



## Supply Chains for a Sustainable Future of Work

### QUICK FACTS

**Countries:** Colombia, Malaysia, Namibia

**Evaluation date:** 20 February 2025

**Evaluation type:** Project

**Evaluation timing:** Final

**Administrative Office:** SECTOR

**Technical Office:** SECTOR

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**DC Symbol:** GLO/22/29/EUR

**Donor(s) & budget:** European Commission, DG-Employment – USD 770,921.00

*Key Words: agriculture, fisheries, manufacturing, supply chains, workplace compliance*



## BACKGROUND & CONTEXT

### Summary of the project purpose, logic and structure

The project aimed to promote decent work, social justice, and responsible business conduct by strengthening compliance with international labour standards (ILS), fostering social dialogue, and enhancing due diligence in Colombia (coffee), Malaysia (rubber gloves), and Namibia (fisheries). The project’s intervention logic was based on capacity-building, technical support, and policy advice to help governments, employers, workers, and enterprises address decent work deficits and improve labour protections. Its strategy focused on enhancing compliance with national laws and ILS, strengthening tripartite social dialogue, and supporting policy development for more sustainable and inclusive supply chains. The project was implemented under the ILO's Sectoral Policies Department, in collaboration with ILO country offices and national tripartite constituents, ensuring alignment with EU priorities and ILO Programme and Budget outcomes.

### Present situation of the project

The project has reached its final stage.

### Purpose, scope and clients of the evaluation

The evaluation covered the period from 1 March 2023 to 31 August 2024, assessing the achievement of project outcomes in Colombia, Malaysia, and Namibia while considering external political, economic, and social factors affecting implementation. It also evaluated the project’s alignment with ILO crosscutting priorities, including gender equality. The primary clients of the evaluation include the ILO project team, the Sectoral Policies Department (SECTOR), ILO country offices, and the European Commission, who will use the findings to enhance future project design, implementation, and strategic planning. Secondary clients include tripartite constituents (governments, employers, and workers’ organizations) and enterprises, who will benefit from insights on policy development, social dialogue, and responsible business conduct in global supply chains.

### Methodology of evaluation

The evaluation was conducted entirely online and used a mixed-methods approach, through a secondary data review of project documents and semi-structured online interviews with 21 stakeholders across Colombia, Malaysia, and Namibia. Secondary data sources included ILO reports, national and UN development frameworks, and project studies.

## MAIN FINDINGS & CONCLUSIONS

The SCSFW project demonstrated strong relevance, coherence, effectiveness, and efficiency, with high short-term impact in Colombia and Namibia and potential for sustainability. By addressing decent work deficits in coffee, fishing, and rubber gloves, the project aligned with national



policies, ILO frameworks, and global initiatives like the EU Corporate Sustainability Due Diligence Directive (CSDD). It effectively tackled sector-specific challenges, including informality in Colombia, fragmented inspections in Namibia, and forced labour in Malaysia, though gender integration remains an area for improvement.

Coherence was evident in its alignment with national policies and its efforts to formalize labour practices, strengthen OSH systems, and promote social dialogue. However, stakeholder engagement varied, particularly in Malaysia, where limited trade union and civil society involvement weakened impact. Effectiveness was high in Colombia and Namibia, with measurable outcomes such as certification of coffee pickers, joint labour inspections, and standardized contracts, while Malaysia’s progress was hindered by staff turnover and weak regional leadership.

Despite low resources, the project showed commendable efficiency through cost-sharing mechanisms, strategic partnerships, and strong national leadership in Colombia and Namibia. However, in Malaysia, staffing challenges and inconsistent stakeholder engagement reduced effectiveness. Tangible short-term impacts were seen in Colombia and Namibia, on improving working conditions, formalization, and compliance with labour standards, but Malaysia’s sustainability potential remains unknown due to insufficient data.

Long-term sustainability will depend on continued national ownership, resource mobilization, and integration into national systems. Institutionalized outcomes, such as SENA certifications in Colombia and the National Coordination Mechanism in Namibia, provide a strong foundation. Strategic follow-ups, and improved regional leadership are essential to sustain impact across all countries.

**RECOMMENDATIONS, LESSONS LEARNED AND GOOD PRACTICES**

**Main findings & Conclusions**

**Enhance Monitoring and Evaluation (M&E)**

**Timeline:** 2025 for any new projects

**Responsible:** SECTOR-level managers and project design teams

Future projects must integrate a robust M&E framework at the design phase, ensuring clear indicators, baselines, and targets for tracking



	<p>progress. Systematic data collection mechanisms should be embedded, and project teams must be trained in M&amp;E to ensure consistent monitoring, reporting, and evidence-based decision-making.</p> <p><b>Strengthen Field Office Leadership in Stakeholder Engagement</b>  <b>Timeline:</b> 2025 for any new projects  <b>Responsible:</b> ILO Management at the field level</p> <p>ILO country offices should lead stakeholder engagement to ensure institutional continuity beyond project cycles. This prevents relationships from becoming dependent on individuals and allows for structured, long-term coordination with governments, employers, and workers’ organizations. Regional and field offices must play a more proactive role in policy dialogue and stakeholder management to sustain project interventions effectively.</p>
<p><b>Main lessons learned and good practices</b></p>	<p><b>Lessons learned</b></p> <ol style="list-style-type: none"> <li>1- The ILO’s engagement in Malaysia requires a tailored approach. Institutional stakeholder relationships must be sustained beyond individual staff changes, and the ILO Regional Office for Asia and the Pacific should play a more proactive role in institutionalizing engagement strategies. ”</li> <li>2- The project’s ambitious multi-country and multi-sector scope did not match available resources.</li> </ol> <p><b>Good practice</b></p> <p>Effective coordination between public and private actors is key to improving working conditions and strengthening labour market governance. In Colombia, Mesas Ejecutivas enhanced social dialogue and institutional coordination, while in Namibia, joint labour inspections exposed compliance gaps.</p>