Organizations in each country to ensure effective strategies to engage the social partner at the sectoral level. The work in the electronics sector will be jointly backstopped by MULTI and Better Work, in collaboration with SCORE.

In the garment sector, the ILO's technical assistance has been coordinated under the umbrella of the Better Work Programme. In Bangladesh, Vietnam, and Cambodia, the programme is guided and supported by the existing Better Work Project Advisory Committees (PAC) composed of representatives from relevant ministries, and employers' and workers' organisations. The PACs do not only support and advise the programme to be effective but is a forum where all parties can work together to strengthen practices and policies.

Overall coordination of the programme implementation is ensured by a Programme Coordinator (P4) based in the ILO Tokyo Office. The PC is responsible for the overall coordination of the country components, including communication, reporting to the donors, stakeholder engagement and coordination and overseeing the implementation of the activities in Japan. The Programme Coordinator reports to the ILO Tokyo Director with dotted reporting lines to Better Work Geneva and MULTI and is supported by a National Programme Officer (NOA) who is responsible for the implementation of the Japan-based activities.

Link to ILO's CPO, P&B and National Development Framework

The programme contributes to: SDG 1 (No Poverty), SDG 5 (Gender Equality), SDG 8 (Decent Work and Economic Growth), SDG 9 (Industry Innovation and Infrastructure). It also contributes to Country Programme Outcomes (CPO), DWCPs, and ILO P&B 2022-2023 (Outcome 1, 4, and 7), as well as national policy frameworks, as detailed in the table below:

2 Purpose and scope of the evaluation

Purposes of the final independent evaluation

The main purpose of the independent final evaluation is for learning and accountability. The specific objectives of the evaluation are:

- 1) To assess the relevance of the project, including project strategies and approaches considering any changes in the context (e.g., political change, COVID 19, economic crisis, etc.).

- 2) To assess the validity of the intervention strategies and inform the ILO whether the strategies are valid to achieve project goals and long-term impacts.
- 3) To document and assess the experiences, achievements, of the ILO and the project in promoting RBC in the target countries, and the conditions for compliance and responsible supply chains, to identify future needs, or areas of improvements or for further elaboration to effectively meet constituents needs in the future.
- 4) To assess complementarity and the effectiveness of the collaboration between the different programmes and projects in the electronics and garment sectors in the countries of interventions and provide recommendations on what could be improved and how.
- 5) To assess how the programmatic interventions and achieved outcomes have generated impact including to influence the national and corporate priorities in the area of RBC.
- 6) To document changes within the tripartite constituents' agencies as well as other actors that this programme aims to influence (if any), and to assess the likelihood that the results of the project are durable and can be maintained or even scaled up and replicated by project partners after major assistance has been completed. To assess the level of effectiveness of the management arrangements and the impact of project interventions versus value for money.
- 7) To independently assess the contribution of the project to gender equality and women empowerment, disability inclusiveness, non-discrimination, social justice, normative and tripartite mandate, and propose areas for improvement.
- 8) To document whether and if so to what extent the social dialogue has contributed to advancing decent work, addressing human and labour rights risks.
- 9) To identify good practices and lessons learned that that can be replicated and scaled up in the current and in other contexts or/and in the future projects.

Scope of the evaluation

The final evaluation covers the programme period starting from 1 April 2022 (start of METI project) to March 2024 (with possible extension to June 2024), and will cover Bangladesh, Cambodia, Japan, and Vietnam. While the key objective of the evaluation is to evaluate the programme and its activities funded by METI, this evaluation will also seek to understand how the project synergized with other ILO interventions, projects and programmes such as Better Work, and assess the extent to which the results are linked to generate greater impacts on responsible business practices in the garment and electronics sector in the targeted countries.

In relation to gender equality, where possible, the evaluation must be conducted with gender equality as a mainstreamed approach and concern. This implies (i) applying gender analysis by involving both men and women in consultation and evaluation's analysis; (ii) inclusion of data disaggregated by sex and gender in the analysis and justification of project documents; (iii) the formulation and/or analysis of gender-sensitive strategies and objectives and gender-specific indicators; (iv) inclusion of qualitative methods and utilization of a mix of methodologies; (v) forming a gender-balanced team, and (vi) assessing outcomes to improve lives of women and men. Thus, analysis of gender-related concerns will be based on the ILO Guidance Note 3.1: Integrating Gender Equality in Monitoring and Evaluation, and the Supplementary Guidance Note: integrating gender equality in ILO M&E (Nov. 2023). The evaluation will be conducted following UN evaluation standards and norms.

Users

The primary users of the evaluation findings are the programme management team and the ILO Country Office in Tokyo, Dhaka, Hanoi, and DWT/CO-BKK, the donor, ILO's constituents, ILO technical and collaborating departments (MULTI, BetterWork) and in-country partners and stakeholders, as well as other ILO projects and programmes that work to promote responsible and sustainable global supply chains particularly in Asia.

Evaluation criteria and questions

Below is the list of the evaluation criteria and suggested evaluation questions. It is expected that the final evaluation will address all the questions detailed below to the extent possible. The evaluator(s) may adapt the evaluation criteria and questions, but any fundamental changes should be agreed upon with the ILO evaluation manager.

Relevance

The extent to which the intervention objectives and design respond to beneficiaries, country, and partners/institution needs, policies, and priorities, and continue to do so if circumstances change.

To what extent and how well had the programme and the sub-projects responded to the needs and priorities of the national stakeholders and social partners?

To what extent is the programme consistent and relevant to needs of the garment and other sectors in the countries?

Validity of intervention design

The extent to which the design is logical and coherent.

To what extent are the programme (and the sub-projects)'s design (objectives, outcomes, outputs and activities as well as its strategies and approach) and the underlining theory of change (see page 4 of the TOR), logical, coherent and sound to achieve the project goals?

Coherence: How well does the intervention fit?

The extent to which the intervention was coherent with other relevant initiatives and activities, and was compatible with other interventions in a country, sector or institution.

To what extent had the programme leveraged synergies and partnerships (with BWB and other ILO interventions/programmes/projects, constituents, other donors, governments, social partners, national institutions, and other UN/development agencies) to enhance the projects' efficiency, effectiveness and impact? What are the ways to maximize synergies and improve collaboration with these new actors?

Have there been new intervening factors/actors (e.g. other donor-assisted programmes, or new policies, policy changes, or other interventions) that have emerged, which may have impaired or enhanced the programme performance or future ILO development assistance in these strategic areas?

Effectiveness

The extent to which the interventions achieved, or are expected to achieve, its objectives, and its results, including any differential results across groups

To what extent have the programme and the sub-projects achieved the outputs? To what extent had these achieved outputs led to the desired outcomes? And assess how well has the programme performed relative to the programme goals/objectives.

Has the programme produced any unexpected outcomes? If so, what were activities/factors that contributed to the unexpected outcomes?

What are the commonalities and /or differences in the outcomes of the intervention in the targeted host countries (VNM, BGD, CAM)

How effective were the programme and the sub-projects at stimulating interest and participation of the partners at the micro, meso and macro levels to be catalyst and promote a culture of compliance with national laws and respect for the principles of ILS, transparency and social dialogue? To what extent were the constituents able to fulfil the roles expected in the programme strategies? How could these be improved?

4.5 Efficiency of resource usage

The extent to which the intervention delivers, or is likely to deliver, results in an economic and timely way

How efficiently had the programme been managed in terms of its human / financial resources and organizational / governance structure? Were the resources efficiently utilized in this programme? Assess the added value of the programme and the impact of the programme interventions versus value for money.

How did the project's interventions affect the capacities and roles of tripartite constituents (employers, workers, governments) in promoting working condition/ decent work in Business Operations? To what extent and how well did the programme meet the capacity needs of the constituents and how well did it address capacity challenges (if any, e.g. for employers, workers, and buyers) as well as those challenges related to enforcement capacity?

Are resources allocated and used strategically to achieve programme results?

Are the funding and timeframe sufficient to achieve the intended results?

4.6 Effectiveness of management arrangements

The extent to which the management capacities and arrangements were put in place to support the achievement of results.

Were the management and governance arrangements and the M&E systems including risk analysis and context analysis and monitoring, of the programme and the sub-projects adequate and effective?

Were institutional arrangements with partners and the role of tripartite constituents appropriate and effective?

Identify factors that facilitated, or challenges that obstructed the project from achieving its results, outcomes and objectives. Have these factors been sufficiently analysed and adequately addressed in project interventions?

4.7 Impact orientation

The extent to which the intervention has generated or is expected to generate significant positive or negative, intended or unintended, higher-level effect.

To which extent and in what way has the project directly or indirectly contributed to the improvement in working conditions, well-being of workers, and the sustainability of enterprises in the targeted sectors?

How has the project directly or indirectly contributed to create a more enabling environment for responsible business practices and decent work, as well as better alignment of policies and practices with ILS through enhancing constituents capacities, social dialogue, collaboration and by increasing an evidence base?

How the project impacted to the presence of Japanese support in the target countries?

Sustainability

The extent to which the net benefits of the intervention continue, or are likely to continue.

To what extent had the programme and the sub-projects supported the capacity, long-term buy-in, leadership, commitment, and national ownership by the partner country governments, social partners, and other relevant stakeholders to creating the enabling conditions for companies to translate their due diligence into positive and lasting change on the ground? What were the challenges?

What need to be done (or to be done more) to achieve a long-term change for responsible supply chains, ILS compliance, and social dialogue which is independent, efficient, and credible to promote decent work, in the target sectors?

To what extent were the project initiative sustainable? Are the results that came about from this project likely to continue after the close out of the project? To what extent are the project results likely to be sustained in the long-term?

How strong is the commitment of the Governments and other stakeholders to sustain the results of project support and continuing initiatives supported under the project? How has the project enhanced and contributed to the development of national capacity to ensure suitability of efforts and benefits?

4.9 Cross-cutting issues (Gender equality and disability inclusiveness, social dialogue, normative mandate, tripartism, and women worker empowerment)

To what extent has the programme contributed to enhance gender equality, social inclusion of vulnerable workers (e.g., migrant workers), and disability inclusiveness and empowerment of women workers in the targeted sectors, and in what way? Did the programme teams have adequate gender equality and social inclusion expertise and adequate technical backstopping from specialists? Did the project's interventions contribute to ILO's normative mandate?

Did the project's interventions contribute to strengthening social dialogue among social partners and international stakeholders, including Japanese buyers and public institutions in the programme countries? Has (if so, how) the social dialogue (including tripartite home-host country dialogues, national level dialogue, sector level dialogue, workplace level dialogue, etc) contributed to advancing decent work, addressing human and labour right risks, and building forward better from recent global disruptions, including COVID-19 pandemic?

4.10 Lessons learned and good practices

What are the exemplary achievements and/or particular challenges in promoting RBC and HRDD, collaborative actions, uptake, and buy-in to create an enabling environment for sustainable enterprises in the target countries?

5. Methodology

The evaluation will comply with evaluation norms, standards and follow ethical safeguards, as specified in the ILO's evaluation procedures. The ILO adheres to the United Nations system of evaluation norms and standards as well as to the OECD/DAC Evaluation Quality Standards.

- The evaluation will be conducted by a team of independent evaluators (1 international and 4 national evaluators), who will primarily focus on all the criteria described following the **OECD/DAC evaluation criteria**¹⁶ as well as will provide inputs that will feed into the remaining programme period.
- In particular, the gender dimension will be considered as a cross-cutting concern throughout the methodology, deliverables and final report. The evaluation is required to meet the UN-SWAP requirements as follows:
 - The background section of the draft and final evaluation reports must include: Intersectional (gender) analysis of the specific social groups affected by the issue; Normative frameworks, and; Specific objective on gender
 - The methodology should have: a mixed-methods approach with clear integration of gender equality; Stated ethical standards; Appropriate sampling framework (include sample of both men and women beneficiaries); include interview questions that explore how the project address gender, e.g. how had the project considered/addressed issues of concerns and interest of women end beneficiaries and strategic gender needs for women
 - The findings and recommendations should have: Discussion of unintended effects on gender equality; conclusions addressing GEWE issues; Specific recommendation that includes gender equality
- To get a complete understanding and opinion of the relevant stakeholders on the programme's achievements, the evaluation will primarily use a qualitative method of research. This qualitative

¹⁶ <https://www.oecd.org/dac/evaluation/revise-evaluation-criteria-dec-2019.pdf>

method will use a mix of desk review of relevant reports and data related to the METI programme¹⁷ and interactions with stakeholders in the field (series of meetings and interviews).

- Quantitative surveys with stakeholders may be conducted (with small sample sizes) as necessary to address relevant evaluation questions.
- The evaluation team will examine the intervention's Theory of Change, specifically in light of the logical connection between the level of results and their alignment with the programme and with the ILO's strategic objectives and outcomes at the global and national levels, as well as with the relevant SDGs and related targets.
- The evaluators will conduct face-to-face semi-structured interviews (or online when necessary) with ILO officials, tripartite constituents and other stakeholders during a three weeks long field mission from **15 Mar 2024 to 24 Apr 2024**. The stakeholders to be interviewed will include the partners and other stakeholders as has been detailed out in Section 2.1 above and Section 10, and all the clients of the evaluation.
- Stakeholders' workshop(s) will be organized. The objective of this workshop will be to: 1) present initial evaluation findings; 2) receive feedback and comments from stakeholders. The workshop will be designed to achieve the dual objectives of validating and adjusting the initial findings whilst also serving as a final data collection step. The modality of stakeholders workshops and list of participants will be discussed and finalized with the programme team during the inception phase.
- Prior to the stakeholders' workshop, a debriefing session should be organized with the programme team to validate the preliminary findings and recommendations.
- To enhance the rigor of the evaluation, data collection methods should be triangulated. Considering the variety of views and interests of stakeholders and clients and users of the evaluation, the stakeholders' perspectives will be triangulated for many of the evaluation questions in order to strengthen the credibility and validity of the results. While the review of documents will provide necessary data, interacting with and interviewing a variety of stakeholders should allow for cross-checking the information acquired, and thereby verifying and triangulating the accuracy and validity of data and information. This should be further supplemented with direct observations in the field during interviews as well as during the participation in the stakeholder workshop.
- Key stakeholders will have the opportunity to provide inputs to the evaluation's TORs, participate in the evaluation process, and provide inputs to a draft evaluation report.
- The evaluator may adapt the methodology, but any fundamental changes should be agreed to between the evaluation manager and the evaluator, and must be reflected in the inception report.

¹⁷ Here is a list of M&E products of the METI programme and other relevant ILO projects which will be shared with evaluation team when they are on board:

- METI programme Theory of change : Theory of Change: Building Responsible Value Chains in Asia through the promotion of decent work in business operations
- METI logframe
- Bangladesh RMGP II Final Independent Evaluation report 2023
- Bangladesh RMGP II Outcome measurement study report 2022
- Bangladesh BGD/15/03/MUL Promoting Social Dialogue and harmonious Industrial Relations in Bangladesh Final Independent Evaluation report 2022
- Bangladesh BGD/21/01/DIS Better work National Constituents Capacity Building and Joint Learning Plan Final progress report 2022
- Vietnam Apple-funded project mid term internal evaluation Dec 2023
- Vietnam Japan-funded Global Supply Chain project final internal evaluation Nov 2023
- Vietnam Responsible Supply Chains in Asia Final evaluation report 2022

Annex 2: Evaluation Timeline

Evaluation Timeline, Phase and Activities in March-July 2024 are as follows:

| Weeks | Phase and Activities |
|----------------------|---|
| 1) 20 March - 19 Apr | Inception Phase Finalize four National Inception Reports for each programme country |
| 2) 22 - 26 Apr | Interviews Japan Finalize the Global Inception Report |
| 3) 29 Apr – 3 May | IE Mission to Cambodia |
| 4) 6 - 10 May | IE Mission to Bangladesh Global Inception report approved on 5 May 2024 |
| 5) 13 - 17 May | Interviews Viet Nam by NE and some online |
| 6) 20 – 31 May | Country level Stakeholder validation workshops: <ul style="list-style-type: none"> • Japan (20 May) • Bangladesh (23 May) • Cambodia (24 May) • Viet Nam (31 May) |
| 7) 3–24 June | Developing Global PowerPoint and Writing of Draft report. Interviews with BW Global, MULTI/RBC and ACTRAV. |
| 8) 25 June | Present Global PowerPoint |
| 9) 26 June | Finalize and submit Draft Evaluation report |
| 10) 27- 28 June | First round of comments and inclusion into draft report |
| 11) Friday 28 June | EM shares 1st draft report with external stakeholders including METI |
| 12) 28 Jun-10 July | External stakeholders review of the draft evaluation report |
| 13) 11 -14 July | IE revises report based on comments |
| 14) 16 -18 July | Review of report by ILO-EVAL Bangkok and Geneva |
| 15) Friday 19 July | IE makes revisions to report as per ILO-EVAL comments (if any) |
| 16) Monday 22 July | EM share final evaluation report to all stakeholders |

Annex 3: Activities for each of the 10 Outputs

The Activities identified for each of the 10 Outputs by country are as follows (Source: PRODOC 2021: 27-53):

Output 01.01:

Bangladesh

- Activity 01.01.01. (Bangladesh) Build capacity of Participation Committee members
- Activity 01.01.02. (Bangladesh) Carry out trainings on management systems prioritizing human resources and OSH with factory management and workers.
- Activity 01.01.03. (Bangladesh) Build the capacity of factories production (managements and worker reps) personnel in the areas of labour law, social dialogue and workplace cooperation and OSH.
- Activity 01.01.04. (Bangladesh) Conduct factory ambassador programme to train mid-level management and trade union representatives in 100 enterprises to independently lead enterprises to sustain and scale compliance improvements.

Cambodia

- Activity 01.01.01 (Cambodia). Establish and train Performance Improvement Consultative Committees in 100 advisory factories.
- Activity 01.01.02 (Cambodia). Carry out trainings for PICC and OSH committee members on Human Resource Management and OSH management system with industry partners

Viet Nam

- Activity 01.01.01. (Viet Nam) Digitalize training materials to expand the coverage of beneficiary factories
- Activity 01.01.02. (Viet Nam) Build capacity of PICC members
- Activity 01.01.03 (Viet Nam) Capacity building for companies in the areas of labor law, social dialogue, industrial relations, workplace cooperation, OSH and behavioural change

Output 01.02:

Bangladesh

- Activity 01.02.01. (Bangladesh) Introduce functional grievance mechanisms in 50 factories through advisory (Integrated Advisory Solutions Workshops those will focus on building thematic remediation strategy building at enterprise level based on industry needs)
- Activity 01.02.02. (Bangladesh) Training interventions and engaging the dialogue-vehicle such as Participation Committees or Trade Unions to drive the sustainability of improvement.
- 01.02.03. (Bangladesh) Conduct industry seminars on grievance mechanisms for 100 enterprises

Cambodia

- Activity 01.02.01. (Cambodia). Pilot grievance mechanisms (with technology solutions) in 10 advisory factories, adapting worker technology to strengthen factory's grievance systems
- Activity 01.02.02. (Cambodia) Conduct industry seminars on grievance mechanisms

Viet Nam

- Activity 01.02.01. (Viet Nam) Provide advisory services to factories to strengthen enhance their grievance mechanisms

Output 01.03:

Bangladesh

- Activity 01.03.01. (Bangladesh) Conduct annual factory assessments in 100 garment factories
- Activity 01.03.02. (Bangladesh) Build the capacity of Enterprise Advisors to ensure high-quality factory service delivery

Cambodia

- Activity 01.03.01 (Cambodia) Conduct annual factory assessments in 50 advisory (garment and footwear) factories [note: covered by staff costs, for suppliers that have Japanese brands sourcing from them]
- Activity 01.03.02 (Cambodia) Conduct 10 Better Factories Cambodia shadow assessment visits with labour and OSH inspectors for further learning on compliance [covered by staff costs]

Viet Nam

- 01.03.01. (Viet Nam) Update the Better Work Viet Nam Compliance Assessment Tool
- 01.03.02 (Viet Nam) Capacity Building for Enterprise Advisors and improving QA system
- 01.03.03 (Viet Nam) Assessment carried out in Better Work Viet Nam participating factories

Output 01.04:

Bangladesh

- Activity 01.04.01. (Bangladesh) Carry out training on purchasing practices and responsible business conduct for procurement and compliance managers to help them identify how purchasing practices may exacerbate non-compliance in apparel and potentially other sector factories.
- Activity 01.04.02. (Bangladesh) Conduct a training needs analysis of constituents on industrial labour standards, occupational health and safety and, gender and leadership in the automotive parts and electronic sectors
- Activity 01.04.03. (Bangladesh) Update existing Better Work facilitation material and tools, including for potential adaptation in other sectors

Cambodia

- Activity 01.04.01. (Cambodia) Carry out hybrid (virtual and face-to-face) training on purchasing practices for procurement and compliance managers to help them identify how purchasing practices may exacerbate non-compliance in factories

Japan

- Activity 01.04.02. (Japan) – (**Note:** *This activity is not listed in the PRODOC, perhaps it concerns: “Conduct training needs assessment for garment sector”*).
- Activity 01.04.02. (Japan) Conduct training needs assessment for automotive parts and electronic sectors
- Activity 01.04.03. (Japan) Adapt and tailor existing training material and tools (BWA, SCORE, MULTI/RBC materials) to the automotive and electronics sectors
- Activity 01.04.04 (Japan) Conduct training for identified stakeholders in the garment, automotive parts and electronics sectors
- Activity 01.04.05 (Japan) Conduct impact measurement and disseminate results

Viet Nam

- Activity 10.01.04 (Viet Nam)- Adapt and tailor existing training material and tools (BWA, SCORE, MULTI/RBC materials) to the electronics sectors
- Activity 01.04.02 (Viet Nam)- Deliver Better Work Academy, Better Work Purchasing practices, SCORE training in the electronics sector
- Activity 01.04.03 (Viet Nam) – Develop a knowledge management system used for different sectors

Output 02.01:

Bangladesh

- Activity 02.01.01. (Bangladesh) Train government officials from the Ministry of Labour and Ministry of Commerce on management systems for sustainable compliance
- Activity 02.01.02. (Bangladesh) Organize awareness session/training/event on UN guiding principles on business and human rights, and MNE declaration
- Activity 02.01.03. (Bangladesh) Conduct 10 Better Work Bangladesh joint assessment visits with labour and OSH inspectors (DIFE: Directorate of Inspection of Factory and Establishment, Ministry of Labour and Employment) for further learning on the compliance
- Activity 02.01.04. (Bangladesh) Organize at least two joint knowledge and tool sharing sessions among Ministry of Labour and Employment, Ministry of Commerce and Better Work Bangladesh on labour compliance and how to drive sustainable improvements

Cambodia

- Activity 02.01.01 (Better Factories Cambodia): Conduct capacity building workshops with MLVT's National Employment Agency on Human Resources specifically Human Resource System, recruitment and training

- Activity 02.01.02 (Better Factories Cambodia): Support MLVT institutions with their training material and curriculum
- Activity 02.01–03 - (Cambodia): Conduct capacity building programmes with MLVT officials (national and provincial) leading to joint assessments with MLVT inspectors to garment and subcontracting factories
- Activity 02.02.04 (Cambodia): Finalise and implement a work- and training plan for provincial and national level capacity development annually [included in staff costs]
- Activity 02.01.05 (Cambodia): Implement campaign with the MLVT to promote third level vocational courses focusing on building skills to progress in the garment, footwear and travel goods sector
- Activity 02.02.06 (Cambodia): Organize at least two joint knowledge and tool sharing sessions among MLVT and Better Factories Cambodia staff on labour inspection, key tools and M&E framework
- Activity 02.02.07 (Cambodia): Provide constituents access to the ITC-ILO online course on labour dimensions of HRDD.

Viet Nam

- Activity 02.01.01 Training for and dialogue with labour inspectors
- Activity 02.01–02 - Data and information sharing with labour inspectors

Output 02.02:

Bangladesh

- Activity 02.02.01. (Bangladesh) Jointly with the union movement, develop and support the implementation of a trade union capacity building programme (focusing on the functionality of enterprise level TU such as negotiation skills)
- Activity 02.02.02. (Bangladesh) Further develop and implement the IR Leadership programme to reach all constituents.
- Activity 02.02.03. (Bangladesh) As part of the trade union capacity building programme, conduct technical capacity building sessions with national level trade unions on how to facilitate improved relations and stronger engagement at enterprise level
- Activity 02.02.04. (Bangladesh) Carry out technical training and ToT for national-level representatives of employers and trade unions to support the strengthening of the industry-across awareness on OSH and HR management systems.

Cambodia

- Activity 02.02.01 (Cambodia) Develop and implement a capacity building programme for workers organizations jointly with workers organizations.
- Activity 02.02.02 (Cambodia) Further develop and implement the IR Leadership programme to reach all constituents.
- Activity 02.02.03 (Cambodia) Provide capacity building opportunities to female local union leaders to increase their knowledge and organizational capacities to promote labour rights and address gender-based issues such as discrimination and violence and harassment through the Women's Empowerment (WE) house.
- Activity 02.02.04 (Cambodia) Organized quarterly meetings with the TU contact group for improved relations and stronger engagement.
- Activity 02.02.05 (Cambodia) Conduct further study on technology and skills development for the future of Cambodian garment industry in collaboration with GMAC
- Activity 02.02.06 (Cambodia) Carry out technical training and TOT for GMAC to support the strengthening of their OSH and HR systems.

Viet Nam

- Activity 02.02.01. (Viet Nam) Conduct an analysis of the knowledge and skills gaps of VCCI
- Activity 02.02.02. (Viet Nam) Organize regular focus group meetings with VCCI to share good practices related to compliance and social dialogue
- Activity 02.02.03. (Viet Nam) Collaborate with VCCI to organize seminars on the new labour code as well as COVID-19 prevention
- Activity 02.02.04. (Viet Nam) Share experience, organize team building activities and provide technical and soft skills training to the network of grassroots trade union officials.

Japan

- Activity 02.02.01. Conduct awareness raising and capacity building workshops for trade unions in Japan and the programme countries either at national- or sectoral- level towards a shared value of constructive dialogue along GSCs
- Activity 02.02.02. Workshops for employers' organizations in Japan and the programme countries to facilitate collective actions for responsible business throughout GSCs
- Activity 02.02.03. Knowledge sharing for JETRO offshore offices and their partners (e.g., commercial and industry associations and CSOs) in the programme countries

Output 02.03:

Bangladesh, Cambodia Viet Nam and Japan

- Activity 02.03.01: Workshops and training with employers organisations in Bangladesh, Cambodia and Viet Nam to support them to develop services for their members focused on improving enterprise productivity and develop a policy agenda to engage national governments on industry needs with respect to productivity gains.
- Activity 02.03.02: Implement training for workers organisations Bangladesh, Cambodia and Viet Nam to strengthen their role in achieving productivity gains.
- Activity 02.03.03: Facilitate tripartite meetings in Bangladesh, Cambodia and Viet Nam to discuss sectoral and national priorities in making productive improvements that enable and sustain responsible business practices
- Activity 02.03.04: Facilitate technical exchanges between Japanese employer and worker organisations and those in Bangladesh, Cambodia and Viet Nam on approaches to address productivity improvements that sustain responsible business practices.

Output 02.04:

Bangladesh

- Activity 02.04.01. (Bangladesh) Conduct consultations and capacity development of National counterparts, social partners, manufactures groups to promote safety culture along the supply chains.
- Activity 02.04.02. (Bangladesh) Industry seminar on Workplace communication, Women empowerment and International Labour Standards with international apparel buyers.
- Activity 02.04.03. (Bangladesh): Develop a platform for global brands, including Japanese brands, to engage with relevant stakeholders in Bangladesh, this platform would lead to Bangladesh buyer forum and other preparatory meetings with all Japanese apparel buyers
- Activity 02.04.04. (Bangladesh): Conduct capacity building for global brands including Japanese brands to engage with factories in Bangladesh, building stronger partnerships and engagements with brands to work towards sustainability improvements in factories.

Cambodia

- Activity 02.03.01. (Cambodia) Conduct biannual capacity building and knowledge sharing workshops for national industry stakeholders.
- Activity 02.03.02. (Cambodia) Conduct two Project Advisory Committees annually
- Activity 02.03.03. (Cambodia) Jointly with MLVT conduct quarterly meetings with MoU partners
- Activity 02.03.04. (Cambodia) Develop a platform for global brands, including Japanese brands, to engage with relevant stakeholders in Cambodia (this platform would lead to Cambodia buyer forums and with all global brands sourcing from Cambodia including Japanese brands)
- Activity 02.03.05. (Cambodia) Develop a platform for global brands including Japanese brands to engage with factories in Cambodia, building stronger partnerships and engagements with brands to work towards sustainability improvements in factories.

Viet Nam

- Activity 02.03.01. (Viet Nam) Establishment of network of focal points from relevant authorities
- Activity 02.03.02. (Viet Nam) Capacity building for VCCI and Business Associations including Japanese Business Associations in Viet Nam
- Activity 02.03.03. (Viet Nam) Organize a Viet Nam-Japan Business Forum hosted by VCCI (linked to the annual bilateral dialogues between Japan and Viet Nam)
- Activity 02.03.04. (Viet Nam) Regular multi-stakeholder industry forums are organized
- Activity 02.03.05 (Viet Nam) Roll out of SCORE for selected companies in the Electronics sector

Output 03.01:

- 3.1.1 Assessment of the decent work challenges as well as labour related CSR/RBC policies, strategies and initiatives in connection with industry and economic policies.
- 3.1.2 Collection of good practices in promoting socially responsible labour practices (using the principles of the ILO MNE Declaration as the reference point)
- 3.1.3 Tripartite dialogues for the target sectors

Output 03.02:

- 3.2.1 Awareness raising and tripartite dialogue in regional sphere
- 3.2.2 Awareness raising campaign (media and accessible videos in local languages and context (including local legislation)

Annex 4: Japan Data Collection Worksheet

| Criteria | Key questions | Sub question /indicators | Stakeholder Interviewed | Source of data |
|---------------------------------|--|---|---|---|
| <i>Relevance, etc.</i> | <i>Eval Questions (cf. ToR)</i> | <i>Concrete issues to be discussed</i> | <i>To whom the specific eval question applies</i> | <i>PFRODOC, Progress report, etc.</i> |
| Relevance | To what extent and how well had the programme and the sub-projects responded to the needs and priorities of the national stakeholders and social partners? | a) Was the project design/implementation aligned well with the relevant policies of the METI and social partners? b) Did the programme match the current political and socio-economic contexts in Japan? c) Did the programme focus on the priority areas of key constituents? - Japan gov. policies/guidance on BRH/Due Diligence | - METI - JETRO - Keidanren - METI programme team (ILO Japan) | PRODOC, TPRs, Policies of Japanese Gov., KIIs |
| | To what extent is the programme consistent and relevant to needs of the garment and other sectors in the countries? | a) What were needs/ challenges in the garment and other sectors in Japan? b) Was the project design/implementation aligned well with the needs of industry organizations, worker organizations, and private entities in the respective sectors? - Corporate policies/needs on BRH/Due Diligence | - JTF - JEITA - Panasonic - ASICS - METI programme team (ILO Japan) | PRODOC, TPRs, Results of feedback/Satisfaction surveys for workshops/seminars, KIIs |
| Validity of Intervention Design | To what extent are the programme (and the sub-projects)'s design (objectives, outcomes, outputs and activities as well as its strategies and approach) and the underlining theory of change (see page 4 of the TOR), logical, coherent and sound to achieve the project goals? | a) Was the project design, including the results framework and Theory of Change (ToC), appropriate and realistic to achieve the project goals? b) Were the results of problem analysis well integrated into ToC to keep it consistent | METI programme team (ILO Japan) | PRODOC (Problem Analysis, Results Framework, and ToC), KIIs |

| | | | | |
|-----------|---|--|--|--|
| | | <p>with the country's socio-economic contexts?</p> <p>c) Were causal relationships between different levels of results and activities logical enough?</p> <ul style="list-style-type: none"> - Relevance and coherence of results framework/ ToC - Integration of problem analysis into ToC | | |
| Coherence | <p>To what extent had the programme leveraged synergies and partnerships (with BWB and other ILO interventions/programmes/projects, constituents, other donors, governments, social partners, national institutions, and other UN/development agencies) to enhance the projects' efficiency, effectiveness and impact? What are the ways to maximize synergies and improve collaboration with these new actors?</p> | <p>a) Is there any collaboration with other UN, ILO programmes, and METI-funded programmes?</p> <p>b) Did the programme strategically utilize the partnerships to enhance project's efficiency, effectiveness, and impact?</p> <ul style="list-style-type: none"> - Synergies from partnerships with internal/external stakeholders - Effects of established partnerships on the programme <p>c) Did the programme establish/maintain any stakeholder coordination mechanism to promote strategic collaboration?</p> <ul style="list-style-type: none"> - Evidence on stakeholder coordination mechanisms - Effects of established stakeholder coordination mechanism on the programme <p>d) What could have been better solutions in terms of collaboration?</p> <ul style="list-style-type: none"> - Stakeholders' feedback on collaboration and partnerships | <ul style="list-style-type: none"> - METI programme team (ILO Japan) - JETRO - Keidanren - JTUC-Rengo - JILAF - Japan Federation of Labor and Social Security Attorney's Associations - Global Compact Network - Global teams in ILO HQ/ Regional Bureau (to be interviewed by IE) | <p>PRODOC, TPRs, MoUs, Jakarta event documents, Minutes of project meetings/work shops, KIIs</p> |
| | <p>Have there been new intervening factors/actors (e.g. other donor-assisted programmes, or new policies, policy changes, or other interventions) that have emerged, which may have</p> | <p>a) What were the impacts of external factors, if any, on the project implementation?</p> <ul style="list-style-type: none"> - Evidence on the impact of the following factors on the METI programme; other donor- | <ul style="list-style-type: none"> - METI - Keidanren - JETRO - METI programme team (ILO Japan) | <p>PRODOC, TPRs, Minutes of project meetings, KIIs</p> |

| | | | | |
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| | impaired or enhanced the programme performance or future ILO development assistance in these strategic areas? | <p>assisted programmes, COVID-19 pandemic, new policies, and policy changes</p> <p>b) What mitigation strategies did the programme adopt?</p> <ul style="list-style-type: none"> - Evidence on mitigation strategies | | |
| Effectiveness | <p>To what extent have the programme and the sub-projects achieved the outputs? To what extent had these achieved outputs led to the desired outcomes? And assess how well has the programme performed relative to the programme goals/objectives.</p> | <p>a) Did the project achieve the expected outputs?</p> <p>b) Did the achieved outputs lead to the outcomes/programme goals as envisaged in ToC?</p> <p>c) What were internal/external factors that contributed to the achievement of the outputs/outcomes/programme goals?</p> <ul style="list-style-type: none"> - Activities completed as planned and on time as per ToC and workplan - Evidence on the achievement of specific results - Stakeholders' perceptions on the programme's achievement | <ul style="list-style-type: none"> - METI programme team (ILO Japan) - METI - Keidanren - JTUC-Rengo - JETRO - JEITA - JTF - JILAF - Japan Federation of Labor and Social Security Attorney's Associations - Panasonic - ASICS | <p>TPRs, ToC, Workplan, Results Framework, Minutes of project meetings/work shops, KIs</p> |
| | <p>Has the programme produced any unexpected outcomes? If so, what were activities/factors that contributed to the unexpected outcomes?</p> | <p>a) Were there any unexpected outcomes?</p> <p>b) What activities did not work well?</p> <p>c) What were internal/external factors that hindered the achievement of the expected outcomes?</p> <ul style="list-style-type: none"> - Activities incomplete against ToC and workplan - Evidence on unexpected outcomes - Evidence of gaps in ToC / missed assumptions - Programme team's self-reflection on unachieved results and causes - Stakeholders' perceptions on the programme's non-achievement and causes | <ul style="list-style-type: none"> - METI programme team (ILO Japan) - METI - Keidanren - JTUC-Rengo - JETRO - JEITA - JTF - JILAF - Japan Federation of Labor and Social Security Attorney's Associations - Panasonic - ASICS | <p>TPRs, ToC, Workplan, Results Framework, Minutes of project meetings, KIs</p> |

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| | What are the commonalities and /or differences in the outcomes of the intervention in the targeted host countries (VNM, BGD, CAM) | To be determined by IE | | |
| | How effective were the programme and the sub-projects at stimulating interest and participation of the partners at the micro, meso and macro levels to be catalyst and promote a culture of compliance with national laws and respect for the principles of ILS, transparency and social dialogue? To what extent were the constituents able to fulfil the roles expected in the programme strategies? How could these be improved? | <p>a) Did the programme enhance the participation of constituents and partners to comply with relevant national laws and international frameworks?</p> <p>b) Were various stakeholders at different levels encouraged to participate?</p> <p>c) Did the constituents perform their expected roles? Were they satisfied with their roles? What is the area for improvement, if any?</p> <ul style="list-style-type: none"> - Capacity building/awareness-raising activities planned and conducted - Participation and feedback on capacity-building/awareness-raising activities - Evidence on stakeholders' compliance with relevant laws and - Stakeholders' comments on their roles - Gaps identified by stakeholders and programme team | <ul style="list-style-type: none"> - METI programme team (ILO Japan) - METI - Keidanren - JTUC-Rengo - JETRO - JEITA - JTF - JILAF - Japan Federation of Labor and Social Security Attorney's Associations - Panasonic - ASICS - Global Compact Network | TPRs, Training/Sessi on reports, Feedback survey data on capacity building/ awareness raising activities, Minutes of project meetings/work shops, MoUs, KILs |
| Efficiency | How efficiently had the programme been managed in terms of its human / financial resources and organizational / governance structure? Were the resources efficiently utilized in this programme? | To be determined by IE | | |
| | Assess the added value of the programme and the impact of the programme interventions versus value for money. | To be determined by IE | | |
| | How did the project's interventions affect the capacities and roles of tripartite constituents (employers, workers, governments) in promoting working condition/ decent work in Business | <p>a) Was there any change observed in the capacities and roles of tripartite constituents for the promotion of working conditions/ decent work?</p> | <ul style="list-style-type: none"> - Keidanren - JTUC-Rengo - JETRO - JEITA - JTF | TPRs, Results framework, Training/Sessi on reports, Feedback |

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| | Operations? To what extent and how well did the programme meet the capacity needs of the constituents and how well did it address capacity challenges (if any, e.g. for employers, workers, and buyers) as well as those challenges related to enforcement capacity? | <p>b) Did the programme contribute to increasing the capacity of employers and workers?</p> <ul style="list-style-type: none"> - Feedback from training participants - Stakeholders' feedback on medium/long-term changes in their organizations as a result of the programme's capacity-building activities | <ul style="list-style-type: none"> - JILAF - Japan Federation of Labor and Social Security Attorney's Associations - Panasonic - ASICS - METI programme team (ILO Japan) | survey data on capacity building/ awareness raising activities, KIIs |
| | Are resources allocated and used strategically to achieve programme results? | To be determined by IE | | |
| | Are the funding and timeframe sufficient to achieve the intended results? | <p>a) Was the project on track financially and time-wise?</p> <p>b) Was the allocated funding adequate to achieve all intended results?</p> <p>c) Was the timeframe long enough to achieve the intended results?</p> <ul style="list-style-type: none"> - Project's financial delivery (correspondence of project budget with expenditure) - Results/ progress towards targets /timelines outlined in Results framework | <ul style="list-style-type: none"> - METI programme team (ILO Japan) | PRODOC, Budget sheet, Workplan, Results framework, TPRs, KII |
| Effectiveness of Management Arrangement | Were the management and governance arrangements and the M&E systems, including risk analysis and context analysis and monitoring, of the programme and the sub-projects adequate and effective? | <p>a) Was the project management (governance arrangement and M&E systems) effective? Is there any other way that could be done better?</p> <p>b) What kind of governance arrangements were put in place for the programme? What were the roles?</p> <p>c) Were risk analysis/context analysis conducted? How were these analysis results utilized for the programme?</p> <p>d) How were the programme activities/results monitored?</p> | <ul style="list-style-type: none"> - METI programme team (ILO Japan) - METI | PRODOC, Results framework, TPRs, KIIs |

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| | | <ul style="list-style-type: none"> - Appropriateness of governance arrangement - Donor's feedback on the governance arrangement - Quality of M&E system - Evidence on utilization of M&E system/risk analysis/context analysis for programme improvement | | |
| | Were institutional arrangements with partners and the role of tripartite constituents appropriate and effective? | <p>a) Was the institutional arrangement with partners and roles of tripartite effective?</p> <p>b) What could be done differently for better institutional arrangements?</p> <ul style="list-style-type: none"> - Appropriateness of institutional arrangements and roles of tripartite constituents - Stakeholders' feedback on institutional arrangements and respective roles | <ul style="list-style-type: none"> - METI programme team (ILO Japan) - METI - JETRO - Keidanren - JTUC-Rengo - JTF - JEITA - JILAF - Japan Federation of Labor and Social Security Attorney's Associations | PRODOC, TPRs, KIIs |
| | Identify factors that facilitated, or challenges that obstructed the project from achieving its results, outcomes and objectives. Have these factors been sufficiently analysed and adequately addressed in project interventions? | <p>a) What were the positive/negative factors that affected the achievement of project results?</p> <p>b) Was there an internal review/self-reflection process to identify gaps and necessary countermeasures?</p> <p>c) Were findings from internal review/self-reflection incorporated for the programme's betterment?</p> <ul style="list-style-type: none"> - Records of internal meetings that discussed gaps/ lessons learned/ good practices - Evidence on adaptive programming and course correction during the project period | <ul style="list-style-type: none"> - METI programme team (ILO Japan) | TPRs, Minutes of project meetings, KII |
| Impact | To which extent and in what way has the project directly or indirectly contributed to the improvement in working conditions, well-being of workers, and the sustainability of enterprises in the targeted sectors? | What were the programme's direct/indirect contributions to the improvement in working conditions, the well-being of workers, and the sustainability of enterprises? | <ul style="list-style-type: none"> - JILAF - Japan Federation of Labor and Social Security Attorney's Associations - Panasonic - ASICS | TPRs, Results Framework, KIIs |

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| | | - Stakeholders' feedback on the programme's contributions | - METI programme team (ILO Japan) | |
| | How has the project directly or indirectly contributed to create a more enabling environment for responsible business practices and decent work, as well as better alignment of policies and practices with ILS through enhancing constituents capacities, social dialogue, collaboration and by increasing an evidence base? | <p>a) What were the programme's direct/indirect contributions to enabling an environment for responsible business practices and decent work?</p> <p>b) Did the programme enhance constituents' capacities, social dialogue, and collaboration, and increase an evidence base?</p> <ul style="list-style-type: none"> - Stakeholders' feedback on the programme's contributions - Evidence on an environment for responsible business practices and decent work enabled by the programme | <ul style="list-style-type: none"> - METI - JETRO - Keidanren - JTUC-Rengo - JTF - JEITA - JILAF - Japan Federation of Labor and Social Security Attorney's Associations - Panasonic - ASICS - Global Compact Network - METI programme team (ILO Japan) | TPRs, Results Framework, Session reports, KIIs |
| | How the project impacted to the presence of Japanese support in the target countries? | This Evaluation Question is unclear due to a grammatically incorrect sentence. As discussed with IE, he will check with the programme team and/or EM. | | |
| Sustainability | To what extent had the programme and the sub-projects supported the capacity, long-term buy-in, leadership, commitment, and national ownership by the partner country governments, social partners, and other relevant stakeholders to creating the enabling conditions for companies to translate their due diligence into positive and lasting change on the ground? What were the challenges? | <p>a) What measures did the programme take to ensure the capacity, buy-in, leadership, commitment, and national ownership by the government and other relevant stakeholders to make lasting changes on the ground?</p> <p>b) What were the challenges to obtaining support and buy-in, leadership, commitment, and national ownership?</p> <ul style="list-style-type: none"> - Evidence on the programme's exit plan/ sustainability plan - Stakeholders' views on sustainability and long-term effects | <ul style="list-style-type: none"> - METI programme team (ILO Japan) - METI - Keidanren - JTUC-Rengo - JETRO - JEITA - JTF - JILAF - Japan Federation of Labor and Social Security Attorney's Associations - Panasonic - ASICS - Global Compact Network | TPRs, Results Framework, Minutes of project meetings, workshops, KIIs |
| | What need to be done (or to be done more) to achieve a long-term change for responsible supply chains, ILS | What does the programme need to do to achieve a long-term change for responsible supply chains, ILS compliance, and social dialogue | <ul style="list-style-type: none"> - METI programme team (ILO Japan) - METI | TPRs, Results Framework, Minutes of |

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| | <p>compliance, and social dialogue which is independent, efficient, and credible to promote decent work, in the target sectors?</p> | <ul style="list-style-type: none"> - Stakeholder's feedback - Programme team's self-reflection | <ul style="list-style-type: none"> - Keidanren - JTUC-Rengo - JETRO - JEITA - JTF - JILAF - Japan Federation of Labor and Social Security Attorney's Associations - Panasonic - ASICS - Global Compact Network | <p>project meetings/ workshops, KIIs</p> |
| | <p>To what extent were the project initiative sustainable? Are the results that came about from this project likely to continue after the close out of the project? To what extent are the project results likely to be sustained in the long term?</p> | <p>a) Are the programme's initiatives/results likely to be sustained in the long term after the completion of the project?</p> <p>b) If yes, what are the contributing factors? If no, what would be potential barriers to sustainability?</p> <ul style="list-style-type: none"> - Evidence on the programme's exit plan/ sustainability plan - Evidence on institutional set-up for ensuring sustainability - Stakeholders' views on sustainability and long-term effects - Evidence on programme activities that potentially have long-term effects | <ul style="list-style-type: none"> - METI programme team (ILO Japan) - METI - Keidanren - JTUC-Rengo - JETRO - JEITA - JTF - JILAF - Japan Federation of Labor and Social Security Attorney's Associations - Panasonic - ASICS - Global Compact Network | <p>TPRs, Results Framework, Minutes of project meetings/ workshops, KIIs</p> |
| | <p>How strong is the commitment of the Governments and other stakeholders to sustain the results of project support and continuing initiatives supported under the project? How has the project enhanced and contributed to the development of national capacity to ensure suitability of efforts and benefits?</p> | <p>a) Did the programme take any measure to strengthen the commitment/capacity of the Gov. and other stakeholders to ensure sustainability?</p> <p>b) Are the government and other stakeholders willing to sustain initiatives/results of the programme even after the closure of the programme?</p> <p>c) If not, what are the bottlenecks?</p> | <ul style="list-style-type: none"> - METI programme team (ILO Japan) - METI - Keidanren - JTUC-Rengo - JETRO - JEITA - JTF - JILAF - Japan Federation of Labor and Social Security Attorney's Associations | <p>TPRs, Minutes of project meetings/ workshops, KIIs</p> |

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| | | <ul style="list-style-type: none"> - Commitments of the Gov. and other stakeholders - Evidence on the programme's activities to strengthen the commitment/capacity of the Gov. and other stakeholders | <ul style="list-style-type: none"> - Panasonic - ASICS | |
| Cross-cutting issues | To what extent has the programme contributed to enhance gender equality, social inclusion of vulnerable workers (e.g., migrant workers), and disability inclusiveness and empowerment of women workers in the targeted sectors, and in what way? Did the programme teams have adequate gender equality and social inclusion expertise and adequate technical backstopping from specialists? Did the project's interventions contribute to ILO's normative mandate? | <ul style="list-style-type: none"> a) What are the programme's contributions to gender equality, social inclusion, disability inclusiveness and empowerment of women? b) Did the programme team have adequate gender equality and social inclusion expertise? Or did it receive adequate technical support from the subject specialist? c) How did the project's interventions contribute to ILO's normative mandate? <ul style="list-style-type: none"> - Participation of women in the programme activities - Evidence/record on the programme's utilization of gender equality and social inclusion expertise | <ul style="list-style-type: none"> - METI programme team (ILO Japan) - METI - Keidanren - JTUC-Rengo - JETRO - JEITA - JTF - JILAF - Japan Federation of Labor and Social Security Attorney's Associations - Panasonic - ASICS - Global Compact Network | TPRs, Feedback/participation data on capacity building/awareness raising activities, Minutes of project meetings/workshops, KIIs |
| | Did the project's interventions contribute to strengthening social dialogue among social partners and international stakeholders, including Japanese buyers and public institutions in the programme countries? Has (if so, how) the social dialogue (including tripartite home-host country dialogues, national level dialogue, sector level dialogue, workplace level dialogue, etc) contributed to advancing decent work, addressing human and labour right risks, and building forward better from recent global disruptions, including COVID-19 pandemic? | <ul style="list-style-type: none"> a) Did the project's interventions contribute to strengthening social dialogue among social partners? b) Has the social dialogue contributed to advancing decent work, addressing human and labour right risks, and building forward better? <ul style="list-style-type: none"> - Evidence on concrete examples of social dialogue | <ul style="list-style-type: none"> - METI programme team (ILO Japan) - METI - Keidanren - JTUC-Rengo - JETRO - JEITA - JTF - JILAF | TPRs, Session reports, Feedback/participation data on capacity building/awareness raising activities, Minutes of project meetings, KIIs |
| Lessons Learned & Good Practices | What are the exemplary achievements and/or particular challenges in promoting RBC and HRDD, collaborative actions, uptake, and buy-in to create an enabling environment for | <ul style="list-style-type: none"> a) What were achievements in promoting RBC and HRDD, collaborative actions, uptake, and buy-in? | <ul style="list-style-type: none"> - METI programme team (ILO Japan) - METI - Keidanren - JTUC-Rengo | TPRs, Minutes of project meetings/workshops, KIIs |

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| | sustainable enterprises in the target countries? | b) What were challenges in promoting RBC and HRDD, collaborative actions, uptake, and buy-in? - Evidence on concrete examples of achievements and challenges | <ul style="list-style-type: none"> - JETRO - JEITA - JTF - JILAF - Japan Federation of Labor and Social Security Attorney's Associations - Panasonic - ASICS - Global Compact Network | |
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Annex 5: Cambodia Data Collection Worksheet

| Criteria | Key questions | Sub question /indicators | Stakeholder Interviewed | Source of data |
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| <i>4.1 Relevance and strategic fit</i> | <i>Eval Questions (cf. ToR)</i> | <i>Concrete issues to be discussed</i> | <i>To whom the specific eval question applies</i> | <i>PFRODOC, Progress report, ec.</i> |
| <p>The extent to which the intervention objectives and design respond to beneficiaries, global, country, and partner/institution needs, policies, and priorities, and continue to do so if circumstances change.</p> <p>IS THE INTERVENTION DOING THE RIGHT THINGS?</p> | <p>To what extent and how well had the programme and the sub-projects responded to the needs and priorities of the national stakeholders and social partners?</p> | <p>How unique is the intervention as compared to other projects?</p> <p>Are the areas of focus of the project the most demanding areas?</p> <p>What are the most challenges the sector in the country face?</p> | <p>ILO team, government representatives; worker and employers organisation representative, Stakeholders such as AC representatives, GIZ</p> | <p>PRODOC, Technical Progress Reports (TPRs), national policies, interviews.</p> |
| | <p>To what extent is the programme consistent and relevant to needs of the garment and other sectors in the country?</p> | <p>What are the challenges of the garment and other sectors in the country?</p> <p>What are the needs of the government in ensuring peaceful industrial relations?</p> <p>What are the immediate challenges of worker organisations in representing workers?</p> <p>What are the needs of employers' organisations?</p> <p>In what ways has the programme responded to the needs of stakeholders?</p> | <p>ILO team, government representatives; worker and employers organisation representative, Stakeholders such as AC representatives, GIZ</p> | <p>PRODOC, Technical Progress Reports (TPRs), national policies, interviews.</p> |
| <p>4.2 Validity of intervention design</p> <p><i>The extent to which the design is logical and coherent.</i></p> | <p>To what extent are the programme (and the sub-projects)'s design (objectives, outcomes, outputs and activities as well as its strategies and approach) and the underlining theory of change, logical, coherent and sound to achieve the project goals?</p> | <p>Theory of change and relationships between outcome, outputs, and activities.</p> <p>Is the theory of challenge designed based on sound understanding of the country's economic, social and political context?</p> <p>Are the project goals realistic against the country's context and international context?</p> | <p>ILO, government representatives, worker organisations, employer organisations.</p> | <p>Interviews, PRODOC, Technical Progress Reports (TPRs), national policies, research publications.</p> |
| <p>4.3 Coherence: How well does the intervention fit?</p> | <p>To what extent had the programme leveraged synergies and partnerships (with BWB and other ILO</p> | <p>In what way has ILO interventions/programmes and partnerships helped the implementation of the programme with other ILO projects?</p> | <p>ILO team, social partners, government representatives,</p> | <p>Interviews; PRODOC; Technical Progress Reports (TPRs), 2023</p> |

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| <p><i>The extent to which the intervention was coherent with other relevant initiatives and activities, and was compatible with other interventions in a country, sector or institution.</i></p> | <p>interventions/programmes/ projects, constituents, other donors, governments, social partners, national institutions, and other UN/development agencies) to enhance the projects' efficiency, effectiveness and impact? What are the ways to maximize synergies and improve collaboration with these new actors?</p> | <p>What is the complementarity of the programme?</p> <p>Are there any conflicts between the existing projects and this programme? If yes, in what ways?</p> <p>What could have been better solutions in terms of collaboration?</p> | <p>development partners;</p> | <p>Annual Donor Report, research publications.</p> |
| | <p>Have there been new intervening factors/actors (e.g. other donor-assisted programmes, or new policies, policy changes, or other interventions) that have emerged, which may have impaired or enhanced the programme performance or future ILO development assistance in their strategic areas?</p> | <p>What are the ILO strategic areas?</p> <p>Are there new policies or policy changes or other interventions, which may affect the programme or future ILO assistance?</p> <p>How has COVID-19 affected the implementation of the programme?</p> <p>What were the mitigation strategies adopted by the ILO?</p> | <p>Government reps, social partners, ILO representatives, GIZ</p> | <p>Interviews; review of publications and PRODOC, BFC Country Strategy (2022-2027), national policies</p> |
| <p>4.4 Effectiveness <i>The extent to which the interventions achieved, or are expected to achieve, its objectives, and its results, including any differential results across groups</i></p> | <p>To what extent have the programme and the sub-projects achieved the outputs? To what extent had these achieved outputs led to the desired outcomes? And assess how well has the programme performed relative to the programme goals/objectives.</p> | <p>Have the outputs been achieved? If not, why?</p> <p>Are there any outcomes to be recorded?</p> <p>What are these outcomes?</p> <p>Are they directly linked to the achieved outputs?</p> | <p>ILO Team</p> | <p>PRODOC, Technical Progress Reports (TPRs), and ILO publications such as BFC synthesis reports; interviews.</p> |
| | <p>Has the programme produced any unexpected outcomes? If so, what were activities/factors that contributed to the unexpected outcomes?</p> | <p>Has the programme produced any unexpected outcomes? If yes, what are they?</p> <p>What explains the outcomes? In what ways?</p> | <p>ILO Team</p> | <p>PRODOC, Technical Progress Reports (TPRs), interviews.</p> |
| | <p>What are the commonalities and/or differences in the outcomes of the intervention in the targeted host countries (VNM, BGD, CAM)?</p> | <p>Do you think there are common outcomes shared among the target countries in the programme? What are they? Are there anything the country can learn from each other? What might be the factors that explain these common outcomes?</p> | <p>ILO Team</p> | <p>Interviews.</p> <p>REGIONAL ONLY.</p> |

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| | How effective were the programme and the sub-projects at stimulating interest and participation of the partners at the micro, meso and macro levels to be catalyst and promote a culture of compliance with national laws and respect for the principles of ILS, transparency and social dialogue? To what extent were the constituents able to fulfil the roles expected in the programme strategies? How could these be improved? | <p>Are social stakeholders and other stakeholders at different levels encouraged to participate?</p> <p>Were there any objections by the constituents in terms of their roles and participation in the programme?</p> <p>What should have been done differently for the project to be more effective to stimulate interests and participation of the partners?</p> <p>How committed are the constituents in their fulfilment of the expectation of the programme?</p> <p>What could be done differently to improve participation?</p> | ILO Team, social partners, government reps, other development partners such as GIZ, factory reps, buyer reps | PRODOC, Technical Progress Reports (TPRs), interviews |
| 4.5 Efficiency of resource usage <i>The extent to which the intervention delivers, or is likely to deliver, results in an economic and timely way</i> | How efficiently had the programme been managed in terms of its human/financial resources and organizational/governance structure? Were the resources efficiently utilized in this programme? | <p>What is the management structure of the programme?</p> <p>Is it part of a bigger Programme?</p> <p>How many people are involved in the management of the Programme?</p> <p>What was the staff turnover during the period of the Programme?</p> <p>What were the challenges in the implementation of the Programme, resource-wide and financially? How did you address them?</p> <p>What are the capacities of the programme team? Do the team have the right capacity in the delivery of the Programme objectives and outcomes?</p> <p>Could there be better ways to utilise the resources in a more efficiently fashion?</p> | ILO reps, social partners, government reps, factory reps/buyers | Interviews, PRODOC, Technical Progress Reports (TPRs) |
| | Assess the added value of the programme and the impact of the programme interventions versus value for money. | <p>Is there similar programme being implemented in the country or elsewhere?</p> <p>Can we make comparison in terms of objectives and expenditure?</p> <p>What could have been done more efficiently in terms of services/products delivered to the constituents?</p> <p>Is there a proper financial procedure put in place to procure services/commodities in the programme?</p> <p>What could have been done differently in terms of procuring services/products, etc?</p> | ILO reps, social partners, government reps, factory reps/buyers | Technical Progress Reports (TPRs), interviews |

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| | How did the project's interventions affect the capacities and roles of tripartite constituents (employers, workers, governments) in promoting working condition/decent work in Business Operations? To what extent and how well did the programme meet the capacity needs of the constituents and how well did it address capacity challenges (if any, e.g. for employers, workers, and buyers) as well as those challenges related to enforcement capacity? | Is there observable capacity improvement among social partners in promoting working condition/decent work in business operations? How did capacity interventions implement? Was it participatory? Did capacity need assessment take place before the interventions? Did the programme address capacity challenges and those challenges related to enforcement capacity? What could have been done differently to contribute to capacity of the tripartite constituents? | ILO reps, social partners, government reps, development partners, factory reps | Technical Progress Reports (TPRs), training materials (if any), BFC synthesis report, interviews. |
| | Are resources allocated and used strategically to achieve programme results? | Did strategic activities special attention in terms of resource allocation? Did strategic activities have adequate resource to implement? Were there any pending activities to be implemented because of resource shortage? | ILO team, constituents. | Interviews; Review of PRODOC, Technical Progress Reports (TPRs), ILO reports including BW report. |
| | Are the funding and timeframe sufficient to achieve the intended results? | Is the funding adequate for the goal and objectives set forth in the programme? Did you achieve the intended results with the funding agreed upon in the programme? Is the timeframe long enough to achieve the intended results? Have there been challenges in achieving the intended results during the programme period? Why, please explain? | ILO team, constituents. | Interviews; Review of PRODOC, Technical Progress Reports (TPRs), ILO reports including BW report. |
| 4.6 Effectiveness of management arrangements <i>The extent to which the management capacities and arrangements were put in place to support the achievement of results.</i> | Where the management and governance arrangements and the M&E systems including risk analysis and context analysis and monitoring, of the programme and the sub-projects adequate and effective? | Was the project regularly monitored during the programme period? What was the management and governance arrangements put in place for the Programme? How often did the Local team meet? What was the communication between the ILO Cambodia team and ILO Japan team regarding programme implementation? What could have been done differently in terms of management and governance of the programme? | ILO team, social partners/constituents | Interviews; Review of Technical Progress Reports (TPRs) and other relevant documents. |

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| | | To what extent did the constituents recognise the management capacity of the team in the implementation of the programme? | | |
| | Were institutional arrangements with partners and the role of tripartite constituents appropriate and effective? | What were the institutional arrangements with partners and the role of tripartite constituents? Were they effective and appropriate? What could have done differently? | ILO team, constituents | Interviews; Technical Progress Reports (TPRs) and other relevant documents |
| | Identify factors that facilitated, or challenges that obstructed the project from achieving its results, outcomes and objectives. Have these factors been sufficiently analysed and adequately addressed in project interventions? | Were there challenges that obstructed the programme from achieving its results? How were these factors analysed and addressed? What could have been done differently? How did the programme address the impacts of COVID-19? | ILO team, constituents | Interviews; Technical Progress Reports (TPRs) and other relevant documents |
| 4.7 Impact orientation <i>The extent to which the intervention has generated or is expected to generate significant positive or negative, intended or unintended, higher-level effect.</i> | To what extent and in what way has the project directly or indirectly contributed to the improvement in working conditions, well-being of workers, and the sustainability of enterprises in the targeted sectors? | What are the direct or indirect contributions of the programme to the improvement in working conditions, well-being of workers, and the sustainability of enterprises in the targeted sectors? | ILO, tripartite constituents, buyers | Interviews; Technical Progress Reports (TPRs) |
| | How has the project directly or indirectly contributed to create a more enabling environment for responsible business practices and decent work, as well as better alignment of policies and practices with ILS through enhancing constituents' capacities, social dialogue, collaboration and by increasing an evidence base? | What are the project's contributions to enabling environment for responsible business practices and decent work? Is there a better alignment of policies and practices with ILS through enhancing constituents' capacities, social dialogue, collaboration and by increasing an evidence base? Please give examples. | ILO, tripartite constituents, buyers | Interviews; Technical Progress Reports (TPRs). |
| | How the project impacted to the presence of Japanese support in the target countries? | Are the constituents aware the project is supported by the Japanese METI? What have been the constituents' reaction to the fact that the project is supported by METI? | ILO, tripartite constituents, buyers | Interviews; Technical Progress Reports (TPRs) |
| 4.8 Sustainability <i>The extent to which the net benefits of the</i> | To what extent had the programme and the sub-projects supports the capacity, long-term buy-in, leadership, | Do you think the approaches implemented in this project continue to have relevance after the project ends? | ILO, tripartite constituents, buyers | Interviews; Technical Progress Reports (TPRs),PRODOC. |

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| <i>intervention continue, or are likely to continue.</i> | commitment, and national ownership by the partner country governments, social partners, and other relevant stakeholders to creating the enabling conditions for companies to translate their due diligence into positive and lasting change on the ground? What were the challenges? | Will the improved enabling environment for companies to translate their due diligence into positive and lasting change on the ground still receive stakeholders' support? What were the challenges to win support and buy-in, leadership and commitment? How involved were the local stakeholders in the creation of the enabling conditions? | | |
| | What need to be done (or to be done more) to achieve a long-term change for responsible supply chains, ILS compliance, and social dialogue which is independent, efficient, and credible to promote decent work, in the target sectors? | What need to be done or to be done more to achieve a long-term change for responsible supply chains, ILS compliance, and social dialogue? What need to be done/to be done more/differently to achieve social dialogue, which is independent, efficient, and credible to promote decent work in Cambodia? | ILO, tripartite constituents, buyers | Interviews; Review of PRODOC and Technical Progress Reports (TPRs); Synthesis reports. |
| | To what extent were the project initiative sustainable? Are the results that came about from this project likely to continue after the close out of the project? To what extent are the project results likely to be sustained in the long-term? | How likely it is that the projects results will continue after the project phases out? What might be the challenges for the results of the project to continue? | ILO, tripartite constituents, buyers | Interviews; Review of PRODOC and Technical Progress Reports (TPRs); Synthesis reports. |
| | How strong is the commitment of the Governments and other stakeholders to sustain the results of project support and continuing initiatives supported under the project? How has the project enhanced and contributed to the development of national capacity to ensure suitability of efforts and benefits? | Are the project results important for stakeholders after the project closes out? Does the national capacity improve to ensure suitability of efforts and benefits? What might be other immediate needs or priorities of stakeholders that prevent them from being committed to the results of the project? | ILO, tripartite constituents, buyers | Interviews; Review of PRODOC and Technical Progress Reports (TPRs); Synthesis report |
| 4.9 Cross-cutting issues (Gender equality and disability inclusiveness, social dialogue, normative mandate, tripartism, | To what extent has the programme contributed to enhance gender equality, social inclusion of vulnerable workers (e.g., migrant workers), and disability inclusiveness and empowerment of women workers in the targeted sectors, and in what way? Did the programme | What are the project's contributions to gender equality, social inclusion, disability inclusiveness and empowerment of women in the targeted sectors? How? Did the programme teams have adequate gender equality and social inclusion expertise? | ILO, tripartite constituents | Interviews; Review of PRODOC and Technical Progress Reports (TPRs); Synthesis reports |

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| and women worker empowerment) | teams have adequate gender equality and social inclusion expertise and adequate technical backstopping from specialists? Did the project's interventions contribute to ILO's normative mandate? | Did the programme teams receive adequate technical backstopping from specialists in this area? Did the project's interventions contribute to ILO's normative mandate? In what way? | | |
| | Did the project's interventions contribute to strengthening social dialogue among social partners and international stakeholders, including Japanese buyers and public institutions in the programme countries? Has (if so, how) the social dialogue (including tripartite home-host country dialogues, national level dialogue, sector level dialogue, workplace level dialogue, etc) contributed to advancing decent work, addressing human and labour right risks, and building forward better from recent global disruptions, including COVID-19 pandemic? | Did the project's interventions contribute to strengthening social dialogue among social partners and international stakeholders, including Japanese buyers and public institutions in Cambodia? Please explain. Has (if so, how) the social dialogue (including tripartite home-host country dialogues, national level dialogue, sector level dialogue, workplace level dialogue, etc) contributed to advancing decent work, addressing human and labour right risks, and building forward better from recent global disruptions, including COVID-19 pandemic? In what way? Can you share some examples. | ILO, tripartite constituents, buyers | Interviews; Review of PRODOC and Technical Progress Reports (TPRs); Synthesis reports. |
| 4.10 Lessons learned and good practices | What are the exemplary achievements and/or particular challenges in promoting RBC and HRDD, collaborative actions, uptake, and buy-in to create an enabling environment for sustainable enterprises in the target countries? | What are the most outstanding achievements and/or challenges in promoting RBC and HRDD, collaborative actions, uptake, and buy-in to create an enabling environment for sustainable enterprises in Cambodia? Can you please explain? What make them different? | ILO, tripartite constituents, buyers | Interviews; Review of PRODOC and Technical Progress Report (TPR), ; Synthesis reports. |

Annex 6: Viet Nam Data Collection Worksheet

| Criteria | Key questions | Sub question /indicators | Stakeholder Interviewed | Source of data |
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| <i>Relevance, etc.</i> | <i>Eval Questions (cf. ToR)</i> | <i>Concrete issues to be discussed</i> | <i>To whom the specific eval question applies</i> | <i>PFRODOC, Progress report, etc.</i> |
| 1. Relevance | <ul style="list-style-type: none"> To what extent and how well had the programme and the sub-projects responded to the needs and priorities of the national stakeholders and social partners? To what extent is the programme consistent and relevant to needs of the garment and other sectors in the countries? | <p>To what extent and how well had the programme responded to the needs of enterprises in terms of compliance with national laws and respect the principles of international labour standards and have strong social dialogue structures and processes?</p> <p>To what extent and how well had the programme responded to the needs of tripartite institutions for tripartite collaboration at national and international level in order to create an enabling environment for more productive and sustainable enterprises that implement responsible business practices?</p> <p>To what extent and how well had the programme responded to the needs of Governments for evidence base in developing policy measures and home-host policy level collaborations that promote responsible business and labour practices throughout GSCs?</p> | <p>Factories' representatives [Managers]</p> <p>Representatives from MoLISA, VCCI, VGCL, VITAS and VEIA</p> <p>Representatives from MoLISA, MoIT</p> <p>Representatives from ILO-IFC Better Work programme in Viet Nam and the ILO MULTI/RBC</p> | <p>Development Cooperation Project Document “Building Responsible Value Chains in Asia through the Promotion of Decent Work in Business Operations”, by ILO Office for Japan, December 2021</p> |

| Criteria | Key questions | Sub question /indicators | Stakeholder Interviewed | Source of data |
|----------|---------------|--|--|----------------|
| | | To what extent is the programme consistent and relevant to needs of the garment sector? | <p>Representatives from VITAS</p> <p>Representatives from Japanese Buyer (Fast Retailing Co., Ltd.)¹⁸ and Viet Nam Chamber of Commerce and Industry (VCCI) – Hochiminh City</p> <p>Representatives from ILO-IFC Better Work programme in Viet Nam and the ILO MULTI/RBC</p> | |
| | | To what extent is the programme consistent and relevant to needs of the electronic sector? | <p>Representatives from VEIA Viet Nam Chamber of Commerce and Industry (VCCI) – Hochiminh City</p> <p>Representatives from ILO-IFC Better Work programme in Viet Nam and the ILO MULTI/RBC</p> | |

¹⁸ Fast Retailing Co., Ltd. is a public Japanese multinational retail holding company. In addition to its primary subsidiary Uniqlo, it owns several other brands, including J Brand, Comptoir des Cottonniers, GU, Princesse Tam-Tam, and Theory

| Criteria | Key questions | Sub question /indicators | Stakeholder Interviewed | Source of data |
|------------------------------------|--|--|---|----------------------------|
| 2. Validity of intervention design | <ul style="list-style-type: none"> To what extent are the programme (and the sub-projects)'s design (objectives, outcomes, outputs and activities as well as its strategies and approach) and the underlining theory of change (see page 4 of the TOR), logical, coherent and sound to achieve the project goals? | <p>To what extent are the programme (and the sub-project in Viet Nam)'s design logical? [Probing questions]</p> <ul style="list-style-type: none"> Are activities are sufficient to deliver the expect outputs? Should any activities have been added/implemented to ensure the delivery of the outputs? Is the completion of the outputs help generating the expected three outcomes? Should any outputs have been added/delivered? | Representatives from ILO-IFC Better Work programme in Viet Nam and the ILO MULTI/RBC | |
| 3. Coherence | <ul style="list-style-type: none"> To what extent had the programme leveraged synergies and partnerships (with BWB and other ILO interventions/programmes/projects, constituents, other donors, governments, social partners, national institutions, and other UN/development agencies) to enhance the projects' efficiency, effectiveness and impact? What are the ways to maximize synergies and improve collaboration with these new actors? Have there been new intervening factors/actors (e.g. other donor-assisted programmes, or new policies, policy changes, or other interventions) that have emerged, which may have impaired or enhanced the programme performance or future ILO development assistance in these strategic areas? | | Representatives from ILO-IFC Better Work programme in Viet Nam and the ILO MULTI/RBC Representatives from other (collaborating) ILO projects | |
| 4. Effectiveness | <ul style="list-style-type: none"> To what extent have the programme and the sub-projects achieved the outputs? To what extent had these achieved outputs led to the desired outcomes? And assess how well has the programme | [General question] To what extent have the programme and the sub-projects achieved the outputs? | Representatives from ILO-IFC Better Work programme in Viet Nam and the ILO MULTI/RBC | Project Progress Report(s) |
| | | [Output 1.1] To what extent, have enterprises tackled the root-causes of non-compliance through social dialogue and improved | Factories' representatives [Managers] | |

| Criteria | Key questions | Sub question /indicators | Stakeholder Interviewed | Source of data |
|----------|--|---|---|---|
| | <p>performed relative to the programme goals/objectives.</p> <ul style="list-style-type: none"> • Has the programme produced any unexpected outcomes? If so, what were activities/factors that contributed to the unexpected outcomes? • What are the commonalities and /or differences in the outcomes of the intervention in the targeted host countries (VNM, BGD, CAM) • How effective were the programme and the sub-projects at stimulating interest and participation of the partners at the micro, meso and macro levels to be catalyst and promote a culture of compliance with national laws and respect for the principles of ILS, transparency and social dialogue? <p>To what extent were the constituents able to fulfil the roles expected in the programme strategies? How could these be improved?</p> | <p>management systems? <i>[factories received BWV's advisory services]</i></p> <p>[Output 1.2] To what extent, have the remediation mechanisms been strengthened in enterprises? <i>[80% of factories developed roadmap in 2022 to improve the remediation system, 44% had an grievance mechanism]</i></p> <p>[Output 1.3] How “enterprise compliance data” is used by enterprises[employer and worker organisations] to promote decent work outcomes [Is the data actionable, reliable, and timely]? <i>[332 factories included in 2022]</i></p> <p>[Outcome 1] Having participated in various activities, to what extent, have enterprises improved compliance with <u>national laws</u> and respect the principles of <u>international labour standards</u> and have strong social dialogue structures and processes? <i>Specific examples from each factory should be collected</i></p> <p>[Probing question] How effective have the various activities supported by the Project contributed to factories’s compliance with national laws and respect the principles of</p> | <p>Representatives from ILO-IFC Better Work programme in Viet Nam and the ILO MULTI/RBC</p> | <p>National laws on industrial relations International labour standards on industrial relations Factories’ materials, if any, on social dialogue structures and processes</p> |

| Criteria | Key questions | Sub question /indicators | Stakeholder Interviewed | Source of data |
|----------|---------------|---|--|--|
| | | international labour standards and have strong social dialogue structures and processes? | | |
| | | [Output 1.4] To what extent is the awareness raised on responsible business practices and good practices in the garment and electronics sectors. <i>[in 2022, BWV]s training on responsible purchasing practices for garment sector was converted to online training]</i> | Representatives from MoLISA, VCCI, and VGCL [those who participated in on-line training] | |
| | | [Output 2.1] To what extent, have Government officials have enhanced their capacity to promote a culture of compliance, transparency, and social dialogue? ¹⁹ | Representatives from MoIT and Labor Inspectorate (MOLISA) | The plan to strengthen the capacity of MoIT staff and consultant network to ensure that Human Rights Due Diligence (HRDD) is embedded into their |
| | | [Output 2.2] To what extent, has capacity of workers' and employers' organizations in the target sectors enhanced for <u>stronger social dialogue including with the counterpart organization in Japan</u> ²⁰ | Representatives from VCCI, VITAS (Viet Nam Textile and Apparel Association) | |

¹⁹ [In 2022, the project had a series of discussions and is in progress of developing a plan with the Industrial Department of the Ministry of Industry and Trade (MoIT) to strengthen the capacity of MoIT staff and consultant network to ensure that Human Rights Due Diligence (HRDD) is embedded into their support to enterprises. Following the training on Gender Sensitivity- Sexual Harassment Prevention for Labour Inspectorate (LI) in April 2022, the project has collaborated with LI to mainstream the questions related to gender equality into their inspection form. The project has also supported LI to review and revise the self-assessment form which is mandatory for all registered business in Viet Nam.

²⁰ Viet Nam: In April – Dec 2022, the ILO in collaboration with VCCI organised three thematic dialogue meetings for the electronics sector to address labour and compliance issues. The themes include “wage & benefit system”, “enhancing quality of the workforce for higher productivity” and “solutions to stabilise workforce of electronics sector”. The intervention brought key stakeholders together, promoting social dialogue and finding sector-relevant solutions. In addition to coming up with solutions to address the critical issues to the sector, these regular meetings have nurtured the culture of dialogue among the key stakeholders of the electronics sector. In addition, the programme manager and the BW team provided technical support and inputs for the Business Forum of Electronics Sector co-hosted by ILO and VCCI in July. The forum discussed the challenges and opportunities for the sector in Viet Nam and how Public-Private Partnership could support the sustainable growth. Manufacturing companies including Japanese companies took part in the Forum. Since April to December 2022, two quarterly meetings with VITAS (Viet Nam Textile and

| Criteria | Key questions | Sub question /indicators | Stakeholder Interviewed | Source of data |
|----------|---------------|---|---|---|
| | | <p>[Output 2.3] To what extent, capacity of worker’s and employer’s organisations enhanced to address productivity gains that enable enterprises to sustain responsible business practices? ²¹</p> <p>[Output 2.4] To what extent are the dialogue platforms [different dialogue meetings, business forums and high-level consultation meetings] strengthened among social partners and international stakeholders, including Japanese buyers and public institutions? ²²</p> | <p>Representatives from Japanese Buyer (Fast Retailing Co., Ltd.) and Viet Nam Chamber of Commerce and Industry (VCCI) – Hochiminh City</p> <p>VCCI, VGCL, and Viet Nam Electronic Industries Association (VEIA)</p> <p>Factories’ representatives <i>[Managers who participated in training courses on productivity to enhance capacity for employers to address productivity issues and sustain responsible business practices]</i></p> | <p>support to enterprises</p> <p>Labour Inspectorate inspection form</p> <p>Notes of thematic dialogue meetings for the electronics sector to address labour and compliance issues. The themes include “wage & benefit system”, “enhancing quality of the workforce for</p> |

Apparel Association) and the manufacturing groups were organised. In these meetings, information and compliance data were shared to highlight areas which require more attention and efforts from business. Some critical issues include excessive overtime, social dialogue at workplace, occupational health and safety, and payment. Suggestions and information shared in the meetings have been used by VITAS in their advice and guidance to their members.

²¹ In 2022, through regular dialogue meetings including 4 quarterly tripartite meetings, 2 Project advisory meetings and 5 bipartite meetings, and data and knowledge sharing, the project has helped VCCI, VGCL, and Viet Nam Electronic Industries Association (VEIA) to have a better understanding on the sectoral situations, and access to available data and tools to advise their members in doing their business and maintaining a healthy and productive workforce. In 2022, BWV also conducted 6 training courses on productivity to enhance capacity for employers to address productivity issues and sustain responsible business practices

²² Viet Nam: Throughout the April-Dec 2022 period, the project has collaborated with national tripartite partners to host different dialogue meetings, business forums and high-level consultation meetings with the participation of stakeholders from public and private, and development partners. Discussions were exchange on issues such as safe and healthy workplaces especially post-COVID, productivity enhancement, empowerment of women, and retainment of employment which are critical to the future of the manufacturing sectors including garment, footwear, and electronics in Viet Nam. The dialogue meetings have contributed inputs to the final strategy for garment and footwear sector as well as the potential partnership for the implementation of the sector strategy in the years to come.

| Criteria | Key questions | Sub question /indicators | Stakeholder Interviewed | Source of data |
|----------|---------------|---|--|---|
| | | [Outcome 2]: Having participated in various activities, to what extent have tripartite institutions and tripartite collaboration at national and international level created an enabling environment for more productive and sustainable enterprises that implement responsible business practices? [sepcific examples] | Representatives from MOLISA, VCCI, VGCL, VEIA, VITAS and factories' representatives Representatives from MOLISA (including Labour Inspectorate), MoIT VCCI, VGCL, VEIA, VITAS, factories' representatives | higher productivity” and “solutions to stabilise workforce of electronics sector” |
| | | [Output 3.1] To what extent are business case/ good practice compiled into studies on stronger collaboration and social dialogue? [Output 3.1] To what extent is the awareness raised on responsible value chains to stakeholders and the general public in Viet Nam? ²³ [Outcome 3] To what extent, has Viet Nam governmental agencies increase their evidence base in developing policy measures and policy level collaborations that promote responsible business and labour practices throughout | Representatives from MOLISA (including Labour Inspectorate), MoIT VCCI, VGCL, VEIA, VITAS, factories' representatives | |

²³ : In November 2022, the project hosted a Business Forum for Garment and Footwear sectors which brought together over 40 participants from the global brands, manufacturing groups, government agencies (MoIT) and sector associations to discuss how Public-PrivatePartnership can support the sustainable growth of garment and footwear sectors of Viet Nam in the next 10 years with the focus on promoting shared responsibility and transparency across the supply chain. In December, an e-learning courses on responsible purchasing practices was developed for different stakeholders including the tripartite partners. By March 2023, 11 representatives from MoLISA, VCCI and VGCL have completed the online training. It is expected that by June, at least 30 officials will complete the training course.

| Criteria | Key questions | Sub question /indicators | Stakeholder Interviewed | Source of data |
|---|---|--|---|----------------|
| | | global supply chains (GSCs) as the results of project intervene under Output 3.1 and Output 3.2? | | |
| 5. Efficiency of resource usage | <ul style="list-style-type: none"> • How efficiently had the programme been managed in terms of its human / financial resources and organizational / governance structure? Were the resources efficiently utilized in this programme? • Assess the added value of the programme and the impact of the programme interventions versus value for money. • How did the project's interventions affect the capacities and roles of tripartite constituents (employers, workers, governments) in promoting working condition/ decent work in Business Operations? To what extent and how well did the programme meet the capacity needs of the constituents and how well did it address capacity challenges (if any, e.g. for employers, workers, and buyers) as well as those challenges related to enforcement capacity? • Are resources allocated and used strategically to achieve programme results? • Are the funding and timeframe sufficient to achieve the intended results? | | Representatives from ILO-IFC Better Work programme in Viet Nam and the ILO MULTI/RBC | |
| 6. Effectiveness of management arrangements | <ul style="list-style-type: none"> • Were the management and governance arrangements and the M&E systems including risk analysis and context analysis and monitoring, of the programme and the sub-projects adequate and effective? • Were institutional arrangements with partners and the role of tripartite constituents appropriate and effective? • Identify factors that facilitated, or challenges that obstructed the project from achieving its results, outcomes and objectives. Have these factors been sufficiently analysed and adequately addressed in project interventions? • How coherent is METI programme with other (collaborating) ILO projects? [as JPN global supply chain project, APL project and SCORE project phase 3]. | | <p>Representatives from ILO-IFC Better Work programme in Viet Nam and the ILO MULTI/RBC</p> <p>Representatives from MOLISA (including Labour Inspectorate), MoIT VCCI, VGCL, VEIA, VITAS</p> <p>Representatives from other (collaborating) ILO projects</p> | |

| Criteria | Key questions | Sub question /indicators | Stakeholder Interviewed | Source of data |
|-----------------------|---|--|---|----------------|
| 7. Impact orientation | <ul style="list-style-type: none"> • To which extent and in what way has the project directly or indirectly contributed to the improvement in working conditions, well-being of workers, and the sustainability of enterprises in the targeted sectors? • How has the project directly or indirectly contributed to create a more enabling environment for responsible business practices and decent work, as well as better alignment of policies and practices with ILS through enhancing constituents' capacities, social dialogue, collaboration and by increasing an evidence base? • How the project impacted to the presence of Japanese support in the target countries? | <p>Have any changes in working conditions, well-being of workers taken place in the last two years, which ones are generated as the results social dialogue? Any improved in management systems at factories after received BWV's advisory services and other capacity development activities?] [refer to Output 1.1]</p> <p>Have any specific changes made to the remediation mechanisms at factories? If so to which extent and in what way directly or indirectly contributed to the improvement in working conditions, well-being of workers?</p> <p>Have any specific changes made to the remediation mechanisms at factories? If so to which extent and in what way directly or indirectly contributed to the sustainability of enterprises?</p> <p>How has the project directly or indirectly contributed to create a more enabling environment for responsible business practices and decent work, as well as better alignment of policies and practices with ILS through enhancing constituents' capacities, social dialogue, collaboration and by increasing an evidence base?</p> | <p>Representative from factories' workers associations (trade unions and workers) BWV Team</p> <p>Representative from factories' managers?</p> <p>Representatives from ILO-IFC Better Work programme in Viet Nam and the ILO MULTI/RBC</p> <p>Representatives from MOLISA (including Labour Inspectorate), MoIT VCCI, VGCL, VEIA, VITAS</p> <p>Representatives from Japanese Buyer (Fast Retailing Co., Ltd.) and Viet Nam Chamber of Commerce and Industry (VCCI) – Hochiminh City</p> | |

| Criteria | Key questions | Sub question /indicators | Stakeholder Interviewed | Source of data |
|--|--|---|---|----------------|
| | | How the project impacted to the presence of Japanese support in Viet Nam? | | |
| 8. Sustainability | <ul style="list-style-type: none"> To what extent had the programme and the sub-projects supported the capacity, long-term buy-in, leadership, commitment, and national ownership by the Viet Nam governments, social partners, and other relevant stakeholders to creating the enabling conditions for companies to translate their due diligence into positive and lasting change on the ground? What were the challenges? What need to be done (or to be done more) to achieve a long-term change for responsible supply chains, ILS compliance, and social dialogue which is independent, efficient, and credible to promote decent work, in the garment and electronic sectors? To what extent were the project initiative sustainable? Are the results that came about from this project likely to continue after the close out of the project? To what extent are the project results likely to be sustained in the long-term? How strong is the commitment of the Governments and other stakeholders to sustain the results of project support and continuing initiatives supported under the project? How has the project enhanced and contributed to the development of national capacity to ensure suitability of efforts and benefits? | | <p>Representatives from MOLISA (including Labour Inspectorate), MoIT VCCI, VGCL, VEIA, VITAS</p> <p>Representatives from ILO-IFC Better Work programme in Viet Nam and the ILO MULTI/RBC</p> <p>Representatives from other (collaborating) ILO projects</p> | |
| 9. Cross-cutting issues (Gender equality and disability inclusiveness, social dialogue, normative mandate, tripartism, and | <ul style="list-style-type: none"> To what extent has the programme contributed to enhance gender equality, social inclusion of vulnerable workers (e.g., migrant workers), and disability inclusiveness and empowerment of women workers in the targeted sectors, and in what way? Did the programme teams have adequate gender equality and social inclusion expertise and adequate technical backstopping from specialists? Did the project's interventions contribute to ILO's normative mandate? Did the project's interventions contribute to strengthening social dialogue among social partners and international stakeholders, including Japanese | | <p>Representatives from MOLISA (including Labour Inspectorate), MoIT VCCI, VGCL, VEIA, VITAS</p> <p>Representatives from ILO-IFC Better Work programme in Viet Nam and the ILO MULTI/RBC</p> | |

| Criteria | Key questions | Sub question /indicators | Stakeholder Interviewed | Source of data |
|--|---|--------------------------|---|----------------|
| women worker empowerment) | buyers and public institutions in the programme countries? Has (if so, how) the social dialogue (including tripartite home-host country dialogues, national level dialogue, sector level dialogue, workplace level dialogue, etc) contributed to advancing decent work, addressing human and labour right risks, and building forward better from recent global disruptions, including COVID-19 pandemic? | | Representatives from other (collaborating) ILO projects | |
| 10. Lessons learned and good practices | <ul style="list-style-type: none"> What are the exemplary achievements and/or particular challenges in promoting RBC and HRDD, collaborative actions, uptake, and buy-in to create an enabling environment for sustainable enterprises in the target countries? | | Representatives from MOLISA (including Labour Inspectorate), MoIT VCCI, VGCL, VEIA, VITAS Representatives from ILO-IFC Better Work programme in Viet Nam and the ILO MULTI/RBC Enterprise's representatives Representatives from other (collaborating) ILO projects | |

Annex 7: Bangladesh Data Collection Worksheet

| Criteria | Sub question /indicators | Keywords | Stakeholder Interviews | Source of data |
|---------------------------------|---|--|---|---|
| Relevance | <ul style="list-style-type: none"> To what extent and how well had the METI programme responded to the needs and priorities of the national stakeholders and social partners? To what extent is the programme consistent and relevant to needs of the RMG and other sectors in Bangladesh? | <ul style="list-style-type: none"> Programme alignment and national stakeholders' engagement - Sectoral relevance | <ul style="list-style-type: none"> PAC BWB Team, and ILO CO Bangladesh Team Government ministries and departments (MoLE, DIFE, DoL, EPB, BEPZA, BIDA) Employers' organisations (BEF, BGMEA, BKMEA, LFMEAB, FBCCI, MCCI, JBCCI), Workers' organisations (NCCWE, national and RMG sector IBC), WRC Buyers and Importers, Donor Academics and Researchers | <ul style="list-style-type: none"> Programme design documents Programme monitoring data and studies Key informant Interviews |
| Validity of intervention design | <ul style="list-style-type: none"> To what extent are the METI programme's design (objectives, outcomes, outputs and activities as well as its strategies and approach) and the underlining theory of change, logical, coherent and sound to achieve the project goals? | <ul style="list-style-type: none"> Programme design coherence | <ul style="list-style-type: none"> PAC BWB Team ILO CO Bangladesh Team Government ministries and departments Employers' organisations, Workers' organisations, Donor | <ul style="list-style-type: none"> Programme monitoring data and studies Key informant Interviews |
| Coherence and Strategic Fit | <ul style="list-style-type: none"> To what extent had the programme leveraged synergies and partnerships (with BWB and other ILO interventions/programmes/ projects, constituents, other donors, governments, social partners, national institutions, and other UN/development agencies) to enhance the projects' efficiency, effectiveness and impact? What are the ways to maximize synergies and improve collaboration with these new actors? | <ul style="list-style-type: none"> Partnership and collaboration leverage assessment - - - - - | <ul style="list-style-type: none"> PAC BWB Team ILO CO Bangladesh Team Government ministries and departments, Employers' organisations, Workers' organisations, Donor | <ul style="list-style-type: none"> Programme monitoring data and studies Key informant Interviews |

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|------------------------------|--|--|--|--|
| | <ul style="list-style-type: none"> • Have there been new intervening factors/actors (e.g. other donor-assisted programmes, or new policies, policy changes, or other interventions) that have emerged, which may have impaired or enhanced the programme performance or future ILO development assistance in these strategic areas? | <ul style="list-style-type: none"> - • New factors/actors influencing programme performance | | |
| Effectiveness | <ul style="list-style-type: none"> • To what extent have the programme achieved the outputs? To what extent had these achieved outputs led to the desired outcomes? And assess how well has the programme performed relative to the programme goals/objectives. • Has the programme produced any unexpected outcomes? If so, what were activities/factors that contributed to the unexpected outcomes? • How effective were the programme at stimulating interest and participation of the partners at the micro, meso and macro levels to be catalyst and promote a culture of compliance with national laws and respect for the principles of ILS, transparency and social dialogue? To what extent were the constituents able to fulfil the roles expected in the programme strategies? How could these be improved? | <ul style="list-style-type: none"> • Output attainment, outcome effectiveness, and programme performance - - • Unexpected outcomes and activities/ factors affecting performance - • Partner engagement and compliance culture promotion status and future means | <ul style="list-style-type: none"> • PAC • BWB Team, • ILO CO Bangladesh Team • Government ministries and departments, • Employers' organisations, • Workers' organisations, • Buyers and Importers, • RMG Factories • RMG workers • Donor | <ul style="list-style-type: none"> • Programme monitoring data and studies • Key informant Interviews • Focus Group Discussions |
| Efficiency of resource usage | <ul style="list-style-type: none"> • How efficiently had the programme been managed in terms of its human / financial resources and organizational / governance structure? Were the resources efficiently utilized in this programme? • Assess the added value of the programme and the impact of the programme interventions versus value for money. • How did the project's interventions affect the capacities and roles of tripartite constituents (employers, workers, governments) in promoting working condition/ decent work in Business | <ul style="list-style-type: none"> • Resource management efficiency - - - • Added value of the programme and impact • Constituents' capacity impact | <ul style="list-style-type: none"> • PAC • BWB Team, • ILO CO Bangladesh Team • Donor | <ul style="list-style-type: none"> • Programme financial data, activity wise • Key informants |

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| | <p>Operations? To what extent and how well did the programme meet the capacity needs of the constituents and how well did it address capacity challenges (if any, e.g. for employers, workers, and buyers) as well as those challenges related to enforcement capacity?</p> <ul style="list-style-type: none"> • Are resources allocated and used strategically to achieve programme results? • Are the funding and timeframe sufficient to achieve the intended results? | <ul style="list-style-type: none"> - - • Strategic resource allocation - • Funding and timeframe sufficiency | | |
| Effectiveness of management arrangements | <ul style="list-style-type: none"> • Were the management and governance arrangements and the M&E systems including risk analysis and context analysis and monitoring, of the programme and the sub-projects adequate and effective? • Were institutional arrangements with partners and the role of tripartite constituents appropriate and effective? • Identify factors that facilitated, or challenges that obstructed the project from achieving its results, outcomes and objectives. Have these factors been sufficiently analysed and adequately addressed in project interventions? | <ul style="list-style-type: none"> • Management and governance effectiveness - - • Institutional arrangement and tripartite role • Enabling and inhibiting institutional factors of results attainment | <ul style="list-style-type: none"> • PAC • BWB Team • ILO CO Bangladesh Team • Donor | <ul style="list-style-type: none"> • Programme financial data, activity wise • Key informants |
| Impact orientation | <ul style="list-style-type: none"> • To which extent and in what way has the project directly or indirectly contributed to the improvement in working conditions, well-being of workers, and the sustainability of enterprises in the targeted sector? • How has the project directly or indirectly contributed to create a more enabling environment for responsible business practices and decent work, as well as better alignment of policies and practices with ILS through enhancing constituents' capacities, | <ul style="list-style-type: none"> • Impact on working conditions and well-being, and sustainability of enterprises - • Contribution to responsible business practices and policy alignment - | <ul style="list-style-type: none"> • PAC • BWB Team, • ILO CO Bangladesh Team • Government ministries and departments, • Employers' organisations • Workers' organisations, • Buyers and Importers, • RMG Factories • RMG workers • Donor | <ul style="list-style-type: none"> • Programme monitoring data and studies • Key informant Interviews • Focus Group Discussions |

| | | | | |
|----------------------|--|--|---|--|
| | <p>social dialogue, collaboration and by increasing an evidence base?</p> <ul style="list-style-type: none"> • How the project impacted to the presence of Japanese support in Bangladesh? | <ul style="list-style-type: none"> • Project impact on Japanese support presence | | |
| Sustainability | <ul style="list-style-type: none"> • To what extent had the programme supported the capacity, long-term buy-in, leadership, commitment, and national ownership by the Bangladesh government, social partners, and other relevant stakeholders to creating the enabling conditions for companies to translate their due diligence into positive and lasting change on the ground? What were the challenges? • What need to be done (or to be done more) to achieve a long-term change for responsible supply chains, ILS compliance, and social dialogue which is independent, efficient, and credible to promote decent work, in the RMG sector? • To what extent were the project initiative sustainable? Are the results that came about from this project likely to continue after the close out of the project? To what extent are the project results likely to be sustained in the long-term? • How strong is the commitment of the Governments and other stakeholders to sustain the results of project support and continuing initiatives supported under the project? How has the project enhanced and contributed to the development of national capacity to ensure suitability of efforts and benefits? | <ul style="list-style-type: none"> • National ownership supports and challenges <ul style="list-style-type: none"> - - - - - - - - • Required long term changes for responsible supply chains • Programme sustainability and long-term results • Stakeholders' commitment and contribution to national capacity development | <ul style="list-style-type: none"> • PAC • BWB Team, • ILO CO Bangladesh Team • Government ministries and departments, • Employers' organisations • Workers' organisations, • Buyers and Importers, • RMG Factories • RMG workers • Donor | <ul style="list-style-type: none"> • Programme monitoring data and studies • Key informant Interviews • Focus Group Discussions |
| Cross-cutting issues | <ul style="list-style-type: none"> • To what extent has the programme contributed to enhance gender equality, social inclusion of vulnerable workers (e.g., migrant workers), and | <ul style="list-style-type: none"> • Contribution to gender equality, social | <ul style="list-style-type: none"> • PAC • BWB Team, • ILO CO Bangladesh Team | <ul style="list-style-type: none"> • Secondary literature • Programme design documents |

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|---|--|--|---|--|
| <p>(Gender equality and disability inclusiveness, social dialogue, normative mandate, tripartism, and women worker empowerment)</p> | <p>disability inclusiveness and empowerment of women workers in the targeted sector, and in what way? Did the programme teams have adequate gender equality and social inclusion expertise and adequate technical backstopping from specialists? Did the project's interventions contribute to ILO's normative mandate?</p> <ul style="list-style-type: none"> • Did the project's interventions contribute to strengthening social dialogue among social partners and international stakeholders, including Japanese buyers and public institutions in the programme countries? Has (if so, how) the social dialogue (including tripartite home-host country dialogues, national level dialogue, sector level dialogue, workplace level dialogue, etc) contributed to advancing decent work, addressing human and labour right risks, and building forward better from recent global disruptions, including COVID-19 pandemic? | <p>inclusion, and empowerment</p> <ul style="list-style-type: none"> • Contribution to social dialogue strengthening and decent work promotion and protection | <ul style="list-style-type: none"> • Government ministries and departments, • Employers' organisations, workers' organisations, • Buyers and Importers, • Donor • Academics and Researchers | <ul style="list-style-type: none"> • Programme monitoring data and studies • Key informant Interviews • |
| <p>Lessons learned and good practices</p> | <ul style="list-style-type: none"> • What are the exemplary achievements and/or particular challenges in promoting RBC and HRDD, collaborative actions, uptake, and buy-in to create an enabling environment for sustainable enterprises in the target countries? | <ul style="list-style-type: none"> • Achievements and challenges promoting RBC and HRDD | <ul style="list-style-type: none"> • PAC • BWB Team, • ILO CO Bangladesh Team • Government ministries and departments, • Employers' and workers' organisations, • Buyers and Importers, • Donor • Academics and Researchers | <ul style="list-style-type: none"> • Secondary literature • Programme design documents • Programme monitoring data and studies • Key informant Interviews • |

Annex 8: List of Stakeholders Interviewed

The lists of Stakeholders, Beneficiaries and Partners interviewed for the present evaluation for each of the four countries is indicated in the Tables below.

Japan - List of Participants in Stakeholder Interviews

| No | Name | Position / Organization | Female/Male |
|-----|---------------------------|---|-------------|
| 1) | Mr. Sunao Orii | Director, Business and Human Rights Policy Office, Ministry of Economy, Trade and Industry (METI) | Male |
| 2) | Ms. Masayo Ogawa | Deputy Director, Business and Human Rights Policy Office, Deputy Director, Trade Policy Planning Office, Ministry of Economy, Trade and Industry (METI) | Female |
| 3) | Mr. Ryo Kiuchi | Deputy Director for Business and Human Rights Policy, Minister's Secretariat, Ministry of Economy, Trade and Industry (METI) | Male |
| 4) | Ms. Tomoko Hasegawa | Managing Director (Member of Secretariat Executives), Keidanren (Japan Business Federation) | Female |
| 5) | Ms. Emiko Nagasawa | Senior Adviser, Labor Legislation Bureau, Keidanren (Japan Business Federation) | Female |
| 6) | Mr. Ryuichi Ikota | Director, International Policy Division, Department of International Policy, Japanese Trade Union Confederation (JTUC) – RENGO | Male |
| 7) | Ms. Yoshiko Norimatsu | Assistant General Secretary, Japanese Trade Union Confederation (JTUC) – RENGO | Female |
| 8) | Mr. Yuichi Hoshino | Section Chief, International Policy Division, Department of International Policy, Japanese Trade Union Confederation (JTUC) – RENGO | Male |
| 9) | Mr. Toshihiro Motobayashi | Executive Director (Secretary General), Japan International Labour Foundation (JILAF) | Male |
| 10) | Mr. Koji Kogure | Counsellor, Japan International Labour Foundation (JILAF) | Male |
| 11) | Mr. Susumu Tanaka | Senior Economist, Research & Analysis Department, Japan External Trade Organization (JETRO) | Male |
| 12) | Mr. Eitaro Kojima | Director-General, Planning Department, Japan External Trade Organization (JETRO) | Male |
| 13) | Ms. Shiori Mori | Deputy Director, International Economy Division, Research & Analysis Department, Japan External Trade Organization (JETRO) | Female |
| 14) | Mr. Tsuyoshi Naruoka | JEITA CSR Committee Chairperson, Japan Electronics and Information Technology Industries Association (JEITA)) | Male |

| | | | |
|-----|-----------------------|--|--------|
| 15) | Ms. Kaoru Kuniba | Manager, Policy and Strategy Department, Management and Planning Division, Japan Electronics and Information Technology Industries Association (JEITA) | Female |
| 16) | Ms. Nobuko Iino | Expert, Policy and Strategy Department, Management and Planning Division, Japan Electronics and Information Technology Industries Association (JEITA) | Female |
| 17) | Mr. Hiromitsu Hatano | Member, Japan Business Machine and Information System Industries Association (JBMIA) | Male |
| 18) | Ms. Tomoko Tonami | Member, Japan Business Machine and Information System Industries Association (JBMIA) | Female |
| 19) | Mr. Toshibumi Seki | Director, Administration Division, Japan Business Machine and Information System Industries Association (JBMIA) | Male |
| 20) | Mr. Naoki Shibuya | Specialist, Administration Division, Japan Business Machine and Information System Industries Association (JBMIA) | Male |
| 21) | Mr. Kenichi Tomiyoshi | Executive Vice President & Secretary General, Japan Textile Federation (JTF) | Male |
| 22) | Mr. Sadayoshi Tamura | Executive Secretary, Japan Textile Federation (JTF) | Male |
| 23) | Mr. Fumihisa Ono | Operations Department and General Affairs Department, Japan Auto Parts Industries Association (JAPIA) | Male |
| 24) | Mr. Kazumi Ito | Japan Auto Parts Industries Association (JAPIA) | Male |
| 25) | Mr. Hiroya Yamamoto | Japan Auto Parts Industries Association (JAPIA) | Male |
| 26) | Mr. Taku Kawamura | Vice President, Japan Federation of Labor and Social Security Attorney's Associations | Male |
| 27) | Ms. Risa Inagaki | Japan Federation of Labor and Social Security Attorney's Associations | Female |
| 28) | Mr. Ryosuke Obara | Japan Federation of Labor and Social Security Attorney's Associations | Male |
| 29) | Mr. Keiichi Ujii | Deputy Executive Director, Global Compact Network Japan (GCNJ) | Male |
| 30) | Ms. Naoko Ohkubo | Project Manager, Global Compact Network Japan (GCNJ) | Female |
| 31) | Ms. Shu Guang | Project Manager, Global Compact Network Japan (GCNJ) | Female |
| 32) | Ms. Harumi Ishida | Executive IT, Planning & Communications, Global Compact Network Japan (GCNJ) | Female |
| 33) | Ms. Michiko Arikawa | JEITA CSR Committee Vice-Chairperson, Panasonic Holdings Corporation/ Japan Electronics and Information Technology Industries Association | Female |
| 34) | Mr. Masahiko Takuwa | Panasonic Holdings Corporation | Male |
| 35) | Mr. Hiroshi Sasa | ASICS Corporation | Male |
| 36) | Mr. Yutaka Nagai | ASICS Corporation | Male |
| 37) | Mr. Yukio Urata | ASICS Corporation | Male |
| 38) | Mr. Shinichi Takasaki | Country Director, ILO Tokyo | Male |
| 39) | Ms. Kobayashi, Yuki | Programme Coordinator, ILO Tokyo | Female |
| 40) | Ms. Kamoshita, Mami | National Programme and Operations Officer, ILO Tokyo | Female |

Bangladesh - List of Participants in Stakeholder Interviews

| No | Full name | Position | Organization | Male/ Female |
|-----------|-----------------------------------|---|---|-------------------------|
| 1) | Tuomo Poutiainen | Country Director | ILO Country Office Bangladesh | Male |
| 2) | Nugroho, Mohamad Anis Agung | Country Programme Manager | Better Work Bangladesh | Male |
| 3) | Weibel Roberts Laetitia | Deputy Programme Manager | Better Work Bangladesh | Female |
| 4) | Niaz, Syed Fazle | Team Leader | Better Work Bangladesh | Male |
| 5) | Chayanich Thamparipattra | Technical Officer, | Trade for Decent Work, ILO | Female |
| 6) | Gunjan Dallakoti | SME specialist | ILO | Male |
| 7) | Avi Hossain | Senior Programme Officer | ILO | Male |
| 8) | Linnea Strand, Operations Manager | Operations Manager LAWC | ILO CO Dhaka | Female |
| 9) | Juliet Edington, | Better Work Global, Brand and Buyer Focal | Better Work Global | Female |
| 10) | Eranthi Premaratne | BW Sri Lanka | ILO | Female |
| 11) | Sayan Muhammad Rafi | Monitoring and evaluation Officer | Better Work Bangladesh | Male |
| 12) | Md. Abdur Rahim Khan | Inspector General | Department of Inspections for Factories and Establishments DIFE | Male |
| 13) | Tohenur Rahman, | Labour Inspector (Safety), | Department of Inspections for Factories and Establishments DIFE | Male |
| 14) | Iffat Ara, | Labour Inspector (Health) | Department of Inspections for Factories and Establishments DIFE | Female |
| 15) | Kazal Asgar | Director, Enterprise Services | Bangladesh Export Processing Zones Authority BEPZA | Male |
| 16) | Md. Abdul Kader | Deputy Secretary | Ministry of Labour and Employment | Male |
| 17) | Md. Aatur Rahman Mondol | Assistant Director, | Department of Labour | Male |
| 18) | Nazmul Haque, | Senior Assistant Secretary, | Ministry of Commerce | Male |
| 19) | Mr. Shah Mohammad Mahboob | Director General | International Investment Promotion, BIDA / Bangladesh Investment Development Authority, PM's Office | Male |

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|-----|--------------------------|--|---|--------|
| 20) | Fatema Tuz Zohra (Zinia) | OSH Unit | Bangladesh Knitwear Manufacturers and Exporters Association BKMEA | Female |
| 21) | Farzana Sharmin | Joint Secretary (Compliance) | Bangladesh Knitwear Manufacturers and Exporters Association BKMEA | Female |
| 22) | A.N.M Saifuddin, BGMEA | Chairman, Standing Committee on ILO & Labour Affairs | Bangladesh Garment Manufacturers and Exporters Association BGMEA | Male |
| 23) | Md. Rafiqul Islam | Member | Bangladesh Garment Manufacturers and Exporters Association BGMEA | Male |
| 24) | Pulak Ranjan Dhar, | Secretary | <i>Bangladesh Free Trade Union Congress</i> | Male |
| 25) | Md. Abdul Wahid, | Working President, | Jatiyo Sramik Jote / Trade Union | Male |
| 26) | Abdur Razzaque, | Senior Vice President | Jatiyo Sramik Jote Bangladesh / Trade union | Male |
| 27) | Prodip Gabriel Sku, | Programme Manager, Social Sustainability, | H&M | Male |
| 28) | Elvan Gedik Duval | Sustainability Manager, | H&M | Female |
| 29) | Md. Mozaffar Hossain, | Sr. Compliance Officer, | Fast Retailing/ UNIQLO | Male |
| 30) | Tamanna Sarwar | Sr. Manager, Supplier Sustainability | Gap Inc. | Female |
| 31) | Raihanul Feroz, | Manager, Responsible Sourcing | American Eagle Outfitters/ GaP Inc. | Male |
| 32) | Dr. Michael Klode, | Project Manager, | GIZ | Male |
| 33) | Dr. Carla Dohmwirth, | Advisor, | GIZ | Female |
| 34) | Josee Laporte, | CSR/RBC Specialist, | MULTI/RBC Unit · ILO | Female |
| 35) | Yeomin Kim, | Programme Technical Officer | MULTI/RBC Unit · ILO | Female |
| 36) | Md. Maruf Hassan Khan | Team Leader | Better Work Bangladesh | Male |
| 37) | Syed Atik Alam | Team Leader | Better Work Bangladesh | Male |
| 38) | Md. Abdul Munim | Team Leader | Better Work Bangladesh | Male |
| 39) | Ms. Zariath Tamanna | Team Leader | Better Work Bangladesh | Female |

Cambodia - List of Participants in Stakeholder Interviews

| No | Full name | Position | Organization | Sex |
|----|----------------------|------------------------------|--|--------|
| 1 | Ms. Sovann Vannaroth | Permanent Secretary of State | Ministry of Labour and Vocational Training (MoVLT) | Female |
| 2 | Mr. Leng Tong | Director | Department of Occupational Safety and Health, MLVT | Male |
| 3 | Mr. Kheb Bunchhean | Director | Labour Inspection Department, MoVLT | Male |

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|----|--------------------------|---|--|--------|
| 4 | Mr. Chhorm Thunna | Office Director | Labour Inspection Department, MoVLT | Male |
| 5 | Mr. Manh Narith | Deputy Director | Department of Occupational Safety and Health, MLVT | Male |
| 6 | Mr. Em Vanna | Deputy | Department of Occupational Safety and Health, MLVT | Male |
| 7 | Mr. Kov Tunroeung | Deputy | Department of Occupational Safety and Health, MLVT | Male |
| 8 | Mr. Han Nopkun | Deputy | Department of Occupational Safety and Health, MLVT | Male |
| 9 | Ms. Skun Ratha | Office Director | Department of Occupational Safety and Health, MLVT | Female |
| 10 | Mr. Ly Sarun | Office Director | Department of Occupational Safety and Health, MLVT | Male |
| 11 | Mr. Say Polin | Contract staff | Labour Inspection Department, MoVLT | Male |
| 12 | Mr. Ta Sethvirak | Official | Labour Inspection Department, MoVLT | Male |
| 13 | Ms. Sen Chhang Vichanita | Deputy Director Dept | Labour Inspection Department, MoVLT | Female |
| 14 | Mr. Peng Rathvisal | Deputy Office Director | Department of Occupational Safety and Health, MLVT | Male |
| 15 | Mr. Yuth Sothara | Office Director | Department of Occupational Safety and Health, MLVT | Male |
| 16 | Ms. Kong Sathya | Office Director | Department of Occupational Safety and Health, MLVT | Female |
| 17 | Ms. Sara Park | Programme Manager | ILO Better Factories Cambodia (BFC) | Female |
| 18 | Ms. Machiko Kitagawa | Technical Officer, CO. Bangkok | ILO Better Factories Cambodia (BFC) | Female |
| 19 | Mr. Sophal Chea | Team Leader—Assessment and Stakeholder’s Engagement | ILO Better Factories Cambodia (BFC) | Male |
| 20 | Ms. Sophearith Chhy | Monitoring and Evaluation Officer | ILO Better Factories Cambodia (BFC) | Female |
| 21 | Mr. Narith Nang | Team Leader Assessment | ILO Better Factories Cambodia (BFC) | Male |
| 22 | Ms. Lea Beltiz | Junior Advisor | GIZ Fabric Asia | Female |
| 23 | Ms. Kristin Sommer | Environment and Due Diligence Coordinator | GIZ Fabric Asia | Female |
| 24 | Mr. Andrew Tey | Director | Cambodia Garment Training Institute (CGTI) | Male |
| 25 | Ms. Sokunthea Seng | Worker Rights Programme Manager | VF Corporation, Cambodia | Female |
| 26 | Mr. Sokpheak Phum | Director | National Institute for Labour | Male |
| 27 | Ms. Borath Kim | Deputy Director | National Institute for Labour | Female |
| 28 | Mr. Neng Ly | Staff | National Institute for Labour | Male |
| 29 | Ms. Sophorn Yang | President | Cambodia Alliance of Trade Unions (CATU) | Female |
| 30 | Mr. Ken Loo | Secretary General | Textile, Apparel, Footwear, and Travel Good Association of Cambodia (TAFTAC) | Male |
| 31 | Ms. Mardy Nath | Human Resource staff | Marvel Garment Co., Ltd | Female |
| 32 | Ms. Theara Min | Worker Representative | Marvel Garment Co., Ltd | Female |
| 33 | Ms. Kanara Bun | Human Resource staff, PICC and OSH Member | Apple Apparel (Cambodia) Co., Ltd | Female |
| 34 | Ms. Boraleap Oun | Worker, PICC and OSH Member | Apple Apparel (Cambodia) Co., Ltd | Female |

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|----|-------------------|--------------------------------------|---|------|
| 35 | Mr. Atithv Kong | President | Coalition of Cambodia Apparel Workers Democratic Union (CCAWDU) | Male |
| 36 | Mr. Chandara Chor | Ethical Trade Team | Primark | Male |
| 37 | Mr. Ben Pove | Monitoring Audit, Ethical Trade Team | Primark | Male |

Viet Nam - List of Participants in Stakeholder Interviews

| No | Interviewees | Position | Stakeholders/Enterprises | Male/ Female |
|-----------|------------------------|--|--|-------------------------|
| 1) | Nguyen Hong Ha | Programme Manager | ILO Team/ Better Work Viet Nam | Female |
| 2) | Nguyen Thi Ngoc Tam | Assistant to Director | ASG Vina Co., Ltd. | Female |
| 3) | Trinh Nguyen Minh Tien | Assistant to Director | Chang Shuen Company Limited | Male |
| 4) | Truong Van Cam | General Secretary | Viet Nam Textile and Apparel Association (VITAS) | Male |
| 5) | Do Thi Thuy Huong | Executive Board Director | Viet Nam Electronics Industries Association (VEIA) | Female |
| 6) | Mai Hong Ngoc | Bureau for Employers' Activities | Viet Nam Chamber of Commerce and Industry (VCCI) – Hanoi | Female |
| 7) | Matthew Xu | CSR global lead | ASICS Corporation | Male |
| 8) | Hiroshi Sasa | Supply Chain CSR team | ASICS Corporation | Male |
| 9) | Nguyen Thi Hong Diep | Deputy Chief Labour Inspector | Ministry of Labor, Invalids and Social Affairs (MOLISA) | Female |
| 10) | Nguyen Thi My Dung | ILO National Project Coordinator | ILO | Female |
| 11) | Vu Kim Hue | ILO National Project Coordinator | ILO | Female |
| 12) | Bui Thi Ninh | Manager - Bureau for Employers' Activities | Viet Nam Chamber of Commerce and Industry (VCCI) – HCMC | Female |
| 13) | Nguyen Thi Thuy | CSR Assistant Manager | Tessellation Hoa Binh Company Limited | Female |
| 14) | Sarah Hai Doan | HR Assistant Manager | Tessellation Hoa Binh Company Limited | Female |
| 15) | Ngo Thai Phong | Sustainable Development member | Formosa Taffeta Dong Nai Co., Ltd. | Male |
| 16) | Kevin Tsou | Manager | Formosa Taffeta Dong Nai Co., Ltd. | Male |
| 17) | Thang Nguyen | Union member | Formosa Taffeta Dong Nai Co., Ltd. | Male |

| No | Interviewees | Position | Stakeholders/Enterprises | Male/ Female |
|-----|-----------------------|---|---|-----------------|
| 18) | Pham Tien | OSH officer | Formosa Taffeta Dong Nai Co., Ltd. | Female |
| 19) | Huong Xuan | OSH officer | Formosa Taffeta Dong Nai Co., Ltd. | Female |
| 20) | Le Vu Hong Quan | HR Manager | Poong In Vina Co., Ltd. | Male |
| 21) | Phạm Việt Cường | Manager | Viettronics Tan Binh JSC | Male |
| 22) | Le Quang Thu Ngoc | Senior Organizational Development & Social Compliance Manager | Fashion Garments factory | Female |
| 23) | Nguyen Tran Quynh Anh | HR Manager | Fashion Garments factory | Female |
| 24) | Thai Thi Hong Minh | Chief of Office | Viettronics Thu Duc JSC | Female |
| 25) | Nguyen Thu Hien | Lecturer, Faculty of Industrial Management | Ho Chi Minh City University of Technology (HCMUT) | Female |

ILO Global and Regional - List of Participants in Stakeholder Interviews

| No | Full name | Position | Organization | Male/Female |
|-----|-----------------------|--|---------------------------------------|-------------|
| 1. | Githa Roelans | Unit Head | ILO-MULTI/RBC | Female |
| 2. | Josée Laporte | RBC Specialist and Focal Point for Africa and Asia | ILO-MULTI/RBC | Female |
| 3. | Yeomin Kim | Project/Programme Technical Officer | ILO-MULTI/RBC | Female |
| 4. | Juliet Edington | Business Relations | BW-Geneva | Female |
| 5. | Minna Maaskola | Technical Specialist Training and HR Lead | BW-Geneva | Female |
| 6. | Eranthi Premaratne | Consultant - Better Work | BW Sri Lanka | Female |
| 7. | Ariel B Castro | Desk Officer for Asia and Pacific | ACTRAV Geneva | Male |
| 8. | Yuki Otsuji | Senior Specialist, Workers 'Activities | ACTRAV Bangkok | Female |
| 9. | Yasuo Ariga | CTA and Overall Coordinator | ILO/Japan Partnership Programme (BKK) | Male |
| 10. | Rattaporn Pongpattana | Evaluation Manager | ILO ROAP, Bangkok | Female |

Annex 9: Summary Outcomes

Source: Progress Report on the Programme “Building Responsible Value Chains in Asia” for the period April 2022 - December 2023 (April 2024: 19-23).

| OUTCOME ACHIEVEMENT ²⁴ | | | | |
|---|---|---|--|-------------------------------|
| Indicator | Baseline (Before project start) | Indicator Milestone (Compare planned against actual as of December 2023) | Target (End-of-project goal) | Status |
| Outcome 1: Based on the business case for good industrial relations, enterprises will improve compliance with national laws and respect the principles of international labour standards and have strong social dialogue structures and processes | | | | |
| Average percentage of non-compliance rate on publicly reported issues (To be reported for Bangladesh, Cambodia, Viet Nam) | Bangladesh: 28.4% Cambodia: 6.4% Viet Nam: 3.3% | Bangladesh: 17.7% Cambodia: 5.5% Viet Nam: 2.8% | Bangladesh: 15.0 % Cambodia: 3.0% Viet Nam: 3.0% | On track: most milestones met |
| Output 1.1: Enterprises tackle the root-causes of non-compliance with national labour laws through social dialogue and improved management systems | | | | |

²⁴ Based on the M&E plan

| | | | | |
|---|--|--|---|------------------------------------|
| Percentage of factories with an active and effective bi-partite committee (To be reported for Bangladesh, Cambodia, Viet Nam) | Bangladesh: 9.3% Cambodia: 13.0% Viet Nam: 25.4% | Bangladesh: 12.4% Cambodia: 15.0% Viet Nam: 36.1 % | Bangladesh: 12.0% Cambodia: 17.0% Viet Nam: 27.0% | On track: most milestones met |
| Output 1.2: Remediation mechanisms are strengthened in enterprises | | | | |
| Percentage of factories that have an effective grievance handling mechanism (To be reported for Bangladesh, Cambodia, Viet Nam) | Bangladesh: 7.1% Cambodia: 18.0% Viet Nam: 40.1% | Bangladesh: 8.0% Cambodia: 20.7% Viet Nam: 59.5% | Bangladesh: 8.0% Cambodia: 20.0% Viet Nam: 46.0% | Fully on track: all milestones met |
| Output 1.3: Actionable, reliable, and timely enterprise compliance data is used by enterprises to promote decent work outcomes | | | | |
| Annual report published (Y/ N) (+ qualitatively elaborate in the narrative report how the data is used in the engagement with constituents- Reported for Bangladesh, Cambodia, and Viet Nam) | Bangladesh: Y Cambodia: Y Viet Nam: Y | Bangladesh: Y Cambodia: Y Viet Nam: Y <i>BW annual report is published which includes all three components.</i> | Bangladesh: Y Cambodia: Y Viet Nam: Y | Result achieved: target met |
| Output 1.4: Awareness is raised on responsible business practices and good practices are disseminated including among Japanese buyers in the garment, electronics, and automotive sectors | | | | |

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|---|---|---|---|-------------------------------|
| Number of participants in training and workshop on RBC | Bangladesh: 0 Cambodia: 0 Viet Nam: 0 Japan: 0 | Bangladesh: 10,983 Cambodia: 5,404 Viet Nam: 8,637 Japan: 1,411 (These numbers include constituents that are counted under 2.1 and 2.2) | Bangladesh: 50 Cambodia: 40 Viet Nam: 180 Japan: 70 | Result achieved: target met |
| Percentage of training participants who improved their knowledge on responsible business practices | Bangladesh: 0 Cambodia: 0 Viet Nam: 0 Japan: 0 | Bangladesh: (40% ²⁵) Cambodia: 89% Viet Nam: 97% Japan: 81% | Bangladesh: 75.0% Cambodia: 80.0% Viet Nam: 90.0% Japan: 80.0% | On track: most milestones met |
| Outcome 2: Stronger tripartite institutions and tripartite collaboration at national and international level will create an enabling environment for more productive and sustainable enterprises that implement responsible business practices | | | | |
| Number of tools and / or instruments/ adopted and used by constituents that include decent work and inclusive growth at the sectoral level | Bangladesh:0 Cambodia:0 Viet Nam: 0 Japan:0 | Bangladesh: 10 Cambodia: 1 Viet Nam: 4 Japan: 2 | Bangladesh: 5 Cambodia: 1 Viet Nam: 3 Japan: 2 | Result achieved: target met |
| Output 2.1: Government officials in labour and trade ministries have enhanced their capacity to promote a culture of compliance, transparency, and social dialogue | | | | |

²⁵ There has been a low rate of survey response. Additional post-training survey is planned for Bangladesh in Q2 2024.

| | | | | |
|--|---|--|---|---------------------------------|
| Number of officials trained on international standards, compliance, transparency, and social dialogue. (Reported for Bangladesh, Cambodia, and Viet Nam) | Bangladesh: 0 Cambodia: 0 Viet Nam: 0 | Bangladesh: 109 Cambodia: 353 ²⁶ Viet Nam: 70 | Bangladesh: 50 Cambodia: 40 Viet Nam: 40 | Result achieved: target met |
| Output 2.2: Enhanced capacity of workers' and employers' organizations in the target sectors for stronger social dialogue including with the counterpart organization in Japan | | | | |
| Number of workers' and employers' organization representatives trained on international standards, compliance, transparency, and social dialogue | Bangladesh: 0 Cambodia: 0 Viet Nam: 0 Japan: 0 | Bangladesh: 188 Cambodia: 594 Viet Nam: 237 Japan: 444 | Bangladesh: 50 Cambodia: 40 Viet Nam: 60 Japan: 40 | Result achieved: target met |
| Output 2.3: Enhanced capacity of worker's and employer's organisations to address productivity gains that enable enterprises to sustain responsible business practices | | | | |
| Number of productivity training and workshops delivered (reported for Bangladesh, Cambodia, Viet Nam) | Bangladesh: 0 Cambodia: 0 Viet Nam: 0 | Bangladesh: 0 (<i>planned in Q2 2024</i>) Cambodia: 4 Viet Nam: 10 | Bangladesh: 2 Cambodia: 1 Viet Nam: 19 | Not on track: milestones missed |
| Output 2.4: Dialogue platforms are strengthened among social partners and international stakeholders, including Japanese buyers and public institutions in the programme countries | | | | |

²⁶ The reported number is a cumulative number of training participants, and in some cases, some officials have participated multiple training sessions. For Cambodia, 70 government officials participated different training sessions which makes the cumulative of 353.

| | | | | |
|--|---|--|--|---------------------------------|
| Multistakeholder dialogue conducted (Y/ N) | Bangladesh: Y Cambodia: Y Viet Nam: Y | Bangladesh: Y Cambodia: Y Viet Nam: Y | Bangladesh: Y Cambodia: Y Viet Nam: Y | Result achieved: target met |
| Outcome 3: Governments increase their evidence base in developing policy measures and home-host policy level collaborations that promote responsible business and labour practices throughout GSCs. | | | | |
| Number of newly developed and adhered policies and/or guidelines in line with internationally agreed principles; International instruments reflected in government and corporate policies/initiatives on CSR/RBC | Bangladesh:0 Cambodia:0 Viet Nam:0 Japan:0 | Bangladesh: 1 Cambodia: NA Viet Nam: 1 Japan: 1 | Bangladesh: 5 Cambodia: NA Viet Nam: 1 Japan: 1 | Not on track: milestones missed |
| Output 3.1: Business case/ good practice are compiled into studies on stronger collaboration and social dialogue across enterprises in supply chains | | | | |
| Number of Business case/good practices collected and disseminated | 0 | 39 | 5 good practices (to be compiled in one report) | Result achieved: target met |
| Output 3.2: Awareness is raised on responsible value chains stakeholders and general public in both home and host countries | | | | |
| Number of resource materials (flyers, reports, briefing notes, Video, web article) | 0 | 5 | 4 | Result achieved: target met |

Annex 10: Attendees at Stakeholder Workshops

The list of attendees who participated in the four National and the one Global virtual Stakeholder Validation Workshops are as follows:

Japan Workshop – 20 May 2024

- 1) Ms. Masayo Ogawa, Ministry of Economy, Trade and Industry (METI)
- 2) Mr. Ryo Kiuchi, METI
- 3) Ms. Tomoko Hasegawa, Keidanren (Japan Business Federation)
- 4) Ms. Emiko Nagasawa, Keidanren
- 5) Mr. Toshihiro Motobayashi, Japan International Labour Foundation (JILAF)
- 6) Mr. Eitaro Kojima, Japan External Trade Organization (JETRO)
- 7) Ms. Kaoru Kuniba, Japan Electronics and Information Technology Industries Association (JEITA)
- 8) Ms. Nobuko Iino, JEITA
- 9) Ms. Tomoko Tonami Japan Business Machine and Information System Industries Association (JBMIA)
- 10) Mr. Naoki Shibuya, JBMIA
- 11) Mr. Sadayoshi Tamura, Japan Textile Federation (JTF)
- 12) Mr. Taku Kawamura, Japan Federation of Labour and Social Security Attorney's Associations
- 13) Mr. Kohei Igarashi, Japan Federation of Labour and Social Security Attorney's Associations
- 14) Mr. Keiichi Ujiie, Global Compact Network Japan (GCNJ)
- 15) Mr. Shinichi Takasaki, Country Director, ILO Tokyo
- 16) Ms. Kobayashi, Yuki, Programme Coordinator, ILO Tokyo
- 17) Ms. Kamoshita, Mami, National Programme and Operations Officer, ILO Tokyo
- 18) Ms. Pongpattana, Rattanaporn, ILO Bangkok
- 19) Mr. Kazuyoshi Hirohata, National Evaluator
- 20) Mr. Theo van der Loop, International Evaluator

Bangladesh Workshop – 23 May 2024

| Sl. | Name | Organization |
|-----|-----------------------------|---|
| 1 | Nugroho, Mohamad Anis Agung | Better Work Bangladesh |
| 2 | Weibel Roberts Laetitia | Better Work Bangladesh |
| 3 | Linnea Strand | Labour Administration and Working Condition Cluster, ILO CO Dhaka |
| 4 | Niaz, Syed Fazle | |
| 5 | Sayan Muhammad Rafi | Better Work Bangladesh |
| 6 | Towhidul Islam Bhuiyan | Better Work Bangladesh |
| 7 | Tohenur Rahman | Department of Inspections for Factories and Establishments |
| 8 | Iffat Ara | Department of Inspections for Factories and Establishments |
| 9 | Fatema Tuz Zohra (Zinia) | Bangladesh Knitwear Manufacturers and Exporters Association |
| 10 | Farzana Sharmin | Bangladesh Knitwear Manufacturers and Exporters Association |

| | | |
|----|------------------------------|--|
| 11 | A.N.M Saifuddin | Bangladesh Garment Manufacturers and Exporters Association |
| 12 | Md. Rafiqul Islam | Bangladesh Garment Manufacturers and Exporters Association |
| 13 | Pulak Ranjan Dhar, | <i>Bangladesh Free Trade Union Congress</i> |
| 14 | Abdur Razzaque, | Jatiyo Sramik Jote Bangladesh |
| 15 | Prodip Gabriel Sku, H&M | H&M |
| 16 | Md. Mozaffar Hossain | First Retail/ UNIQLO |
| 17 | Tamanna Sarwar, | GaP Inc. |
| 18 | Raihanul Feroz | American Eagle Outfitters/ GaP Inc. |
| 19 | Josee Laporte | MULTI/RBC |
| 20 | Yeomin Kim | MULTI/RBC |
| 21 | Poungpattana, Rattanaporn | ILO Bangkok |
| 22 | Theo van der Loop | Independent International Evaluator |
| 23 | Md. Jakir Hossain | Independent National Evaluator |
| 24 | Kobayashi, Yuki | ILO Tokyo |
| 25 | Kamoshita, Mami | ILO Tokyo |
| 26 | Pringsulaka, Pamornrat | ILO Bangkok |

Cambodia Workshop – 24 May 2024

| No | Name (Original Name) | Institutions |
|-----------|-----------------------------|---|
| 1 | Chandara Chor | Primark |
| 2 | Charmaine Nuguid | Primark |
| 3 | Chhengchannita SEN | LID/ MLVT |
| 4 | Em Vanna | MLVT/DOSH |
| 5 | Colin Fenwick | ILO-BW Global |
| 6 | Kamoshita, Mami | ILO-Tokyo |
| 7 | Kang Ditine | ILO-BFC |
| 8 | Sopheak Phun | NIL/MLVT |
| 9 | Kitagawa Machiko | ILO-BFC |
| 10 | Pamornrat Pringsulaka (Mix) | ILO-Bangkok |
| 11 | Sok Chanmonyroth | LID/MLVT |
| 12 | Mouykeang Seang | NIL/ MLVT |
| 13 | Bunthoeun KOV | MLVT/DOSH |
| 14 | Nang Narith | ILO-BFC |
| 15 | Nov Dara | ILO-BFC |
| 16 | Oktavianto Pasaribu | ILO DWT-Bangkok |
| 17 | Peanh Koeun | CATU |
| 18 | Phok Sopheak Nead | Assistant to Permanent Secretary of State, MLVT |
| 19 | Polin SAY | DLI/MLVT |
| 20 | Sara Park | ILO BFC |
| 21 | Seang Yot | CCAWDU |
| 22 | Sokunthea Seng | VFC |
| 23 | Sophal Chea | ILO BFC |
| 24 | Sophearith CHHY | ILO BFC |

| | | |
|----|-------------------|-------------|
| 25 | Sreang Chheat | Independent |
| 26 | Theo van der Loop | Independent |
| 27 | UCH Samphors | MLVT |
| 28 | Van Somery | ILO BFC |

Viet Nam Workshop – 31 May 2024

| No. | Name | Institutions |
|-----|------------------------------|--|
| 1. | Ms Nguyen Hong Ha | BWV Programme Manager |
| 2. | Lien, Pham Thi Hoang | BWV Operations Manager |
| 3. | Thuan, Pham Quoc | BWV Team Leader |
| 4. | Ms. Inthira Tirangkura | BW Global Programme Officer |
| 5. | Ingrid Christensen | ILO Country Director in Viet Nam |
| 6. | Trieu, Nguyen Ngoc | ILO PU Programme Officer |
| 7. | Hue, Vu Kim | ILO National Project Coordinator |
| 8. | Dung, Nguyen Thi My | ILO National Project Coordinator |
| 9. | Theo van der Loop | Lead/International Evaluator |
| 10. | Chi Phạm | National Evaluator |
| 11. | Kobayashi, Yuki | ILO Tokyo Officer – Project Coordinator |
| 12. | Kamoshita, Mami | ILO Tokyo Office – National Programme and Operations Officer |
| 13. | Ms. Pongpattana, Rattanaporn | Evaluation Manager, ILO ROAP, Bangkok |
| 14. | Ms. Nguyen Thi Hong Diep | Deputy Chief Labour Inspector, MoLISA |
| 15. | Ms. Nguyen Song Phuong Thao | Official - Bureau for Employers' Activities |
| 16. | Ms. Do Minh Tu | Official - Bureau for Employers' Activities |
| 17. | Mr. Kevin Nguyen | CSR Manager Tessellation Hoa Binh Company Ltd. |
| 18. | Nguyễn Thị Thủy | CSR Asst. Manager Tessellation Hoa Binh Co. Ltd. |
| 19. | Mr. Dung Ngo | University |
| 20. | Ha Thanh Que | Interpreter |

Global Stakeholder Validation Workshop – 25 June 2024: Participants:

| Bangladesh |
|---|
| 1) Tohenur Rahman (Labour Inspector (Safety), DIFE) |
| 2) Pulak Ranjan Dhar (Bangladesh Free trade Union Congress - BFTUC and Member of NCCWE) |
| 3) Rafiqul Islam (BGMEA) |
| 4) A.N.M Saifuddin (BGMEA) |
| 5) Prodip Gabriel Sku (H&M) |
| 6) Elvan Gedik Duval (H&M) |
| 7) Raihanul Feroz (AEO, American Eagle) |
| 8) Bhuiyan |
| 9) Ramjuthan |

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|--|
| Cambodia |
| 10) Ken Loo (TAFTAC (Textile, Apparel, Footwear & Travel Goods Association in Cambodia) |
| 11) Phok Sopheak Nead, Assistant to Permanent Secretary of State, MLVT |
| Viet Nam |
| 12) Do Thuy Huong (VEIA) |
| 13) VCCI-HCM BEA |
| Japan |
| 14) Masayo Ogawa (METI) |
| 15) Ryo Kiuchi (METI) |
| 16) Emiko Nagasawa (Keidanren) |
| 17) Kazumi Sakashita (Keidanren) |
| 18) Naoki Shibuya (JBMIA) |
| 19) Koji Kogure JILAF |
| 20) Taku Kawamura (Japan Federation of Labor and Social Security Attorney's Associations) |
| 21) Igarashi Kohei (Japan Federation of Labor and Social Security Attorney's Associations) |
| 22) Risa Inagaki (Japan Federation of Labor and Social Security Attorney's Associations) |
| ILO |
| 23) Mix (ILO M&E manager) |
| 24) Laetitia Weibel Roberts (ILO Bangladesh) |
| 25) Hossain Sohorab (ILO Bangladesh) |
| 26) Sophearith Chhy (ILO-BFC) |
| 27) Ha Nguyen (BWV) |
| 28) Lien, Pham Thi Hoang (BWV) |
| 29) Trieu, Nguyen Ngoc (ILO Viet Nam, CO-Hanoi) |
| 30) Dung Nguyen (ILO Viet Nam, CO-Hanoi) |
| 31) Kitagawa Machiko (ILO-BFC) |
| 32) Nisha Baruah (ILO/BW) |
| 33) Maaskola Minna (ILO-BW) |
| 34) Inthira Tirangkura (ILO-BW Global Programme Officer) |
| 35) Shumin Liu (BW Global, Data Analytics and M&E Officer) |
| 36) Eranthi Premaratne (ILO-BW) |
| 37) Yeomin Kim (ILO-MULTI/RBC) |
| 38) Takasaki Shinichi (ILO-Tokyo) |
| 39) Yuki Kobayashi (ILO-Tokyo) |
| 40) Mami Kamoshita (ILO-Tokyo) |
| Evaluators |
| 41) Theo van der Loop |
| 42) Jakir Hossain |
| 43) Sreang Chheat |
| 44) Chi Pham |
| 45) Kazuyoshi Hirohata |
| Interpreters |
| 46) A Saleh (Bangla interpreter) |
| 47) Saleh (interpreter Bangla) |

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|---------------------------------------|
| 48) Atsi Otani (Japanese interpreter) |
|---------------------------------------|

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|---|
| 49) Interpreter h. Saito (Japanese interpreter) |
|---|

Annex 11: Lessons Learned (LL) and Good Practices (GP)

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

LL1: *The approval processes of large multi-stakeholder events both by national governments and by ILO can take a considerable amount of time, so it is advisable to manage the expectations and to be rather flexible especially because one must rely on the availability of the tripartite constituents.*

ILO Lesson Learned Template

Project Title: Building Responsible Value Chains in Asia through the Promotion of Decent Work in Business Operations

Project TC/SYMBOL: RAS/22/01/JPN

Name of Evaluator: Theo van der Loop, Jakir Hossain, Sreang Chheat, Chi Phạm and Kazuyoshi Hirohata

Date: 17 July 2024

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

| LL Element | Text |
|--|---|
| Brief description of lesson learned (link to specific action or task) | <i>The approval processes of large multi-stakeholder events both by national governments and by ILO can take a considerable amount of time, so it is advisable to manage the expectations and to be rather flexible especially because one must rely on the availability of the tripartite constituents.</i> |
| Context and any related preconditions | <i>The Jakarta event for Responsible Business, Human Rights, and Decent Work on 18 September 2023 in Asia was jointly organized by METI and ILO (Tokyo Office, BW and MULTI/RBC). The hybrid event attracted more than 220 participants from tripartite constituents from Asian countries. While the organisation of such events does indeed take time, if properly organised it can also enhance the scope of certain events incrementally, such as in the case of the Jakarta Event which, following the time planning of ILO Tokyo, was set out as a regular multi-country conference but became a major event over time and, in the end, became a very successful gathering, which thanks to the connections of METI included also government representatives of the G7 Members and of the economy ministries in Asian countries, and thanks to ILO it included tripartite constituents from different Asian countries.</i> |
| Targeted users / Beneficiaries | <i>ILO HQ, BW, MULTI/RBC, ILO ROAP, Tripartite Constituents, METI and other development partners and donors.</i> |
| Challenges /negative lessons - Causal factors | <i>The time management was a challenge among others as there was a shortage of staff at ILO Tokyo office, and for some organisations last-minute invitations could not be followed-up on such short notice.</i> |

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| Success / Positive Issues - Causal factors | <i>Significantly, it was highlighted in the G7 Trade Minister's Outcome Statement which highlighted the recognized need for such discussions within and beyond the G7. This event reassured the commitments of various stakeholders in the Asia region for the promotion of RBC, Decent Work, and BHR.</i> |
| ILO Administrative Issues (staff, resources, design, implementation) | Jakarta Event: https://www.ilo.org/tokyo/events-and-meetings/WCMS_890261/lang--en/index.htm |

LL2: The garment sector can act as an example and learning ground for other economic (export) sectors.

ILO Lesson Learned Template

Project Title: Building Responsible Value Chains in Asia through the Promotion of Decent Work in Business Operations

Project TC/SYMBOL: RAS/22/01/JPN

Name of Evaluator: Theo van der Loop, Jakir Hossain, Sreang Chheat, Chi Phạm and Kazuyoshi Hirohata

Date: 17 July 2024

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

| LL Element | Text |
|--|--|
| Brief description of lesson learned (link to specific action or task) | <i>The garment sector can act as an example and learning ground for other economic (export) sectors</i> |
| Context and any related preconditions | <i>Capacity development around the area of HRDD and RBC has been very revealing and transformative. Due to the newness of the subject matter, the project also explored and learned whose capacities were to be developed and for what purpose. Capacity development was also primarily focused and designed for the private sector to assume and own responsibility for HRDD and influence the institutionalizing among constituents who must lead the process of change by setting their own development objectives within their political and governance systems.</i> |
| Targeted users / Beneficiaries | <i>BW, MULTI/RBC, Tripartite Constituents, METI and other development partners and donors.</i> |
| Challenges /negative lessons - Causal factors | <i>The example of the electronics sector in the METI Programme (in Viet Nam and Japan) shows that sectors which have a different nature than garments require sufficient time for piloting and implementation as all components (including training materials, tools, etc.) need to be adapted to the new sector.</i> |

| | |
|---|---|
| Success / Positive Issues - Causal factors | <i>Sufficient dialogues and workshops and multi-country events and exchanges of good practices are required to bring clarification of roles, responsibilities and collaboration opportunities of the parties involved. The learning suggests that it requires further context-specific knowledge and understanding as well as flexibility to adapt approaches to partners' needs.</i> |
| ILO Administrative Issues (staff, resources, design, implementation) | <i>See above under challenges.</i> |

GP1: It has been shown to be a Good Practice to embed the BHR/HRDD/RBC Programme in the ILO's long-standing, reputable BW programmes in the target countries.

ILO Emerging Good Practice Template

Project Title: Building Responsible Value Chains in Asia through the Promotion of Decent Work in Business Operations

Project TC/SYMBOL: RAS/22/01/JPN

Name of Evaluator: Theo van der Loop, Jakir Hossain, Sreang Chheat, Chi Phạm and Kazuyoshi Hirohata

Date: 17 July 2024

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

| GP Element | Text |
|---|---|
| Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.) | <i>It has been shown to be a good practice to embed the BHR/HRDD/RBC Programme in the ILO's long-standing, reputable BW programmes in the target countries.</i> |
| Relevant conditions and Context: limitations or advice in terms of applicability and replicability | <i>A limitation is that it is difficult to attribute the results to either BW as a whole, or to the specific programme in particular (in this case the METI Programme). The fact that the METI programme was embedded in BW means that the regular activities of BW will continue in the three target countries, such as the advisory and training services and assessments, as well as the implementation of the improvement plans developed by the BW Enterprise Advisors jointly with factory staff.</i> |
| Establish a clear cause-effect relationship | <i>Implemented by the well-established BW Teams and using the existing institutional structures, the programme has achieved outputs beyond what otherwise could have been accomplished. While BW in these three countries is in part financed by funds from a series of regular donors pooled in Geneva, it is also financially supported by income from its customised services catered to the private enterprises in the sector, and sometimes also by Governments (e.g., in Cambodia).</i> |

| | |
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| Indicate measurable impact and targeted beneficiaries | <i>The Tripartite Constituents as well as the relevant companies are the targeted beneficiaries.</i> |
| Potential for replication and by whom | <i>To be replicated in projects implemented by the ILO related to global supply chains and BHR/HRDD/RBC. The embedding of the implementation of the METI programme into the ILO-BW structures in Bangladesh, Cambodia and Viet Nam meant that work could start immediately without having to recruit new staff, and that the programme could benefit from the well-established networks of BW with the tripartite constituents.</i> |
| Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework) | <ul style="list-style-type: none"> • <i>ILO Global Flagship Programme "Better Work" based in ILO HQ Geneva.</i> • <i>The Project is a direct response to the resolution adopted in 2016 by the International Labour Conference (ILC) concerning decent work in global supply chains.</i> • <i>MNE Declaration of ILO-MULTI/RBC.</i> |
| Other documents or relevant comments | <ul style="list-style-type: none"> • <i>Better Work Strategy 2022-2027: Sustaining Impact.</i> |

GP2: A Good Practice is the way responsibilities were transferred by Better Work Bangladesh (BWB) to the Employers' Organisations in the Ready-Made Garment Sector in this country demonstrating the degree of ownership of these organisations and enhancing sustainability of the BW programme.

ILO Emerging Good Practice Template

Project Title: Building Responsible Value Chains in Asia through the Promotion of Decent Work in Business Operations

Project TC/SYMBOL: RAS/22/01/JPN

Name of Evaluator: Theo van der Loop, Jakir Hossain, Sreang Chheat, Chi Phạm and Kazuyoshi Hirohata

Date: 17 July 2024

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

| GP Element | Text |
|---|---|
| Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.) | <p><i>A good practice is the way responsibilities were transferred by Better Work Bangladesh (BWB) to the Employers' Organisations in the Ready-Made Garment Sector in this country demonstrating the degree of ownership of these organisations and enhancing sustainability of the BW programme.</i></p> <p><i>Although still in early stages of development, BW Viet Nam's initiative to engage in cooperation with Universities is also an interesting example; they are exploring to include BWV courses in the Learning Management Systems of Universities.</i></p> |
| Relevant conditions and Context: limitations or advice in terms of applicability and replicability | <p><i>All countries in the world where BW is operating are exploring how to hand over responsibilities to national institutions and/or to share knowledge. One good example is Bangladesh, where the results of the assessment, advisory and training programmes by BWB are likely to be sustained through the institutionalisation processes initiated with DIFE, BGMEA and BKMEA.</i></p> |
| Establish a clear cause-effect relationship | <p><i>The Employers' organisations, BGMEA and BKMEA, have already started providing advisory and learning services in 80 BWB factories. They are very committed, and, for example, BGMEA is training 10 of their employees for that purpose and is planning to involve 102 factories in the coming year in this activity.</i></p> |
| Indicate measurable impact and targeted beneficiaries | <p><i>The transfer of responsibilities to employers' organisations will result in enhance impact and sustainability of the BW programme.</i></p> |
| Potential for replication and by whom | <p><i>To be replicated in BW programmes around the world and in other ILO programmes/projects related to global supply chains and BHR/HRDD/RBC.</i></p> <p><i>It must be noted for potential replicability, that the Employers' Organisations in Bangladesh in the garment sector are well-established and well-organised institutions with multiyear experience having all the large garment companies in the country among their members.</i></p> |

| | |
|--|--|
| Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework) | <ul style="list-style-type: none"> • <i>ILO Global Flagship Programme "Better Work" based in ILO HQ Geneva.</i> • <i>The Project is a direct response to the resolution adopted in 2016 by the International Labour Conference (ILC) concerning decent work in global supply chains.</i> • <i>MNE Declaration of ILO-MULTI/RBC.</i> |
| Other documents or relevant comments | <ul style="list-style-type: none"> • <i>Better Work Strategy 2022-2027: Sustaining Impact.</i> |

Annex 12: Documents Consulted

Overall Programme Documents:

- ToR for the METI Evaluation (see Annex 1).
- PRODOC_RAS2201JPN_Building Responsible Value Chains in Asia
- Budget for no cost extension (Annex II)
- 20230131_Minute Building Responsible Value Chains in Asia, Coordination meeting
- METI donor meeting ppt 20230131_final pptx
- 20230211_METI Responsible Value Chains in Asia – Copy pptx
- 20230211_METI Responsible Value Chains in Asia progress report
- METI donor meeting ppt 202310
- METI20231101_Meeting minute Coordination meeting 1 Nov 2023
- 20231212_MHLW Responsible Value Chains in Asia progress report
- 20240221_MHLW Donor meeting METI RVC in Asia pptx
- Progress Report, April 2022 - December 2023; Building Responsible Value Chains in Asia through the Promotion of Decent Work in Business Operation, April 2024.
- Progress Report, April 2022 – December 2022, Building Responsible Value Chains in Asia through the Promotion of Decent Work in Business Operation, April 2023
- Compiled METI project Workplan_20240206_shared [containing target countries' workplan and Logframe w. indicators for the global project with country's indicators]
- Programme Webpage (under revision): <https://www.ilo.org/projects-and-partnerships/projects/building-responsible-value-chains-asia-through-promotion-decent-work>

Japan:

- Session Reports with JAPIA
- Feedback Survey Results of Seminar
- Session Reports wit JBMIA
- Session Documents
- Meeting Minute of Responsible Business Task Force
- Meeting Minute with JEITA
- JEITA Meeting Participant List
- Japan Federation of Labor and Social Security Attorney's Associations Seminar brief
- Seminar for Japanese companies (agenda/report/note)
- HRDD Tokyo Agenda
- JETRO Working Session Agenda/Document
- JILAF Training Report
- JILAF Training Feedback Survey data
- Jakarta Event Summary
- ILO-GCNJ-JETRO Webinar Concept Note, a session report and a post seminar survey
- Responsible Business Conduct and Human Rights Due Diligence Leaflet
- ILO-JETRO Responsible Business Conduct and Human Rights Due Diligence: Good Practices of Japanese Companies

Cambodia:

- Cambodia METI project update Oct 2023

- METI donor meeting ppt 202312 (Updated Cambodia)
- Action plan for collaboration between BFC and the Ministry of Labour and Vocational Training 2023-24 (as part of BFC's strategy 2023-27) draft December 2022
- Action plan for collaboration between BFC and the Ministry of Labour and Vocational Training (2023-2024)
- Memorandum of Understanding (MOU) between the Government of the Kingdom of Cambodia, Garment Manufacturers Association in Cambodia and International Labour Organization on ILO Better Factories Cambodia Programme, done on 10 October 2022
- General BFC reports
- 2022 Annual Donor Report Cambodia (final)(1)
- 2023 Annual Donor Report Cambodia (Draft)_v2
- *BFC strategies and workplan
- Better Factories Cambodia_2022-2027 Workplan
- Better Factories Cambodia_2023 Annual workplan
- Better Factories Cambodia_2024 Annual workplan
- Better Factories Cambodia Gender Strategy 2022-2027
- ILO Decent Work Country Programme (DWCP) Cambodia_2019-2023
- *Communication materials (METI-related) [containing photos from training session(s) featuring women participation]

Viet Nam:

- Related national laws/regulations on industrial relations and International labour standards on industrial relations
- Factories' materials, if any, on social dialogue structures and processes
- Development Cooperation Project Document "Building Responsible Value Chains in Asia through the Promotion of Decent Work in Business Operations", by ILO Office for Japan, December 2021
- Progress Reports [April 2022 - December 2022] [April 2022 – March 2024]
- Labour Inspectorate inspection form (supported by the Project)
- The plan to strengthen the capacity of MoIT staff and consultant network to ensure that Human Rights Due Diligence (HRDD) is embedded into their support to enterprises
- Notes of thematic dialogue meetings for the electronics sector to address labour and compliance issues.
- Donor' Meetings Note (such as 20230131_Minute Building Responsible Value Chains in Asia, Coordination meeting)
- Others (to be added upon suggestions by partners or BWV)

Bangladesh:

- Preparedness of Stakeholders in Bangladesh for Human Rights Due Diligence Laws, by Surya Deva.
- Presentation RBC MULTI Bangladesh final.
- Note on the Workshop on "Responsible Business Conduct and Productivity Enhancement in the Industrial Sector of Bangladesh" (2 April 2024)
- The role of Better Work in supporting effective due diligence for business partners, 10 FEB 2023
- Concept Note for Technical Capacity Building of the National Levels Trade Union Federations (Building Responsible Value Chains in Asia through the Promotion of Decent Work in Business Operations, Bangladesh country component) BWB Programme

- Better Work Bangladesh- Tripartite Consultation Workshop on Responsible Business Conduct and Productivity Enhancement in the Industrial Sector of Bangladesh, Terms of Reference, April 2024
- Capacity Building of Stakeholders and Constituents on Assessment Modality, Programme Note 08-09 May 2024
- ILO EVAL (August 2023): **Final Independent Cluster Evaluation** --Improving Working Conditions in the Ready-Made Garment Sector Programme Phase 2 (RMGP II) and Building Responsible Value Chains in Asia through the Promotion of Decent Work in Business Operations – Bangladesh country component.
- Decent Work Country Programme - Bangladesh 2022-2026
- Bangladesh 8th Five Year Plan (July 2020 – June 2025)
- Bangladesh Perspective-Plan-(2021-2041)
- ILO Research Study on Preparedness of stakeholders for human rights due diligence laws in Bangladesh, Professor Surya Deva

Other Global Documents:

- BW Strategy 2022-2027: Sustaining Impact.
- ILO Evaluation of Better Work Phase III (2012-2017), January 2018.
- The BW Phase IV Final Independent Cluster Evaluation 2017-2022 (December 2022).
- OECD/DAC (2020): Quality Standards for development evaluation. DAC Guidelines and Reference Series: <https://www.oecd.org/development/evaluation/dcdndep/36596604.pdf>
- ILO EVAL: Evaluation Policy Guidelines, including ILO policy guidelines for results-based evaluation: Principles, rationale, planning and managing for evaluations 3rd edition 2017.
- ILO (2020) Policy Guidelines for Results-Based Evaluation (4th edition). ILO-EVAL, Geneva: November 2020. See: https://www.ilo.org/eval/Evaluationpolicy/WCMS_571339/lang--en/index.htm
- United Nations Evaluation Guidelines (UNEG) Norms and Standards ILO policy guidelines (4th edition, 2020): https://www.ilo.org/eval/WCMS_817079/lang--en/index.htm
- United Nations Evaluation Group (2018): UN-SWAP Evaluation Performance Indicator - Technical Note and Scorecard
- ILO EVAL: Supplementary Guidance Note: Integrating gender equality in ILO monitoring and evaluation. November 2023: https://www.ilo.org/wcmsp5/groups/public/---ed_mas/--eval/documents/publication/wcms_905557.pdf
- Amanda Mack (December 2023): Integrating Gender Equality in ILO Monitoring and Evaluation. Collaborative Online Learning Event. PowerPoint Presentation EVAL, Geneva, December 12, 2023.
- ILO (2022): Independent High-Level Evaluation of ILO's COVID-19 response 2020-22. EVAL office Geneva, August 2022: https://www.ilo.org/eval/Evaluationreports/Strategyandpolicyevaluations/WCMS_854253/lang--en/index.htm

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