



International  
Labour  
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## Public-Private Partnership for compliance with national law and respect for fundamental principles and rights at work in the electronics sector of Viet Nam

**ILO DC/SYMBOL:** VNM/20/02/APL; VNM/21/50/JPN; GLO/20/40/EUR; and VNM/22/50/JPN

**Type of Evaluation:** Clustered

**Evaluation timing:** Final

**Evaluation nature:** Independent

**Project countries:** Viet Nam

**P&B Outcome(s):** Outcome 1: Strong tripartite constituents and influential and inclusive social dialogue; Outcome 4: Sustainable enterprises as generators of employment and promoters of in-novation and decent work; Outcome 7: Adequate and effective protection at work for all.

**SDG(s):** SDG 1 (No Poverty), SDG 5 (Gender Equality), SDG 8 (Decent Work and Economic Growth), SDG 9 (Industry Innovation and Infrastructure).

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**Project duration:** VNM/20/02/APL - 41 months (01 July 2021 – 31 December 2024); VNM/21/50/JPN - 28 months (01 June 2021 – 30 September 2023); GLO/20/40/EUR - 28 months (November 2020 – March 2023) and VNM/22/50/JPN - 24 months (1 April 2022 – 31 March 2024)

**Donor and budget:**

- GLO/20/40/EUR: The European Commission's DG-Employment's EaSI Programme with total budget: € 1.546.734 (1.793.075 USD) (all countries) of which EU contribution is € 1,4 million (1.612.265 USD);
- VNM/21/50/JPN: Government of Japan/ Ministry of Health, Labour and Welfare (SSN Fund) with total budget USD 300,000;
- VNM/22/50/JPN: Government of Japan/ Ministry of Economy, Trade and Industry (METI) with total budget of USD 1,685,964 for Viet Nam component and all countries: USD 6.8 million;
- VNM/20/02/APL: The APPLE Inc. with total budget of USD 1 million.

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# List of Abbreviations

ACT/EMP	Bureau on Employers' Activities (ILO)
ACTRAV	Bureau of Workers' Activities (ILO)
BHR	Business and Human Rights
BW	Better Work (Programme)
BWV	Better Work Viet Nam
CRM	Customer Relationship Management
CSDDD	Corporate Sustainability Due Diligence Directive (EU)
EC	European Commission
ESG	Environmental, Social, and (corporate) Governance
FDI	Foreign Direct Investment
FOA	Freedom of Association
FPRW	Fundamental Principles and Rights at Work
FTA	Free Trade Agreement
GEEW	Gender Equality and Empowerment of Women
HRDD	Human Rights Due Diligence
ILO	International Labour Organization
ILS	International Labour Standards
IR	Industrial Relations
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
MoFA	Ministry of Foreign Affairs

MoIT	Ministry of Industry and Trade
MoLISA	Ministry of Labour, Invalids and Social Affairs
MLVT	Ministry of Labour and Vocational Training
MOU	Memorandum of Understanding
MULTI	Multinational Enterprises and Enterprise Engagement Unit (ILO)
OSH	Occupational Safety and Health
P&B	Programme and Budget (ILO)
PRODOC	Project Document
RBC	Responsible Business Conduct
SDG	Sustainable Development Goal
SHP	Sexual Harassment Prevention
SMEs	Small to Medium-sized Enterprises
ToC	Theory of Change
ToR	Terms of Reference
ToT	Training of trainers
TU	Trade Union
TVET	Technical Vocational Education and Training
UN	United Nations
VCCI	Viet Nam Federation of Commerce and Industry
VEIA	Viet Nam Electronic Industries Association
VGCL	Viet Nam General Confederation of Labour

# Executive Summary

**Introduction:** The present report provides the findings of the Independent Final Cluster Evaluation of the ILO projects that work with the electronics sector, and that share the common objective, i.e. to contribute to the sustainable and inclusive economic growth of Viet Nam and advancing decent work in the supply chain in Viet Nam and through promotion and improvement of labour standard compliance and dialogue in global supply chain in the electronics sector of Viet Nam. The cluster of four linked projects is funded by APPLE Inc. (Project VNM/20/02/APL, running from July 2021 to December 2024), the European Commission's DG Employment's EaSI Programme (Project GLO/20/40/EUR, running from June 2021 to March 2023), the Government of Japan/Ministry of Health, Labour and Welfare (SSN Fund) (Project VNM/21/50/JPN, running from June 2021 to September 2023), and the Government of Japan/Ministry of Economy, Trade and Industry (METI) (Project VNM/22/50/JPN, Viet Nam component running from April 2022 to March 2024).

**Context:** The cluster of four linked project is implemented in the context that the electronics industry in Viet Nam has experienced tremendous growth over the last decade, as evidenced by the rapid rise in the share of electronics exports of total exports from the country from 5 per cent in 2010 to 32.22 per cent in 2021 and 30% in 2022. The electronics industry plays a significant role in balancing foreign exchange and the trade balance for the entire country. For instance, in 2022, the country had a trade surplus of 11.2 billion USD, while the electronics industry had a trade surplus of 11.246 billion USD. In 2021, the country had a trade surplus of 4 billion USD, whereas the electronics industry had a trade surplus of 11.5 billion USD. The electronics industry has also been one of the biggest job creators in Viet Nam in the last decade, employing more than one million workers. One of the biggest challenges businesses are facing is the significant disruption in the labour market, including labour shortages, attrition, attracting workers back to work, and creating decent jobs. Within this context, the ILO has forged a unique partnership approach in the electronics sector since 2015 as part of their mandates for supporting the tripartite partners, including its target for promotion of sustainable enterprises. In period between late 2020 and 2024, ILO has collaborated with Vietnamese partners to implement the cluster of four projects in electronics industry. They worked together in a consistently cooperation and with complementarity manner at all levels (national, sectoral and enterprise) under the oversight by the ILO Country Office (Hanoi) Director and Better Work Viet Nam manager.

**Purpose:** The main purpose of the independent final clustered evaluation is to identify accountability to the main stakeholders and to learn from current practice. The overall objectives of the clustered evaluation are to assess the performance and impact of the cluster, and to provide recommendations for future efforts to strengthen ILO's Development Cooperation and enhance its impact and contributions to implementing the decent work agenda.

**Contents:** The present Evaluation Report provides in the next section an overview of the Methodology of the Evaluation. In Chapter 3 the findings will be presented for each of the eight evaluation criteria identified. The Conclusions and Recommendations will be presented in Chapter 4, while the final Chapter (5) will discuss the Lessons Learned identified.

**Methodology:** The evaluation applies a **clustered** approach, and cover all the ILO projects in the electronics sector, to allow for more strategic focus to guide further interventions/actions of the ILO in the sector. The clustered evaluation applied an integrated approach in assessing the



performance of the four linked projects against the OECD/DAC evaluation criteria<sup>1</sup> and also evaluated and assessed the cluster's contribution to ILO's cross-cutting issues. The ToR for the present evaluation identified the following eight **Evaluation Criteria**, including: Relevance, Validity of intervention design, Coherence, Effectiveness, Efficiency of resource usage, Impact orientation, Sustainability and Cross-cutting issues.

### Findings:

With respect to the first evaluation criteria, **Relevance**, the relevance of the clustered projects is significant, as they align closely with the needs and priorities of stakeholders across all levels. The Partner-driven approach ensured in all four clustered projects facilitates the alignment with relevant national and institutional priorities. At the national level, the projects are well-aligned with various laws and plans related to labour and industrial development. They support and harmonize with the tasks of the tripartite partners, state management functions concerning labour, and the efforts to promote collective bargaining. The initiatives of the projects have also contributed to advancing various demands of stakeholders like MOLISA, VCCI, VGCL, and electronic enterprises. The four projects within the cluster cater to various needs in the electronics sector by addressing specific issues such as labour relations, decent work challenges post-COVID-19, and the high turnover rates among workers. The GLO/20/40/EUR project evaluates the impact of the pandemic on decent work and has led to collaborative efforts to help workers return sustainably. Meanwhile, project VNM/20/02/APL focuses on labour relations issues, such as the use of outsourced labour and electronic contracts, which enhance management efficiency and compliance with labour laws. Collectively, these projects aim to resolve challenges related to labour shortages, seasonal employment, and the need for skilled workers, thereby promoting stable working conditions and improved labour relations within the industry. The relevance of each of the four projects varies based on their specific focus and activities, with the majority demonstrating a high level of alignment with the needs of the participating enterprises. Additionally, the projects show a strong gender equality focus and a high degree of alignment to the priorities of the ILO in terms of promoting decent work and sustainable enterprises in Viet Nam, contributing significantly to the UN Sustainable Development Goals (SDG).

On the **Validity of Design** it was found that the clustered projects present a complex scenario, with architecture posing certain challenges while also demonstrating coherence. The Theory of Change (ToC) for the electronics cluster was constructed after the launch of the four projects, comprising one goal, four impacts, and eight specific objectives at three levels. The alignment of the logical frameworks of the four projects with the ToC presented certain challenges while addressing the priorities of the different donor while ensuring a thorough alignment across the cluster.

Despite being relatively independent in design stage, the designs of each project are logical and coherent in achieving their respective outputs and outcomes. Different activities and project timelines vary across the four projects, leading to varying levels of change in the beneficiary enterprises. Project VNM/20/02/APL stands out for its coherent design, particularly tailored to the needs of the electronics industry. Project VNM/21/50/JPN complements the former and focuses on maintaining workplace compliance and promoting social dialogue practices. Project GLO/20/40/EUR effectively equips tripartite constituents with the capacity to promote decent work in the electronics industry, while Project VNM/22/50/JPN's expansive evidence base has limited activities targeting small and medium enterprises within the electronics sector. Despite their

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<sup>1</sup> <https://www.oecd.org/dac/evaluation/revised-evaluation-criteria-dec-2019.pdf>

diverse approaches, the projects exhibit considerable coherence and logical progression in attaining their objectives.

The Projects VNM/21/50/JPN, VNM/22/50/JPN, and VNM/20/02/APL share a common foundation as they are structured based on the existing framework of Better Work, aimed at delivering enterprise-level services. These projects capitalize on established processes and draw from Better Work's wealth of experience and relationships with the Tripartite Constituents, including Governments, Employers' Organizations, and Trade Unions.

However, ensuring strong links in the project design to realize the entire cluster's impacts and outcomes remains less evident, signifying areas for improvement. For an enhanced cluster design, it would have been beneficial to involve more comprehensive inputs from the Tripartite Constituents in the development of the Cluster's ToC right from the start. Some partners lack an understanding of the link between the Better Work Viet Nam program and various activities within the Cluster. Therefore, a well-defined ToC is essential, followed by a robust monitoring framework incorporating smart indicators to gauge the cluster's performance effectively. To ensure coherence within the cluster, each project should utilize specific indicators to measure its individual performance meanwhile using a set of cluster indicators.

The **Coherence** is notably high, reflecting their ability to leverage synergies and partnerships to enhance efficiency and effectiveness. Evidence shows a strong synchronization among the four projects, which aim to maximize resource utilization and achieve common goals. For example, Project VNM/21/50/JPN and Project VNM/20/02/APL work collaboratively to establish a dialogue mechanism for sustainable compliance in the electronics sector; they have successfully organized sectoral consultation meetings on critical topics such as occupational safety and health in the post-COVID-19 context. Additionally, Project GLO/20/40/EUR has facilitated the identification of priority compliance topics, increasing stakeholder commitment to addressing these issues. While Project VNM/22/50/JPN integrates deeply with the Better Work Viet Nam initiative, allowing it to tap into existing structures and experiences, thus achieving outputs beyond its individual capacity, Project VNM/21/50/JPN promotes tripartite dialogue at the provincial level and supports various initiatives such as training on gender sensitization. The collaborative approach among the projects addresses challenges like budget limitations and tight schedules, optimizing resource allocation and facilitating large-scale initiatives that would be unfeasible individually. The alignment of the projects with ongoing tasks from tripartite institutions further reinforces their coherence. Mobilization of human resources has been significant due to the project's design aligning with partners' needs, and studies conducted at partners' requests have aided in this endeavor. Training programs and advisory services at enterprises have created positive changes at the operational level. Contextual factors, such as the Vietnamese government's reforms of the Labour Code and engagement from NGOs, have also heightened the commitment of project partners. However, some government policies, particularly stricter ODA approval processes for externally funded projects since mid-2023, have presented challenges to program performance. Overall, the effective collaboration and strategic alignment among the projects significantly contribute to their success in promoting decent work within the electronics sector

Overall, the **Effectiveness** of the four projects and the cluster has been deemed to be more than satisfactory based on the accomplishment level of the expected results outlined in its ToC. All four projects have implemented all of their outputs with committed deliverables as planned and, thus, achieved their outcomes. The projects were impacted by the COVID-19 pandemic and the lengthy procedures for approving activities by relevant Vietnamese regulatory agencies, resulting in some delays in implementation. The Cluster Performance Matrix in Annex 3 provides an encompassing illustration of the degree of achievement across all levels of outcomes, including

immediate outcomes, intermediate outcomes, specific objectives, and impacts as per the cluster's ToC.

Notably, the cluster has been effective in the establishment of effective social dialogue, including collective bargaining at the national/sectoral level, evidenced by the successful organization of seven quarterly sectoral consultation meetings in the electronics sector, consequently strengthening social dialogue mechanisms. Concerning the specific objectives delineated by the Theory of Change, six out of eight set objectives have been successfully accomplished, including the establishment and maintenance of a robust tripartite dialogue platform and the enhancement of the Employer's Organization's capacity to facilitate collective bargaining and social dialogue. Nevertheless, challenges confronted the attainment of objectives related to workplace cooperation practices and compliance with industrial relations and legal requirements, highlighting the need for further interventions within these areas.

The *Efficiency of Resource Usage* was found to be satisfactory. The tripartite partners involved in the four projects within the Electronics Cluster include VCCI, VEIA, MOLISA, and the Viet Nam General Confederation of Labour, along with provincial labour federations. These partners play dual roles as both implementers and beneficiaries, coordinating a variety of sector-related activities such as consultation meetings and capacity-building efforts. Feedback indicates that the partners generally view the coordination processes as effective, although some staff members suggested improvements to streamline budget approval procedures, which can hinder implementation efficiency. The capacities of these constituents have been significantly enhanced through extensive training for VGCL's union officers, who now serve as grassroots trainers. VCCI has developed important training materials and guidelines to help enterprises improve their human resource policies. The collaboration with Better Work Viet Nam led to the successful finalization of the FIT toolkit, which will have broader applications in the future. Overall, trade union leaders and managers have shown improved awareness of non-discrimination and sexual harassment prevention, fostering a work environment that aligns with decent work principles. Despite positive evaluations, some enterprises noted delays in receiving training materials and a lack of responsiveness to suggestions regarding training logistics.

Four projects, exhibiting varying management structures, are coordinated under a cluster system with overall ILO oversight. While some projects are integrated into broader programs, others operate independently, all sharing a lean management structure. Effective coordination mechanisms, including regular meetings, facilitate information sharing and resource optimization, leveraging successful past interventions to enhance efficiency and avoid duplication. Project management is deemed efficient, with strong collaboration between the ILO and partner organizations (MOLISA, VGCL, VCCI). International expertise is strategically deployed, enhancing project capacity. Successful initiatives include multi-factory labour agreements and the adaptation of best practices from the garment to the electronics industry. Streamlined budget approval processes are needed. Insufficient communication with key partners limits buy-in to the overall cluster vision, and a cluster-wide results-based monitoring framework is lacking. Furthermore, suboptimal utilization of human resources and incomplete methodology transfer limit the potential for replication. Greater engagement from top-level enterprise management and donor agencies is needed. Finally, bureaucratic procedures and limited project timelines hampered the implementation of certain activities.

With respect to *Impact*, this evaluation assesses the impact of ILO interventions in the Vietnamese electronics sector across three key areas: social dialogue, freedom of association and collective bargaining, and as a key part of ILO Fundamental Principles and Rights at Work. It is too early to draw conclusions about the impact on freedom of association as a result of the

project group's activities. The impact observed at the enterprise level is that projects fostered social dialogue through best-practice sharing, leading to improved grievance mechanisms and employee satisfaction. A significant achievement was the negotiation of a multi-employer collective bargaining agreement (MECBA) in Que Vo Industrial Park, facilitated by project-supported capacity building. At the national and sectoral levels, interventions established sustainable multi-stakeholder platforms and regular consultation meetings, disseminating best practices and addressing industry challenges. While evidence supports progress in freedom of association and collective bargaining at the workplace and provincial levels, exemplified by the MECBA and reported internal collective bargaining agreements, a lack of predefined indicators limits comprehensive assessment. Regarding FPRW, projects contributed to reviewing labour-dispatch policies, addressing non-discrimination concerns, and improving legal compliance among factories. Training initiatives, particularly for production supervisors, demonstrably enhanced understanding and implementation of non-discrimination principles. However, the absence of standardized metrics across projects hinders a precise quantification of overall impact.

With respect to **Sustainability**, the results clustered project's demonstrate varying levels of sustainability, the evaluation of sustainability is ascertained to be medium to high based on the following robust foundations:

Primarily, the meticulous design of the cluster and its associated projects is tailored to demonstrate a high degree of relevance, ensuring harmonization with the priorities and needs of partners. This strategic approach not only instills a sense of ownership and dedication among partners but also fortifies their enduring commitment to uphold and propel project interventions forward.

Moreover, the bolstered capabilities of tripartite partners play a pivotal role in bolstering the continuity and expansion of project initiatives within the cluster. By enhancing partner capacities, the projects establish a sturdy groundwork for the perpetuation of interventions well beyond the projects' intended lifespan.

The unwavering commitment of factories towards formulating internal policies, such as enacting Codes of Conduct, implementing Grassroots Democracy Regulations, and nurturing Social Dialogue Processes within their establishments, not only augments the impact on employees but also upholds the continuous flow of project interventions. These internal policies cultivate a positive organizational culture that resonates with employees, sustaining the progress achieved through the Project.

Finally, factories exhibit proactive involvement by tailoring training materials to suit their specific needs, drawing from initiatives such as VNM/20/02/APL and VNM/22/50/JPN Projects. By nurturing internal trainers and entrusting them with internal training responsibilities, factories foster a culture of perpetual learning and development, ensuring the enduring dissemination of knowledge and skills throughout the organization. This proactive engagement further solidifies the sustainability efforts within the cluster, setting a strong foundation for lasting impact and growth.

An extended number of **Cross-Cutting Issues** mainly on **Gender Equality** was used in this report based not only on the ToR, but also on ILO's Checklist 4.2: Preparing the Evaluation Report. The cluster's interventions aimed to reduce sexual harassment and enhance gender equality within the Vietnamese electronics industry, showing positive impacts at the factory level based on interview data. While lacking formal impact indicators, evidence suggests increased worker awareness of sexual harassment and improved behaviour among shift leaders. Project teams actively promoted women's participation, consistently achieving at least 50% female

representation in project activities. Initiatives included training programs for union representatives on sexual harassment prevention, developing guidelines for gender mainstreaming in business policies, and creating educational materials. Best practices were also integrated into national codes of conduct. The projects successfully integrated gender equality perspectives into broader business and human rights frameworks. However, a critical limitation was the absence of sex-disaggregated data in monitoring and evaluation, hindering a more comprehensive assessment of impacts, specific objectives and outcomes. Using robust quantitative sex-aggregated data is needed to fully measure the effectiveness of these interventions.

### **Recommendations:**

1. Advocate for the formulation of the vision and industrial strategy for the electronics sector of Vietnam. The process needs comprehensive consultation with all key and related stakeholders including VCCI and VCGL, VEIA, and representatives of brands and enterprises. This is crucial for moving beyond packaging and assembly to improving local value addition, productivity, and competitiveness, investing in skills, and fostering opportunities for decent work.
2. Continue the programmatic areas of capacity building and awareness raising of government officials, employers' organisations, trade unions and companies, around ILO Fundamental Principles and Rights at Work.
3. Continue to revise the current manuals/guidance on conducting social dialogues at sectoral and national level. The national partners expected more appropriate tools and expertise for designing and conducting social dialogues at sectoral and national level.
4. Consider extending the approach of the electronics project cluster to other labour-intensive industries that have similar needs, such as retail and tourism. These industries are also among those where tripartite partners promote social dialogue and multi-enterprise collective bargaining.
5. Explore specific areas in the Law on Employment that are under review for amendment in order to develop future projects that support the implementation of the new provisions in this law. In the future, when the Law on Occupational Safety and Health is being considered for amendment, this recommendation remains valid. It is recommended that the ILO support VCCI and VCGL in conducting research and assessments on the topic of Occupational Safety and Health in the electronics industry. These case studies will help them contribute effectively to the law amendment process
6. Enhance engagement with trade unions in any follow-up interventions, including targeted capacity building. Trade unions in industrial parks and export processing zones in Hai Phong, Bac Ninh, Bac Giang, and Hung Yen provinces should continue to collaborate on capacity building activities for grassroots trade unions. Given the human resources available within these trade unions, a pool of regular experts should be established to work alongside them in delivering capacity development to grassroots trade unions.
7. Engage and provide the technical support (such as equipping international brands with deeper knowledge about Vietnam's cultural environment and the characteristics of Vietnamese workers) to the international brands can significantly influence the commitment of top leadership of the suppliers within the global supply chain. By fostering collaboration with international brands, the commitment of factory leadership to sustainable practices can be markedly strengthened, ensuring long-term positive impacts within the supply chain.
8. Consider establishing longer-term agreements and facilitating comprehensive capacity transfer to the technical staff of local agencies, such as the General Statistics Office (GSO). The GSO has

expressed interest in further researching decent work within supply chains once they have attained adequate competence. The agency can then extend its advocacy to other sectors, thereby benefiting broader state management efforts.

9. Consider further support to MOLISA to examine measures to ensure equitable rights between workers under direct contracts and those engaged under the dispatch protocol, This is a research priority to support the implementation of Vietnam's legal policy, which MOLISA highlighted as important in this assessment.

10. Complete the technical support content for factories in the following directions: (1) Continue to revise the Factory Improvement Tool (FIT) to better suit the electronics industry; (2) Engage consultants with extensive practical experience in the electronics industry to conduct consulting activities for enterprises, thereby ensuring the relevance and effectiveness of the guidance provided; (3) Conduct thorough needs assessments to understand enterprises' consulting requirements. This is crucial for tailoring support programs that align precisely with the specific needs of each enterprise, including compliance with standards such as the Responsible Business Alliance (RBA) standards. (4) Reduce the concentration of training sessions held in Hanoi to encourage wider participation from factories located in provinces like Bac Ninh and Bac Giang. (5) Continue offering training courses on collective bargaining for enterprise trade union officials; (6) Implement training courses directly for workers on selected topics, including occupational hygiene and safety; and (7) Continue and refresh training on SHP and LGBTQI+ friendliness working environment for a larger targeted audience, specifically workers at enterprises.

11. Expand collaborative efforts beyond the current tripartite partners to include relevant state management agencies, particularly the Ministry of Industry and Trade (MoIT) in relation to the electronics sector. By ensuring these agencies are fully informed about the competitive advantages that arise from improving decent work conditions, the ILO can encourage international importers to recognize adherence to decent work practices in Viet Nam, thereby motivating state management agencies alongside MOLISA.

12. Allocate resources to support VCCI in sharing good practices of sectoral dialogue mechanisms and systematic, strategic public-private collaboration at both national and provincial levels in multi-sectoral forums, such as the Vietnam Business Forum, for greater impact.

#### **Key Lessons learned (LL):**

**LL-1** – The selection of the electronics sector, a pivotal contributor to exports, GDP, and employment generation, is strategically targeted due to its unique characteristics such as seasonal production cycles, creating enduring labour relations challenges that necessitate the concerted attention and collaborative efforts of tripartite partners.

**LL-2** – In its capacity as the implementing entity, the ILO assumes a crucial role as a neutral facilitator, leveraging its esteemed international expertise to convene and mobilize national partners effectively. By fostering a conducive environment for national partners to converge around sector-specific challenges, the ILO plays a pivotal role in catalysing collaborative solutions to industry-level issues.

**LL-3** - Central to effecting the anticipated transformations is the endeavour to shift the mindset of grassroots trade union officials towards becoming effective facilitators in social dialogue and collective bargaining within the factory setting. This shift, facilitated by a partners-driven approach, nurtures the requisite capacity and ownership among national partners, laying the foundation for sustainable, long-term impact.



# I. Introduction and Cluster Background

## I.1 Introduction

The present report provides the findings of the Independent Final Evaluation of the ILO projects that work with the electronics sector, and that share the common objective, i.e. to contribute to the sustainable and inclusive economic growth of Viet Nam and advancing decent work in the supply chain in Viet Nam and through promotion and improvement of labour standard compliance and dialogue in global supply chain in the electronics sector of Viet Nam., and it is based on the Terms of Reference for this evaluation (see Annex 1). The cluster of four linked projects is funded by the European Commission's DG Employment's EaSI Programme (Project GLO/20/40/EUR, Component Viet Nam running from June 2021 to March 2023), the Government of Japan/Ministry of Health, Labour and Welfare (SSN Fund) (Project VNM/21/50/JPN, running from June 2021 to September 2023), the Government of Japan/Ministry of Economy, Trade and Industry (METI) (Project VNM/22/50/JPN, Viet Nam component running from April 2022 to March 2024), and APPLE Inc. (Project VNM/20/02/APL, running from July 2021 to December 2024).

The present Evaluation complies with the 4th ILO Policy Guidelines for Evaluation<sup>2</sup>, which requires all programmes/projects with a budget of more than US\$1 million to undergo one final independent evaluation, and is guided by the ILO's Guidance Note 3.3: Strategic clustered evaluations to gather evaluative information more effectively<sup>3</sup>.

*ILO defined clustered evaluation as follows: "An envelope of evaluations of projects<sup>1</sup> combined into a single evaluation based on results or strategic, thematic or geographical area or scope" The notion of clustering is on advancing the "use of strategic cluster evaluations to gather evaluative information more effectively". The advantage of clustered evaluations can also contribute to reducing the number of evaluations of individual projects, thus potentially leading to cost savings. On the other hand clustered evaluation introduced at later stage, while still desirable from a strategic perspective, may increase the administrative burden and transaction costs. The benefits for ILO constituents and development partners' show in efficiency gains and the strategic value added by providing more impact-level information.*

*([https://www.ilo.org/sites/default/files/wcmsp5/groups/public/@ed\\_mas/@eval/documents/publication/wcms\\_746718.pdf](https://www.ilo.org/sites/default/files/wcmsp5/groups/public/@ed_mas/@eval/documents/publication/wcms_746718.pdf))*

The evaluation also complies with the United Nations Evaluation Group (UNEG)'s Evaluation Norms and Standards.<sup>4</sup> 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.<sup>5</sup>

## I.2 Background of the Cluster evaluation

The four project being evaluated by this cluster evaluation are implemented in the context that the electronics industry in Viet Nam has experienced tremendous growth over the last decade, as evidenced by the rapid rise in the share of electronics exports of total exports from the country

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<sup>2</sup> [https://www.ilo.org/eval/Evaluationpolicy/WCMS\\_571339/lang--en/index.htm](https://www.ilo.org/eval/Evaluationpolicy/WCMS_571339/lang--en/index.htm)

<sup>3</sup> [https://www.ilo.org/sites/default/files/wcmsp5/groups/public/@ed\\_mas/@eval/documents/publication/wcms\\_746718.pdf](https://www.ilo.org/sites/default/files/wcmsp5/groups/public/@ed_mas/@eval/documents/publication/wcms_746718.pdf)

<sup>4</sup> <http://www.uneval.org/document/guidance-documents>

<sup>5</sup> <https://www.oecd.org/development/evaluation/dcdndep/36596604.pdf>

from 5 per cent in 2010 to 32.22 per cent in 2021 and 30% in 2022<sup>6</sup>. The electronics industry plays a significant role in balancing foreign exchange and the trade balance for the entire country. In 2022, the country had a trade surplus of 11.2 billion USD, while the electronics industry had a trade surplus of 11.246 billion USD. In 2021, the country had a trade surplus of 4 billion USD, whereas the electronics industry had a trade surplus of 11.5 billion USD<sup>7</sup>.

In addition to playing a major role in overall economic growth, the electronics industry has also been one of the biggest job creators in Viet Nam in the last decade, employing more than one million workers. One of the biggest challenges businesses are facing is the significant disruption in the labour market, including labour shortages, attrition, attracting workers back to work, and creating decent jobs. According to the VCCI and ILO Survey (2022), about 60% of electronics businesses believe that the lack of skilled labour is a moderate to severe challenge in the electronics sector. Additionally, approximately 50% of businesses also consider the professional skills of supervisors and managers to be a major challenge.<sup>8</sup>

The growth of the electronics sector has occurred within the framework of Viet Nam's development strategy for deeper global economic integration, primarily pursued through Foreign Direct Investment (FDI) and the negotiation of free trade agreements (FTA). As a Member State of the ILO, Viet Nam has committed to respecting and implementing fundamental principles and rights at work (FPRW) as set out in the ILO's 1998 Declaration. The signing of the Comprehensive and Progressive Agreement for Trans-Pacific Partnership (CPTPP) and advanced plans for signing the EU-Viet Nam Free Trade Agreement (FTA), both of which include labour provisions, serve as further public confirmations of this commitment.

The International Labour Organization (ILO) and the Vietnamese Government have inked a Memorandum of Understanding in May 2021 to push the promotion of international labour standards in Viet Nam for the 2021-30 period. The participation of representatives of workers and employers is to be ensured in the entire process. Viet Nam's National Assembly ratified Convention 98 on the Right to Organise and Collective Bargaining in 2019 and Convention 105 on Abolition of Forced Labour in 2020. (Convention 87 on Freedom of Association and the Protection of the Right to Organize and the Protocol to Convention No.29<sup>9</sup> are the ILO core conventions remaining to be ratified).

As the major engine of economic growth in the country, the electronic industry can set a good example by embracing the new labour relations framework as an opportunity to achieve better productivity, safe workplaces, and resilient and socially responsible supply chains, through genuine social dialogue based on effective recognition of freedom of association at workplace. There is great momentum from the labour law reform and industrial relations improvement and the ILO has worked to support that momentum and prepare industry stakeholders for these changes.

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<sup>6</sup> Report of the Department of Industry, Ministry of Industry and Trade (MoIT)

<sup>7</sup>

<https://trungtamwto.vn/an-pham/24446-tao-luc-day-nganh-cong-nghiep-dien-tu#:~:text=Ng%C3%A0nh%20c%C3%B4ng%20nghi%E1%BB%87p%20C4%91%E1%BB%87n%20t%E1%BB%AD%20Vi%E1%BB%87t%20Nam%20ch%E1%BB%A7%20y%E1%BA%BFu%20s%E1%BA%A3n,xu%E1%BA%A5%20kh%E1%BA%A9u%20c%E1%BB%A7a%20c%E1%BA%A3%20n%C6%B0%E1%BB%9Bc>

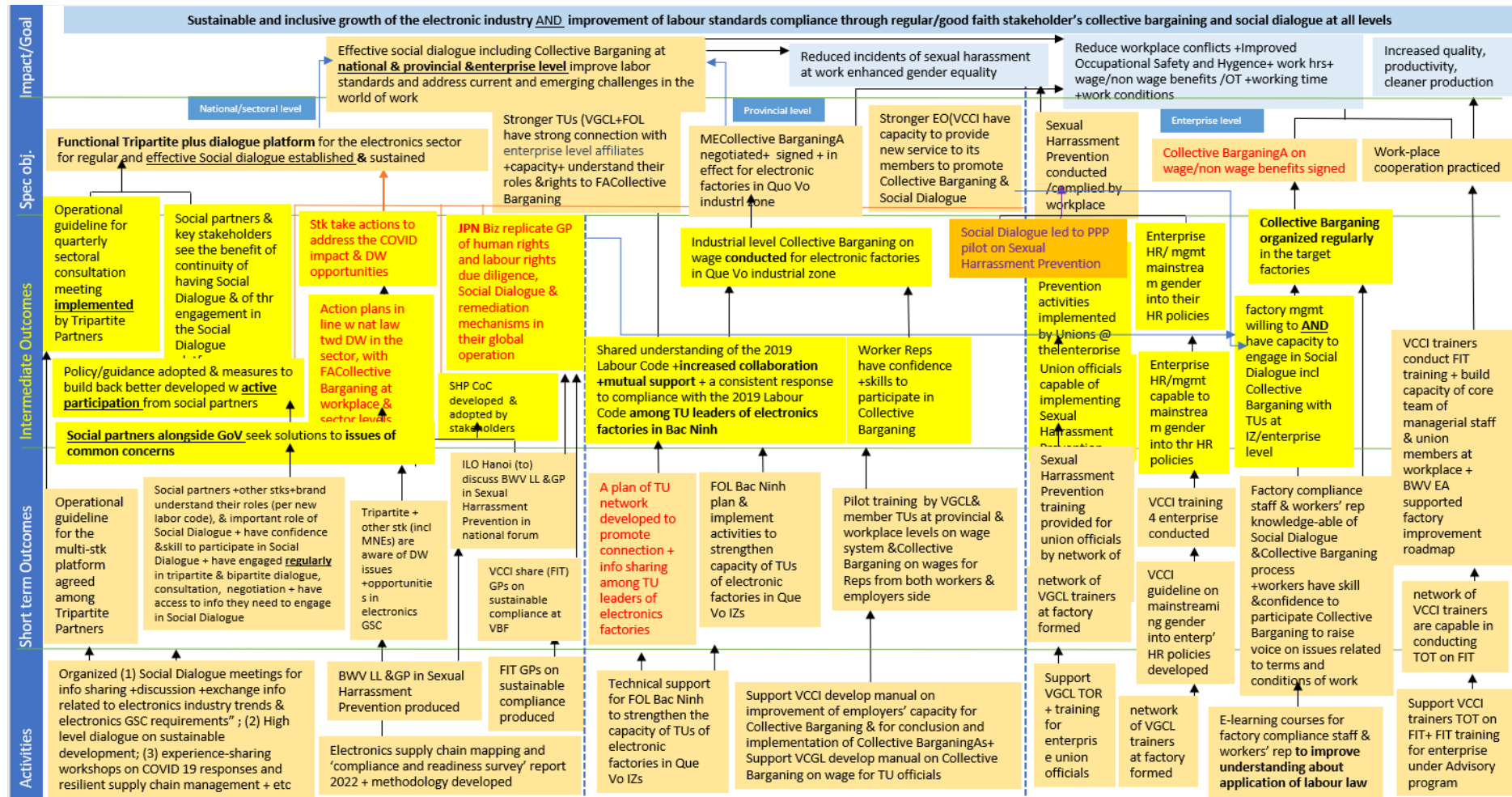
<sup>8</sup> <https://kinhtedothi.vn/60-so-doanh-nghiep-dien-tu-thieu-lao-dong-co-ky-nang.html>

<sup>9</sup> The original text of the Forced Labour Convention, 1930 (No. 29) made reference to a transitional period during which recourse to forced or compulsory labour might be had subject to specific conditions, as set out in Article 1, paragraphs 2 and 3, and Articles 3 to 24. Over the years, the Governing Body, the International Labour Conference but also the ILO supervisory bodies, such as the Committee of Experts on the Application of Conventions and Recommendations, acknowledged that these provisions, commonly known as "transitional provisions" were no longer applicable. In 2014, the International Labour Conference adopted a [Protocol](https://normlex.ilo.org/dyn/normlex/en/f?p=NORMLEXPUB:12100:0::NO::P12100_ILO_CODE:C029) to Convention No.29, which expressly provided for the deletion of the transitional provisions. ([https://normlex.ilo.org/dyn/normlex/en/f?p=NORMLEXPUB:12100:0::NO::P12100\\_ILO\\_CODE:C029](https://normlex.ilo.org/dyn/normlex/en/f?p=NORMLEXPUB:12100:0::NO::P12100_ILO_CODE:C029))



Within this context, the ILO has forged a unique partnership approach in the electronics sector since 2015. In period between Mid 2021 and 2024, ILO has collaborated with Vietnamese partners to implement the cluster of four projects in electronics industry that share the common objective, i.e. **to contribute to the sustainable and inclusive economic growth of Viet Nam and advancing decent work in the supply chain in Viet Nam and through promotion and improvement of labour standard compliance and dialogue in global supply chain in the electronics sector of Viet Nam**, in line with the 2019 Labour Code and respecting the ILO Declaration on Fundamental Principles and Rights at Work. They worked together in a consistently cooperation and with complementarity manner at all levels (national, sectoral, enterprise, policy and home host policy levels). (See the Figure 1 for the cluster's Theory of Change (ToC) and Figure 2 for the projects' expected outcome.) It should be noted that the cluster ToC has not been formally endorsed by the national partners, nonetheless it serves as a useful map to help the four projects understand how their activities connect to creating changes at the sectoral and national levels.

**Figure 1: The cluster's Theory of Changes (ToC)**



Source: ILO M&E

Figure 2: The cluster's overall goals and four projects' expected outcomes

Goal: contribute to the sustainable and inclusive economic growth of Vietnam and advancing decent work in the supply chain in Vietnam and through promotion and improvement of labour standard compliance and dialogue in global supply chain in the electronics sector of Vietnam			
GLO/20/40/EUR (June 2021 - Mar 2023)	VNM/21/50/JPN (June 2021 – Sep 2023)	VNM/22/50/JPN (Apr 2022 – Mar 2024)	VNM/20/02/APL (Jul 2021 – Oct 2024)
<b>Outcome 1:</b> Analysis and research on selected supply chains, including in five countries and further tiers of the supply chains, and the impact of COVID-19.	<b>Outcome 1:</b> <b>Dialogue mechanism</b> for <b>sustainable compliance</b> established and enhanced at the selected sector level, with pilot at selected enterprises	<b>Outcome 1:</b> Based on the business case for good IR, enterprises will improve <b>compliance</b> with national laws and respect the <b>principles of international labour standards</b> and have strong <b>social dialogue</b> structures and processes	<b>Outcome 1:</b> Collaborative development by constituents and stakeholders of action plans in line with national law towards decent work in the sector, with <b>freedom of association</b> and <b>collective bargaining</b> at the workplace and sector levels embedded.
<b>Outcome 2:</b> <b>Tripartite constituents</b> and stakeholders are better equipped to <b>advance decent work</b> in fairer, more resilient and sustainable supply chains.	<b>Outcome 2:</b> A systematic and strategic public-private collaboration at both <b>national and provincial</b> level is developed and maintained	<b>Outcome 2:</b> <b>Stronger tripartite institutions and tripartite collaboration</b> at <b>national and international level</b> will create enabling business environment for more productive and sustainable enterprises that implement responsible business practices	<b>Outcome 2:</b> Upholding <b>workplace compliance</b> and promoting <b>social dialogue practices</b> as a means to advance decent work and resilience in the electronics sector.
<b>Outcome 3:</b> Tripartite constituents and stakeholders further develop and implement <b>policies and measures</b> to build forward better fairer, more resilient and sustainable supply chains	<b>Outcome 3:</b> <b>National platforms</b> in place to promote mutual understanding and partnership among key actors in developing a <b>compliance-based social economic development plan</b>	<b>Outcome 3:</b> Governments increase their <b>evidence base in developing policy measures</b> and home-host policy level collaborations that <b>promote responsible business</b> and labour practices throughout GSCs	<b>Outcome 3:</b> <b>Dialogue mechanisms at the sector/national</b> level are used by stakeholders to support the development of sectoral policies and measures, e.g. on workplace health and safety and aspects of gender equality such as workplace harassment.

Source: Four project's prodocs and evaluation reports.

### I.3 The Clustered Projects' Characteristics and Management Arrangements

**GLO/20/40/EUR** [Project name: Sustainable supply chain to build back better]: With more than USD 1.6 million funding from EaSI as well as technical assistance from the ILO, the project was implemented for 21 months (from June 2021 to March 2023) aiming for the project objective of *“fairer, more resilient and sustainable global supply chains are attained through policies and measures by ILO constituents and stakeholders to achieve decent work in the context of COVID-19”*.

The project engaged governments, business associations' and VGCL and grassroot trade unions and other associated parties in five countries and equipped them with the knowledge, tools, technical assistance and policy advice to better mitigate the decent work challenges and embrace the opportunities in five supply chains: coffee production in Colombia; textiles manufacturing in Madagascar; rubber gloves production in Malaysia; fisheries in Namibia; and electronics manufacturing in Viet Nam.

The Sectoral Policies Department was the Administrative Unit in the ILO responsible for administrating the project.

**VNM/21/50/JPN** [Project name: Improved Compliance and dialogue in global supply chain in Viet Nam]: The overall objective of the Project was *“supporting national partners in Viet Nam to further ensure compliance with labour laws and meaningful sectoral and enterprise level dialogues for sustainable development of garment and electronics industries”*.

The project was implemented in Viet Nam from September 2021 with the total budget of \$300,000. After the no cost extension in April 2023, the project time was extended to 28 months to September 2023.

The project supported the engagement of national partners in improving compliance and dialogue in Viet Nam's garment and electronics industries. They were Viet Nam Chamber of Commerce and Industry (VCCI); Ministry of Labour, Invalids and Social Affairs (MOLISA), Viet Nam General Confederation of Labour (VGCL); and Viet Nam Electronics Industries Association (VEIA).

The project was supervised and supported by the Country Office. Technical backstopping was provided by the Inclusive Labour Markets, Labour Relations and Working Conditions Branch (INWORK) of the Conditions of Work. Additional support was provided by the regional Decent Work Team in Bangkok. At the national level, the project team was managed by a National Project Officer.

**VNM/22/50/JPN** [Project name: Building Responsible Value Chains in Asia through the Promotion of Decent Work in Business Operations Workplan]: The project was financed by Government of Japan/ Ministry of Economy, Trade and Industry (METI) with total budget of USD 6.8 million having sub-projects for Bangladesh, Cambodia, Viet Nam and Japan with the project objective of *“Improved working conditions, worker well-being in sustainable enterprises within supply chains in Asia”*.

The Viet Nam component was implemented from 1 April 2022 to 31 March 2024 with country budget of USD 1,685,964.

The country activities in Bangladesh, Cambodia and Viet Nam were managed by Better Work Chief Technical Advisors (CTAs).

Outcome 1 was backstopped by Better Work, Outcome 2 was jointly backstopped by ILO Multinational Enterprises and Enterprise Engagement Unit (MULTI) and Better Work, with

technical advice from the ILO Bureaux for Workers' Activities (ACTRAV) and for Employers' Activities (ACTEMP), respectively, where relevant, Outcome 3 was backstopped by MULTI and the activities fell under the responsibility of the ILO Tokyo Director. The technical backstopping units were expected to work in close collaboration with ACTRAV and ACTEMP especially on the engagement with workers' and employers' organizations in each country to ensure effective strategies to engage the social partners at the sectoral level. The work in the electronics sector was jointly backstopped by MULTI and Better Work, in collaboration with Sustaining Competitive and Responsible Enterprises (SCORE).

**VNM/20/02/APL** [Project name: Public-Private Partnership for compliance with national law and respect for fundamental principles and rights at work in the electronics sector of Viet Nam]: The Project was financed by the APPLE Inc. launched in Quarter 3 – 2021 with the overall objective of *“to contribute to Viet Nam’s sustainable and inclusive economic growth by promoting and improving labour law compliance and social dialogue in Viet Nam’s electronics supply chain, in line with the 2019 Labour Code and respecting the ILO Declaration on Fundamental Principles and Rights at Work”*.

After the cost extension in April 2023, the Project timeline now is extended to the end of December 2024 and the total budget is \$1,000,000.

Project VNM/20/02/APL targeted government/public institutions, namely Department of Industrial Relations and Wages and Department of Work Safety (MOLISA), Bac Ninh Provincial Department of Labour, Invalids and Social Affairs (DOLISA), employers' organization (VCCI, VEIA), VGCL, Bac Ninh Provincial Federation of Labour (FOL), grassroot trade unions in Viet Nam as well as other partners and stakeholders.

30 electronics enterprises in [mainly in Bac Ninh, Bac Giang provinces and Hai Phong city], 14 Apple suppliers [mainly in Bac Ninh and Bac Giang provinces] and 2 suppliers of global electronics giants (including Japan MNEs) [in Bac Ninh] were engaged in projects' activities.

The project is supervised by Viet Nam Country Office and supported technically by BWV Program, Collective Bargaining and Social Dialogue Specialist (DWT-BKK), Employers' Activities Specialist (DWT-BKK) and ILO Head Quarters INWORK.

## II. Evaluation

### II.1 Purpose of the Independent Final Clustered Evaluation

The main purpose of the independent final clustered evaluation is to identify accountability of the main stakeholders and to learn from current practice. The overall objectives of the clustered evaluation are to assess the performance and impact of the cluster, and to provide recommendations for future efforts to strengthen ILO's Development Cooperation and enhance its impact and contributions to implementing the decent work agenda.

The specific focuses of the evaluation are as the following:

- a) To assess outcome-level change (institutional/operational/behavioral etc.) within tripartite constituents and social partners as well as other actors that it intended to influence, at the national level, workplace/factory and sectoral level;
- b) To assess the long-term changes and impact of the projects and its sustainability;
- c) To independently assess the contribution of the projects to social dialogue and workplace cooperation, and labor law compliance in Viet Nam's electronics supply chain, to attain occupational safety and health (OSH), gender equality, non-discrimination, and social justice;
- d) To identify good practices and lessons learned that would contribute to learning and knowledge development and to inform future efforts to support constituents in the electronics sector;
- e) To assess quality of the tripartite partnership and coordination and to identify gap or room for improvement;
- f) To validate the findings and recommendations of the VNM/20/02/APL mid-term internal evaluation and the VNM/22/50/JPN final internal evaluation.

### II.2 Scope of the Clustered Evaluation

The clustered evaluation covers the interventions listed above from the period from November 2020 to August 2024. This evaluation seeks to understand how the interventions synergized, and to assess the extent to which the results are linked to generate greater impacts on sustainable and inclusive growth of the electronic industry AND improvement of labour standards compliance through regular/good faith stakeholder's collective bargaining and social dialogue at all levels of the electronics industry in Viet Nam.

The evaluation applies a clustered approach which is guided by the ILO's [Guidance Note 3.3: Strategic clustered evaluations to gather evaluative information more effectively](#), and cover all (four) ILO projects in the electronics sector, to allow for more strategic focus to guide further interventions/actions of the ILO in the sector.

In relation to gender equality, where possible, the evaluation must be conducted with gender equality as a mainstreamed approach and concern. The analysis of gender-related concerns is 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).



## II.3 Users

The primary end users of the evaluation findings are the programme management team and the ILO Country Office in Viet Nam, the donors, ILO's constituents, ILO technical and collaborating departments and in-country partners and stakeholders.

## II.4 Contents of the Report

The present Evaluation Report provides in the next section an overview of the Methodology of the Evaluation. In Chapter 3 the findings will be presented for each of the eight 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.

## II.5 Methodology of the Evaluation

The evaluation applies a **clustered** approach<sup>10</sup>, and cover all the ILO projects in the electronics sector, to allow for more strategic focus to guide further interventions/actions of the ILO in the sector. The clustered evaluation applied an integrated approach in assessing the performance of the four linked projects against the OECD/DAC evaluation criteria<sup>11</sup> and also evaluated and assessed the cluster's contribution to ILO's cross-cutting issues. The ToR for the present evaluation identified the following eight **Evaluation Criteria** (Annex 1):

1. Relevance
2. Validity of intervention design
3. Coherence
4. Effectiveness
5. Efficiency of resource usage
6. Impact orientation
7. Sustainability
8. Cross-cutting issues.

The evaluation incorporated a blend of two data collection approaches: desk reviews (refer to the document list in Annex 6) and qualitative data collection methods (refer to the list of stakeholders interviewed in Annex 4). The primary method utilized for collecting qualitative data in this evaluation is through in-depth interviews. The table 1 below delineates specific questions tailored to each assessment criterion based on TOR. Tailored questions were selected for each key informant to ensure personalized interaction. The interview process includes the following steps:

- Step 1: Introduction of the assessment objective/purpose and confidentiality principles. During this step, the interviewer will furnish details about the 4 projects carried out from June 2021 to the present as part of this cluster assessment. This is intended to ascertain whether the key informants possess specific insights into these distinct projects or simply have a broad understanding of the collaborative endeavors with the ILO within the electronics industry.

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<sup>10</sup>

[https://www.ilo.org/sites/default/files/wcmsp5/groups/public/@ed\\_mas/@eval/documents/publication/wcms\\_746718.pdf](https://www.ilo.org/sites/default/files/wcmsp5/groups/public/@ed_mas/@eval/documents/publication/wcms_746718.pdf)

<sup>11</sup> <https://www.oecd.org/dac/evaluation/revised-evaluation-criteria-dec-2019.pdf>

- Step 2: Understanding the key informant's involvement/role in the projects within the cluster.
- Step 3: Pose relevant questions to each key informant.
- Step 4: Conclude the interview by inviting them to provide further information if required in the future.
- Step 5: Communicate the timeline for the validation workshop and the deadline for completing the assessment report.

**Table 1: Number of key informants**

Key-informants from	Person
<b>International Labour Organization (ILO)</b>	<b>8</b>
Country Director	1
Senior Programme Officer	1
Designated National Project Teams	4
Technical Specialists	2
<b>Tripartite constituents</b>	<b>6</b>
MOLISA	2
VCCI (Bureau of Employers' Activities)	2
VGCL (Department of Industrial Relations)	1
Industrial Zone Trade Union in Bac Ninh	1
<b>Factory</b>	<b>15</b>
Factory in Bac Giang province	6
Factory in Bac Ninh province	4
Factory in Hung Yen province	2
Factory in Hai Phong city	1
Factory in Ho Chi Minh city	2
<b>Other</b>	<b>7</b>
BWV Program	1
Project Donorship	2
VEIA	1
General Statistics Office (Statistical Data Collection and Information Technology Application Department)	3
<b>Total</b>	<b>36</b>

The clustered evaluation particularly addresses the evaluation questions below, in relation to effectiveness, impact, and contribution to gender equality and non-discrimination, while also reviewing and validating the findings from the VNM/20/02/APL mid-term internal evaluation and the VNM/22/50/JPN final internal evaluation reports in relation to the projects' relevance, coherence, efficiency and sustainability.

**Table 2: The Evaluation Criteria and the Evaluation Questions.**

Evaluation Criteria	Specific Questions
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Clustered projects' relevance	<p>To what extent are the four projects consistent and relevant to needs of the electronic sector in Viet Nam?</p> <p>To what extent and how well have the four projects responded to the needs and priorities of the stakeholders at different levels, i.e. enterprise, sectoral, national?</p> <p>To what extent is the four projects relevant to needs of the electronic enterprises in Viet Nam?</p>
Clustered projects' coherence,	<p>To what extent had the four projects synergized with each others (and with other ILO collaborating projects)? to enhance the projects' efficiency, effectiveness and impact?</p> <p>What are the ways to maximize synergies and improve collaboration with various stakeholders at different levels, i.e. enterprise, sectoral, national?</p> <p>Have there been new intervening factors/actors (e.g. other donor-assisted programmes, or new policies, or other interventions) that have emerged, which may have impaired or enhanced the four projects' performance?</p> <p>Have there been initiatives by localities and enterprises that may have impaired or enhanced the four projects' performance?</p>
Clustered projects' Design Validity	<p>To what extent are the four design (objectives, outcomes, outputs and activities as well as their strategies and approach) and the underlining theory of change logical, coherent and sound to achieve the project goals?</p>
Clustered projects' Efficiency	<p>How has the tripartite partnership been coordinated during the each of four projects' implementation?</p> <p>How has the tripartite partnership been coordinated across the four projects?</p> <p>To what extent were the constituents able to fulfil the roles expected? How could these be improved?</p> <p>Have the capacity of the key players been strengthened to play more effective role?</p> <p>What is needed to strengthen the dialogue at the sectoral level and to gear the dialogue process to tangible outcomes, from the partners' perspective?</p>
Clustered projects' Effectiveness	<p>To what extent have the four projects achieved the outputs and outcome?</p> <p>To what extent has the achievement of the planned outputs led to the desired outcomes?</p> <p>To what extent have the four projects together led to the common desired outcomes?</p> <p>To what extent and how well have the ILO technical support as well as project-supported activities and results contributed to promote compliance to labour laws on FA and CB to advance decent work and resilience at workplace and sector level of the electronics sector, and both directly and indirectly?</p>

	<p>Have the four projects produced any unexpected outcomes? If so, what were activities/factors that contributed to the unexpected outcomes?</p> <p>How effective have the four 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, and social dialogue?</p>
Clustered projects' Impact	<p>Have the ILO interventions contributed to promote social dialogue (at different levels, i.e. enterprise, national, sectoral)?</p> <p>Had the projects' interventions helped change the dynamics relationship/interaction among the key stakeholders to facilitate open dialogues among the partners?</p> <p>Had the social dialogue processes been able to address labour, social and business/economic issues? If so, how and in what way?</p> <p>To what extent have the projects' interventions so far contributed to promoting freedom of association and collective bargaining at the workplace and sector levels?</p> <p>Have the ILO's support contributed to policies formulation/ development/ enforcement, procedures and practices of targeted labour market actors, with respect to the ILO Fundamental Principles and Rights at Work (FPRW)<sup>12</sup>?</p> <p>What hurdles did the project face in promoting ILO FPRW? How could we do better to comply with the ILO FPRW?</p>
Clustered projects' sustainability	<p>Are the results that came about from the four projects 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>To what extent have the four projects supported the capacity, long-term buy-in, leadership, commitment, and national ownership by the Viet Nam governments, social partners, enterprise to maintain the achieved results?</p> <p>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 electronic sectors?</p> <p>How strong is the commitment of the Governments, Employer's Organizations and Labour's Organizations and other stakeholders to sustain the results of the four projects?</p> <p>How has the four project enhanced and contributed to the development of national/sectoral capacity to ensure suitability of efforts and benefits?</p>

<sup>12</sup> <https://www.ilo.org/about-ilo/how-ilo-works/ilo-organizational-structure/governance-and-tripartism-department-governance/fundamental-principles-and-rights-work-branch-fundamentals>

Contribution to gender equality and non discrimination	<p>How are the gender equality mainstreamed in the four project's design and interventions?</p> <p>Are there formulation and/or analysis of gender-sensitive strategies and objectives and gender-specific indicators in the four projects' design</p> <p>Are the four projects' data disaggregated by sex and gender in the analysis and justification in projects' documents/reports</p> <p>To what extent have the four projects contributed to enhance gender equality, social inclusion of vulnerable workers (e.g., migrant workers), and disability inclusiveness and empowerment of women workers in the electronic sectors, and in what way?</p> <p>Have the project's teams had adequate gender equality and social inclusion expertise and adequate technical backstopping from specialists?</p> <p>Did the four projects' interventions contribute to ILO's normative mandate?</p> <p>Are there any outcomes to improve lives of women and men working in enterprises are evidenced from the four project's interventions?</p>
Lesson-learnt	Any good practices and lessons learned from the intervention design and implementation should be documented?

Source: Clustered Evaluation Inception Report

## II.6 Limitations

The assessment of the clustered projects encountered several challenges.

Firstly, the understanding of clustered projects was restricted to the ILO project management team, thereby limiting communication to the tripartite partners and beneficiary enterprises within the electronics industry. Although ILO has tried to create synergies among electronics sector related projects by one ILO approach, the four projects were implemented as pilot of expanding ILO/IFC Better Work good practices to the electronics sector, therefore, the establishment of a comprehensive cluster Theory of Change (ToC) has been developed. Still, the ToC has **not** been endorsed as a result, the internal and external communication about the clustered approach is unclear. Therefore, external partners opinions on the overall cluster performance were difficult to obtain. Tripartite partners mainly shared reflections on specific activities they were involved in and were unaware of the broader cluster's existence within the electronics industry. Additionally, some ILO internal experts were not adequately informed about clustered projects in Viet Nam. Consequently, interviews lacked insights into the cluster as a whole. To address this, the evaluator sought input from the ILO management team directly managing the projects and utilized secondary data sources to analyse project interconnectivity.

Secondly, the examination of the cluster ToC reveals a notable absence of a monitoring framework for the entire cluster. This missing performance monitoring framework has resulted in challenges in collecting quantitative data of outcomes, objectives, and impacts. It is important to note that each of the four projects has developed its own performance monitoring frameworks with indicators either at the design stage or at the outset of the implementation stage (without identified targets). Consequently, evaluating effectiveness and efficiency has posed significant challenges due to the absence of a centralized monitoring framework. This gap necessitated reliance on the

individual performance monitoring frameworks of each project, qualitative judgments from stakeholder interviews, and previously developed project reports to assess the cluster's overall performance. More details will be presented in Section III.2, "Project Design Logic."

Lastly, the evaluation faced limitations due to some component projects having concluded before the clustered evaluation. Interviews primarily focused on businesses and stakeholders participating in ongoing projects. Therefore, insights gathered were largely based on current projects, with minimal primary data on projects that had already ended. The limited data collection placed restrictions on comprehensively assessing all component projects in the cluster. To mitigate this constraint, evaluators leveraged input from the ILO management team and secondary data sources to supplement the evaluation.

## III. Findings

For the present Independent Final Evaluation of the clustered projects in electronics industry in Viet Nam, eight **Evaluation Criteria** have been identified in the previous chapter which will be discussed in depth in the present chapter (Sections III.1 – III.8). These criteria have been analysed with the help of the **Evaluation Questions** listed in Table 2 (Chapter 2, Section II.5).

### III.1 Relevance

*The consistency of the clustered projects with the needs and priorities of national stakeholders deems high.*

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The clustered projects demonstrate a high degree of relevance with the needs and priorities of stakeholders across all levels. This alignment is facilitated by the Partner-driven approach ensured in all four clustered projects. Stakeholders' needs and priorities are meticulously considered throughout the design and implementation phases. Specifically:

*At the national level*, the clustered projects are well-aligning with: (1) the Labour Code which was approved by the 14th National Assembly of the Socialist Republic of Viet Nam at its 8th session on November 20, 2019, taking effect from January 1, 2021, (2) The Trade Union Law No. 12/2012/QH13 dated June 20, 2012, approved by the 13th National Assembly of the Socialist Republic of Viet Nam, at its 3rd session, on June 20, 2012, taking effect from January 1, 2013. This Law is being revised for aligning with the Labour Code 2019 and other development requirements; (3) The Plan No. 480/DA-TLD dated June 6, 2019, of the Viet Nam General Confederation of Labour on "Improving capacity for dialogue and collective bargaining in the period of 2019-2023"; (4) The National Action Plan (NAP) for Law and Policy Improvement to Promote RBC was enacted on 14 July 2023 and the Government's efforts to promote the implementation of Environmental – Social - Governance (ESG) related practices.

*At the institutional level*, the clustered projects align closely with the priorities of the tripartite partners in executing the task group focused on "propaganda, dissemination to raise awareness, and promoting the construction of harmonious, stable, and progressive labor relations" as stipulated in Decision No. 416 of the Prime Minister, dated March 25, 2020, which outlines the implementation plan for Directive No. 37-CT/TW issued on September 3, 2019, by the Central Party Secretariat. The clustered projects align closely with the mandate of the National Labour Relations Committee, whose members include the tripartite partners: MOLISA (as chair), VGCL, VCCI, and representatives from the Vietnam Cooperative Alliance and the Vietnam Association of Small and Medium Enterprises.

These clustered projects are in harmony with numerous state management duties concerning labour in the electronics industry. For example, Project GLO/20/40/EUR has contributed to advancing MOLISA's efforts in promoting digital transformation in the labour sector by engaging in research on the implementation of electronic contracts in the electronics industry and ensuring compliance with the Labour Code by supporting the study on labour subleasing in electronics and telecommunications enterprises. The clustered projects are also deemed to align with the tasks of the VGCL. This includes coordinating with state management agencies, local authorities, and enterprises to ensure compliance with labor laws, as well as promoting the attainment of elevated labor rights for employees, surpassing legal requirements, and guaranteeing the harmonious interests of employers. In accordance with Resolution No. 02-NQ/TW dated June 12, 2021, from

the Politburo on the innovation of the organization and operation of the Vietnam Trade Union in the new situation, as well as the Resolution of the 13th Congress of the Vietnam Trade Union for the 2023-2028 term, starting from 2023, the VGCL has identified priority industries for advancing collective bargaining activities and signing collective labor agreements with various participating enterprises. These priority industries encompass textiles, electronics, wood, coffee, tourism, and retail, which are distinguished by their labor-intensiveness and integration into the global supply chain. Consequently, the support provided by the clustered projects in capacity building for provincial labor federations, industrial park unions (in Bac Ninh and Bac Giang provinces), and grassroots unions through Project VNM/20/02/APL is evaluated to be in line with the priorities of the VGCL. The clustered projects are also deemed to align with the functions and numerous tasks of the Viet Nam Chamber of Commerce and Industry (VCCI) in promoting the establishment of harmonious labor relations. Specifically, one of the two functions of VCCI, as outlined in its Charter, is to "Promote the development of the business community; [...] promote and cultivate the establishment of harmonious labor relations in enterprises" (Refer to VCCI Charter).<sup>13</sup> More specifically, the clustered projects are in harmony with a series of VCCI tasks related to labour relations, which include the following: *(Task 4)* Acting as the central representative body of Vietnamese employers in tripartite institutions on industrial relations [...] to assist businesses in fostering harmonious, stable, and progressive industrial relations as per current regulations. *(Task 7)* Organizing and mobilizing the business community to promote social responsibility, business ethics, culture, environmental protection, and engagement in other social initiatives. [...]. Some illustrative examples are that Project VNM/02/20/APL supported VCCI in conducting a series of six industry seminars and 28 training courses, with BWV's technical assistance on various compliance and social dialogue topics. By organizing these seminars and training, VCCI has fulfilled its function of supporting businesses in nurturing harmonious labour relations in the workplace. Additionally, Projects VNM/20/02/APL and VNM/21/50/JPN jointly supported VCCI in hosting seven sectoral consultation meetings from September 2021 to September 2023, engaging the tripartite partners' representatives and electronics enterprises.

Finally, the clustered projects are also deemed relevant for the mission of supporting member electronic enterprises to develop sustainably and enhance the competitiveness of VEIA members<sup>14</sup> (as per the Project Evaluation Report VNM/22/50/JPN).

#### ***Relevance of the four project to the needs of the sector***

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Each project in the cluster addresses different industry needs in distinct yet closely complementary ways through activities that are highly relevant to the sector's requirements. Specifically:

The GLO/20/40/EUR project conducted the research titled 'Viet Nam's Electronics Supply Chain: Decent Work Challenges and Opportunities' to explore opportunities and challenges for enhancing decent work during the post-COVID-19 recovery period. Since the initial outbreak in early 2020, the COVID-19 pandemic has exacerbated decent work deficits in global electronics supply chains due to mobility restrictions, loss of working hours, wage reductions, and the suspension of collective bargaining agreements and wage increases, along with health and safety risks. Based on this study, the ILO and VCCI, in collaboration with state management agencies, VGCL, and

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<sup>13</sup> <https://vcci-hcm.org.vn/qioi-thieu-vcci-hcm/chuc-nang-va-nhiem-vu/>

<sup>14</sup> Article 4 of the revised Charter of the Vietnam Electronics Enterprises Association, which was approved alongside Decision 75/2004/QĐ-BNV outlining the duties and powers of the Vietnam Electronics Industry Association

supply chain partners, have supported workers in returning to work sustainably and 'building back better' through continuously improved business plans.

Project VNM/20/02/APL has conducted research on labour relations issues facing the electronics industry, such as labour dispatch and the application of electronic labour contracts, which are emerging concerns in this sector. Below are some comments:

*Electronic enterprises often employ large numbers of workers, with a workforce scale of 3,000 to 10,000 employees being quite common. When employers need to adjust terms in the labor contracts—such as overtime allowances or wages in response to new regulations—they face the daunting task of modifying contracts for thousands of employees, which can lead to errors. The application of electronic contracts could significantly enhance management efficiency in these enterprises. The ILO e-Project's support for research on this topic aligns well with the characteristics of the electronics industry.*

*Interviews with FDI enterprises reveal that the use of outsourced labour is common. Two out of four FDI enterprises indicated that approximately 30% of their labor is outsourced, viewing this as a solution to the challenge of recruiting enough workers during peak production periods. However, ensuring compliance with labor law regulations that mandate equivalent wages and benefits for workers directly contracted by enterprises versus those supplied by third parties is difficult to implement. The Project's initiatives to conduct research on these issues and organize workshops to share findings and explore solutions have been positively assessed by management agencies (Ministry of Labor, Invalids and Social Affairs), VCCI, and enterprises as highly relevant to the needs of the industry."*

*(Source: compiled from interviews/discussions with businesses and tripartite partners)*

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All four projects address issues arising from the specific characteristics of recruitment and employment in the electronics industry: (i) labour scarcity leading to high turnover rates among electronics enterprises within the same locality or the transfer of labour to other industries, (ii) seasonal labour resulting in frequent conflicts in labour relations, and (iii) a higher demand for skilled labour in the electronics industry compared to other labour-intensive industries. Below are the opinions of the interviewed enterprises and key informants from the tripartite partners:

*Regarding the labor shortage leading to high turnover, interviewed enterprises admitted that this situation is prevalent in localities such as Bac Ninh, Bac Giang, Hai Phong, and Hung Yen, and they struggle to attract labor. This competition arises not only between electronics enterprises and those in other industries but also among electronics enterprises within the same industrial park or province. Consequently, the ILO Electronic Projects' promotion of collective labor agreements among various electronics enterprises is viewed as a potential solution to alleviate this issue, contributing to the stable operation of businesses. When collective labor agreements are signed among these enterprises, working conditions, wages, and benefits will converge towards common standards. This alignment helps employees feel secure in their positions and reduces the likelihood of them moving to another company for minor differences, such as a small holiday bonus or gift.*

*With regard to seasonal labor demand, a company in Hai Phong stated that despite having a workforce of 4,000 employees and offering competitive salaries and benefits, full utilization of these workers only occurs around Christmas, New Year, and the beginning of the school year. Outside this period, approximately 30% of*



*employees tend to stop their contracts. Currently, this company can only sign fixed-term labor contracts, averaging 3 to 6 months per employee. At the end of the labor contracts, evaluating work performance to determine new contracts or end them for some employees often leads to disputes and complaints. Providing skills to resolve conflicts and complaints, along with objectively evaluating work performance and problem-solving skills, through ILO/VCCI training programs, is considered very effective in helping businesses address these challenges.*

*In terms of the need for technical and disciplined human resources, a business in Hung Yen explained that the nature of their sorting work requires extensive training for workers after recruitment (approximately two weeks). It is essential for workers to focus intensely, utilize their eyesight, and ensure accuracy in their work to meet product quality standards. During peak production periods, as orders accumulate, both workshop managers and workers experience significant pressure. Additionally, the application of legal regulations—such as calculating overtime pay for holidays—has led to worker dissatisfaction. These circumstances contribute to numerous disputes. Retaining workers for the long term is a challenge, making negotiation and collective bargaining skills vital for enterprise staff to facilitate successful dialogues and resolve workplace conflicts. The business consulting activities implemented by the projects to support finding solutions for conflicts in labor relations have been deemed highly relevant to the current challenges faced by many enterprises in the industry.*

*(Source: compiled from interviews/discussions with enterprises and tripartite partners.)*

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### ***Relevance to the needs of the electronics factories is neutral to high varying from project to project and from activity to activity.***

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The relevance to the needs of electronics factories varies from project to project and from activity to activity. The three projects (VNM/20/02/APL, VNM/22/50/JPN, and VNM/21/50/JPN) all directly involve electronics enterprises with some co-funding from the GLO/20/40/EUR. The number and characteristics of electronics enterprises participating in these three projects differ.

The VNM/22/50/JPN project has mainly piloted capacity-building activities, such as training, on labor law compliance and promoting gender equality in the workplace for small and medium-sized electronics enterprises that are members of VEIA. The project provided advisory service to the participating factories as a follow up on the training. The VNM/21/50/JPN project engaged larger electronics enterprises in activities such as training and consultation meetings. On the other hand, the VNM/20/02/APL project had the highest level of engagement with electronics enterprises, providing various capacity-building activities, including training, direct advisory services at enterprises, introduction of factory improvement tools, consultation meetings/seminars and facilitation to conclude a multi-employer collective bargaining agreement (MECBA). This project involved a total of 30 electronics factories mainly in Bac Ninh and Bac Giang provinces, 14 Apple suppliers mainly in Bac Ninh, Bac Giang provinces, and Hai Phong city, and 2 suppliers of global electronics giants in Bac Ninh.

The relevance of the activities to the enterprises participating in each project was also diverse. For example, VNM/22/50/JPN was reported by electronics SMEs to be somewhat relevant to their needs for improving knowledge of labor law and updating middle managers on issues related to



gender equality in the workplace and combating sexual harassment. However, the internal policies of these SMEs, few of them are state-owned enterprises under the Viettronics Corporation<sup>15</sup>, have ensured a high level of compliance with labor law. These enterprises had expected to expand their cooperation with FDI enterprises and/or potential buyers when participating in the VNM/22/50/JPN project. This expectation stemmed from the declining performance of e-SMEs. Given the limited resources and timeframe of the project, it would be challenging for the project to support SMEs to enhance their competitiveness against foreign competitors<sup>16</sup>. Meanwhile, VNM/21/50/JPN was assessed as helping electronics factories improve their understanding of methods, tools, and knowledge resources related to compliance and labor rights. The relevance of this project was demonstrated by the voluntary participation of electronics factories in the project-hosted meetings.

Project VNM/20/02/APL was assessed by participating factories as very relevant to their needs. The project focuses on enhancing factories' comprehension and application of Vietnamese labor laws and International Labor Standards, as well as bolstering the capabilities of managers and workers' representatives within the factory, highly addressing the enterprises' demands. The factories found these objectives to be highly pertinent and beneficial for their operations. See some examples below:

*One interviewed enterprise in the electronics sector emphasized the alignment of Project VNM/20/02/APL's objectives with their organizational needs for servicing a market with stringent compliance requirements. The enterprise highlighted that the project facilitated adherence to customer demands, enhanced the competencies of the management team, and fostered improved labor relations. Notably, the company has initiated the implementation of a social responsibility system in accordance with the Responsible Business Alliance (RBA) standards, subject to annual evaluations. Participation in the VNM/20/02/APL project has significantly contributed to the company's enhanced compliance with the RBA standards.*

*During a visit to another enterprise, it was revealed that the impact of seasonal production necessitates the practice of entering into fixed-term labor contracts (typically for 6 months) with a portion of employees. Upon the contract's conclusion, the enterprise conducts an evaluation to determine whether to extend the contract for the ensuing period, a practice that often engenders conflicts in labor relations. In light of these challenges, there arises a pressing need for enhancing the skills of labour relations officers tasked with managing these complexities. Engaging in the VNM/20/02/APL Project presents a timely opportunity to address this imperative by providing targeted capacity-building initiatives tailored to fortify the competencies of the Factory's human resource management personnel.*

*(Source: compiled from interviews/discussions with enterprises)*

From gender lens, the clustered project was further relevant for gender equality as in the electronics industry often a majority (70%) of workers are women, and all four projects promoted the concept of decent works for all, including men and women workers. There has been a focus on developing guidelines for mainstreaming gender into enterprises' HR policies and conducting training based on these guidelines. These gender initiatives have been well-appraised by the enterprises. Significant priority has been given to capacity building for grassroots trade union

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<sup>15</sup> <https://www.vtd.net.vn/gioi-thieu.html>;

<sup>16</sup> Source: Interviews conducted with middle managers and VNM/22/50/JPN final evaluation report

networks on the topic of sexual harassment prevention measures for both male and female workers by projects within the cluster. However, issues related to the recognition of gender diversity do not appear to have been included in the capacity-building activities. Discussions with factory staff revealed that they have limited awareness of how to create a working environment that respects gender diversity. Some representatives from the interviewed enterprises shared that they find it difficult to develop an LGBTQI+ friendly organizational culture and working environment. This could be a topic that needs further development in future projects.

*The alignment to the priorities of the ILO is also very high*

The clustered projects were implemented under the ILO/IFC -BW programmes, and were aligned with specific ILO Programme and Budget (P&B) for the biennium 2022–23 and both DWCP 2017-21 and DWCP 2022-2026 as follows:

<b>ILO P&amp;B Outcome</b>	<ul style="list-style-type: none"> <li>• Outcome 1: Strong tripartite constituents and influential and inclusive social dialogue.</li> <li>• Outcome 4: Sustainable enterprises as generators of employment and promoters of innovation and decent work.</li> <li>• Outcome 7: Adequate and effective protection at work for all.</li> </ul>
<b>Viet Nam DWCP</b>	<p><b>Viet Nam DWCP 2017-2021 with 3 strategic priority areas:</b></p> <ul style="list-style-type: none"> <li>• Promote decent employment &amp; an enabling environment for sustainable entrepreneurship opportunities.</li> <li>• Reduce poverty by extending social protection for all &amp; reduce unacceptable forms of work, especially for the most vulnerable;</li> <li>• Build effective labour market governance compliant with fundamental principles and rights and at work.</li> </ul> <p><b>Viet Nam DWCP 2022-2026 with 3 country priorities</b></p> <p>Priority I. The ILO's contribution to this outcome of decent work during economic transformation aims to support the ILO's constituents in several areas targeting more decent work.</p> <ul style="list-style-type: none"> <li>• Outcome 1.1 National capacities are strengthened to formulate and implement evidence-based policies and strategies, and enhance enabling ecosystems for inclusive, transformative, and sustainable agriculture, industry, and service sectors for decent work.</li> <li>• Outcome 1.2 Sustainable, inclusive, and responsible business models and practices including MSME's, and cooperatives are promoted to increase productivity, trade development and innovation, and improve working conditions and compliance, with special focus on economic empowerment of the poor, ethnic minorities, and women.</li> </ul> <p>Priority II. The ILO's contribution to this outcome of social protection for inclusive development aims to support the ILO's constituents with a focus on developing and strengthening social and occupational protection systems.</p> <p>Outcome 2.3 Occupational safety and health is enhanced through the building of a preventative safety and health culture and improved compliance. Priority III. The ILO's contribution in this outcome of governance for decent work has to do with improving the rule of law in the service of decent work, social justice, and human rights. In doing so, certain illegalities will be prevented and remedied, working</p>

	<p>conditions and compliance with international standards will be improved, and labour market governance through social dialogue will be strengthened.</p> <ul style="list-style-type: none"> <li>• Outcome 3.1 Reformed labour market institutions are used for improving labour standards for all types of workers and formalising informal employment.</li> <li>• Outcome 3.4 Social dialogue and dispute resolution mechanisms are strengthened to improve governance of the labour market, workers' rights, and industrial relations.</li> </ul> <p>The DWCP 2022-2026 is aligned with and contributes to the United Nations Sustainable Development Cooperation Framework 2022-2026.</p>
<b>Country Program Outcome</b>	<ul style="list-style-type: none"> <li>• VNM 107: increased capacity of Member States to ensure safe and healthy working conditions, and</li> <li>• VNM 101: Effective industrial relations systems built in line with international labour standards and fundamental principles and rights at work.</li> <li>• VNM 801 Strengthened institutional capacity of employers' organizations</li> <li>• VNM 802 Strengthened institutional capacity of VGCL and grassroot trade unions</li> </ul>
<b>UN SDG</b>	<p>The clustered projects alignment with ILO commitment to contribute to the UN Sustainable Development Goals (SDG) is also evident, in particular with Goal 8 on Decent work and economic growth and Goal 5 to achieve gender equality and empower all women and girls.</p>

## III.2 Validity of Design

### *Extent to which the clustered projects' design is logical and coherent to achieve the goals*

The electronics cluster's Theory of Change (ToC) was not initially developed for Viet Nam but was instead constructed at the beginning of the final cluster evaluation. The cluster ToC comprises one goal, four impacts, and seven specific objectives expected at three levels (national/sectoral, provincial, and enterprise). In order to support the achievement of these specific objectives, the ToC delineates 16 intermediate outcomes and 14 short-term outcomes, with 11 main activities contributing to the realization of these intermediate outcomes. It was noted that fully aligning the logical frameworks of the four projects with the ToC of the entire cluster was quite challenging for the following reasons:

While the four projects are grouped together, each one's design is relatively independent yet complementary, taking into account the sector's labour issues, stakeholder needs, and donor priorities. Of the four projects, two are multinational (GLO/20/40/EUR and VNM/22/50/JP), and three have multi-sectoral interventions (GLO/20/40/EUR, VNM/21/50/JPN, and VNM/22/50/JPN). The VNM/20/02/APL project is the exclusive one among the four targeting electronics factories without involving other sectors such as textiles, and it is exclusively implemented in Viet Nam.

The four project designs differ concerning the logical progression and duration of implementation. In other words, the four projects have varying implementation timelines. Project GLO/20/40/EUR spans 24 months, from June 2021 to March 2023, while Project VNM/21/50/JPN occurs over the same duration, from June 2021 to September 2023, and VNM/20/02/APL encompasses 41 months, commencing from July 2021 and concluding in December 2024.

It is noted that the newer projects were designed and developed based on the full information of previous projects in the same sector. A Cluster Theory of Change has been constructed for showcasing the links of the four projects to support the evaluation of the entire cluster's impacts, expected specific objectives and outcomes. (See Figure 1)

Notably, among the four projects, Project VNM/20/02/APL stands out for having the most coherent design to effect changes in the electronics industry. Project VNM/21/50/JPN, which targets both the garment and electronics industries, yields predominantly moderate changes in electronics enterprises. Meanwhile, Project GLO/20/40/EUR, with a strong focus on capacity building for Tripartite Constituents in Viet Nam, is deemed appropriately designed, meeting expectations and equipping Tripartite Constituents with the capacity to implement policies and promote the application of good practices on labour relations in the electronics industry in Viet Nam. In contrast, Project VNM/22/50/JPN has the least design focusing on the electronics industry, resulting in the most limited level of changes in beneficiary enterprises. It is noteworthy that Project VNM/22/50/JPN primarily targets benefiting enterprises in the textile/garment industry. The intention was to adapt the available tools developed by BW and SCORE project and good practices in the textile/garment sector to pilot in the electronics sector before scaling up. Further details on the design of each project are provided below:

Project GLO/20/40/EUR was designed with three outcomes, seven outputs, and 26 activities, targeting tripartite constituents and stakeholders. Outcome 1, with two subordinate outputs, aims to enhance their knowledge and understanding of decent work deficits and opportunities within the selected supply chain (specifically, the electronics supply chain in Viet Nam). Outcome 2, with three outputs, seeks to equip Tripartite constituents and stakeholders with tools, guidance, policy advice, and technical assistance to promote decent work in more equitable, resilient, and sustainable supply chains. Outcome 3, with two outputs, endeavours to support Tripartite constituents and stakeholders in further developing and implementing policies and measures to build fairer, more resilient, and sustainable supply chains. This involves providing guidance or support for formulating policies/strategies and measures to address specific decent work challenges and opportunities within the selected supply chains, as well as enhancing the capacity of constituents to engage in social dialogue to collaboratively identify and implement policies and measures to achieve decent work within the context of COVID-19. The three outcomes of this project are closely linked. Outcome 1 provides knowledge and raises awareness of tripartite constituents and stakeholders. Outcome 2 complements this by providing tools, and Outcome 3 leverages social dialogue as a mechanism for tripartite constituents and stakeholders to apply knowledge and utilize tools to address post-COVID-19 challenges and advance decent work in a fairer, more resilient, and sustainable electronics supply chain in Viet Nam.

Project VNM/22/50/JPN identified three outcomes, 10 outputs, and 87 activities (34, 48, and 5 respectively for Outcomes 1-3). Outcome 1 pertains to Enterprises and is primarily based on the 'business case' approach of BW's core-service model, drawing from its established track record in promoting compliance and Responsible Business Conduct (RBC). Outcome 2 focuses on providing support to Tripartite Constituents, emphasizing capacity building and strengthening dialogue platforms. Finally, Outcome 3 focuses on expanding the evidence base, encompassing new policies/guidelines, Good Practices (GP) from Japanese companies, and resource materials such as webinars, e-learning modules, and web pages. In terms of project scope, the Log Frame exhibits a well-balanced design tailored to the context of Viet Nam by the BW Teams, with a particular focus on the first two Outcomes, while the third Outcome was predominantly executed by ILO Tokyo. However, concerning the electronics industry, this Project features limited activities targeting small and medium enterprises within the electronics sector. The activities designated for

electronics enterprises in Viet Nam primarily consist of training courses on some topics such as gender equality in businesses and compliance with labour laws. While these activities partially address the needs for enhancing business capacity according to SME feedback, the dissemination of knowledge remains incomplete. The level of customization in activities considering the unique characteristics of e-SMEs is relatively low. (See some comment below) This aspect was recognized during the project's design phase, with the intention of piloting selected activities for the electronics industry.

*"We are former state-owned enterprises that have been operating for many years. We produce final products such as televisions, speakers, and amplifiers, distributing them through various channels, including selling to schools and exporting to markets such as Cuba. The requirements of these markets for compliance with international labour standards are not as stringent as those of the European or American markets; we only need to comply with Vietnamese labour laws. As state-owned enterprises, a culture of compliance with labour laws has been established throughout our development. Therefore, when participating in the ILO project, we expected solutions that could help us increase our competitiveness. Some topics in the training sessions we attended, such as gender equality and the prevention of sexual harassment in the workplace, were also useful to us. However, the needs for improving production processes and penetrating demanding markets, as well as connecting with businesses to engage more deeply in sustainable supply chains, are not yet addressed in the ILO e-Project." (Interview with SMEs located in HCMC).*

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Project VNM/21/50/JPN identified three outcomes, five outputs, and 12 activities. In comparison to the other projects, this project had the lowest budget and the fewest number of activities. Nevertheless, it was deliberately designed to be closely linked to Project VNM/20/02/APL. Many activities from Project VNM/20/02/APL contributed to Outcome 2 (maintaining workplace compliance and promoting social dialogue practices to advance decent work and resilience in the electronics sector) and Outcome 3 (encouraging the use of dialogue mechanisms at the sector/national level by stakeholders to support the development of sectoral policies and measures, such as workplace health and safety and aspects of gender equality, such as workplace harassment) of this project. However, this project did not have a project document and monitoring plan but utilized a project concept note, an activity list, and terms of reference for some key activities. Project quarterly and annual progress reports, as well as partners' progress tracking reports, were utilized for tracking the activities but not for managing results<sup>17</sup>.

Project VNM/20/02/APL design is structured around three key outcomes aiming to enhance decent work practices in the electronics sector through collaborative efforts and advancements in workplace compliance and social dialogue. Outcome 1 emphasizes collaborative action plan development aligned with national laws for decent work, emphasizing freedom of association and collective bargaining. This is achieved through sectoral surveys identifying challenges, raising awareness about new industrial relations requirements, and establishing networks of HR managers and trade union leaders for industry-wide information exchange. Outcome 2 focuses on maintaining workplace compliance and promoting social dialogue to bolster decent work and resilience. It involves adapting gender-responsive tools for compliance and social dialogue, piloting these tools with electronics manufacturers, training social partners on gender equality, and

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<sup>17</sup> Project VNM/21/50/JPN Final Evaluation Report.

providing advisory support to enhance compliance with labor laws in select electronics enterprises. Outcome 3 concentrates on utilizing dialogue mechanisms at the sector/national level to foster the development of sectoral policies, such as workplace health and safety and gender equality issues like workplace harassment. This includes preparing technical inputs to support social dialogue for sectoral sustainable development, strengthening existing dialogue structures among tripartite constituents, and addressing decent work challenges in sectoral forums to enhance supply chain management resilience. Besides, supports to review current policies to improve decent work practices in the sector are also provided, i.e. the review work of labor subleasing practices with MOLISA.

The Projects VNM/22/50/JPN, and VNM/20/02/APL share a common foundation as they are structured based on the existing framework of Better Work, aimed at delivering enterprise-level services. These projects capitalize on established processes and draw from Better Work's wealth of experience and relationships with the Tripartite Constituents, including Governments, VCCI and VGCL.

Since not all projects commenced at the same time, it was not possible to involve more comprehensive inputs from the Tripartite Constituents right from the start in developing the Cluster's Theory of Change. However, for an enhanced cluster design, it would have been beneficial to get the Tripartite Constituents' feedback at a later stage when the Cluster ToC was developed. As mentioned above, not all projects are available at the same time, stakeholders are not very well aware of the "cluster approach", they are more aware of particular project they engaged and/or specific activities they collaborate to implement. Some partners lack an understanding of the link between the Better Work Viet Nam program and various activities within the Cluster.

To conclude this section, although each project of the cluster has a different start date and intervention duration but it is imperative to establish a robust ToC for the entire cluster right from the projects' initiation. This ToC should incorporate a Monitoring and Evaluation (M&E) framework completed with cluster performance indicators. The utilization of the ToC becomes vital for effective communication and negotiation with various donors who may hold differing priorities. By clearly outlining each donor's contribution within the electronics clusters' ToC, it facilitates donor coordination, aids in engaging brands in diverse activities, and prevents overlapping funding. This approach also ensures the reception of coherent reports, curbing instances of over-reporting and enhancing transparency in project management. Additionally, the ToC should be effectively communicated to partners to foster a shared understanding of the cluster approach. Ensuring a comprehensive understanding among partners, especially the host organization such as VCCI, is essential. While the detailed activities within the ToC may vary, maintaining consistency in the higher-level outcomes ensures a proactive coordination of goal-oriented activities in the long term. Furthermore, disseminating the ToC to other tripartite partners, including business associations, the VGCL, and MOLISA, promotes effective coordination, particularly in aligning their long-term objectives with the cluster's ToC to avoid proposing short-term activities lacking follow-up steps.

Regarding the timeframe, both the cluster and sub-projects should adopt longer time frames of at least five years as opposed to the current 2-3 year durations. This extension ensures the sustainability of strategic and intricate interventions, aligning with the suggestions highlighted in most of the evaluation reports. Moreover, substantial budget allocation is crucial for a global supply chain cluster of projects to instigate lasting changes at both the outcome and impact levels within global supply chains. Allocating adequate resources is essential to drive meaningful changes and foster sustainable impacts within the project's scope.



### III.3 Coherence

The coherence of the clustered projects, defined as the ability to leverage synergies and partnerships for enhancing efficiency and effectiveness, is notably high on several aspects.

#### *The extent that four projects are synergized with each other is found high*

Cluster projects are implemented based on the principle of synchronization with one another to maximize efficiency and effectiveness in resource use. There is substantial evidence to support this, specifically in:

(1) The collaboration between Project VNM/21/50/JPN and Project VNM/20/02/APL, which work closely to implement Project VNM/21/50/JPN Output 1.1 (the establishment and enhancement of a dialogue mechanism for sustainable compliance at the sector level, with a pilot program at selected enterprises) and Project VNM/20/02/APL Output 3.2 (which aims to reinforce existing structures and processes of dialogue among tripartite constituents). Project VNM/20/02/APL provided technical inputs and conducts dialogue sessions to address common concerns within electronics workplaces, accompanied by a substantial follow-up action plan (Activity 3.2.1) which is well aligned with the Output 1.1 of Project VNM/21/50/JPN. As a result of this coordination, seven sectoral consultation meetings have been successfully organized on various topics, including “Compliance with OSH in the Post COVID-19 Period,” “Improving SMEs' Capacity to Meet Labour Standards, Including the Labour Code,” and “Labour Stability in the Post COVID-19 Period.” These discussions have advanced the establishment and regular operation of a social dialogue platform, which can be considered an outstanding achievement for the whole cluster (see also section III.4.2). While the entire budget for Project VNM/21/50/JPN is only USD 300,000, the collaboration with Project VNM/20/02/APL has fostered a unified effort to achieve the expected results of both projects.

(2) Project GLO/20/40/EUR helped stakeholders identify common compliance topics that should be prioritized in sectoral dialogue which was facilitated by VNM/21/50/JPN and accordingly, increase their commitments on improving them.

(3) The Project VNM/22/50/JPN, are deeply integrated into the well-established Better Work Viet Nam. This project has utilized the existing institutional structures and extensive experience of the BWV Teams, resulting in the attainment of outputs that surpass what could have been achieved otherwise<sup>18</sup>.

(4) Project VNM/21/50/JPN is also synergized with the BWV in implementing a series of initiatives under Activity 2.1.1: promoting tripartite dialogue at the provincial level on sustainable compliance and effective industrial relations (through Building Bridges or provincial PAC). This includes the following activities: developing eLearning courses on gender sensitization, labour compliance self-assessment, and decent work in the electronics industry; introducing a Self-Assessment course to tripartite partners; piloting tripartite interventions at BWV factories to maintain sustainable compliance and industrial relations; supporting VGCL in organizing training of trainers (TOT) to build a network of VGCL trainers on sexual harassment prevention for union officials at the national and provincial levels, as well as piloting training classes on sexual harassment prevention for grassroots-level union officials at factories; and assisting VCCI in developing guidelines for mainstreaming gender into enterprises' HR policies and conducting training based on these guidelines.

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<sup>18</sup> Project VNM/21/50/JPN final evaluation Report

(5) The work of Project GLO/20/40/EUR to achieve the agreement established with the VGCL in strengthening trade union networks was further implemented by Project VNM/20/02/APL. This includes supporting the VGCL in organizing training on the electronics supply chain and providing technical support related to the multi-enterprise collective bargaining agreement in Que Vo Industrial Park.

This collaborative approach addresses inherent challenges faced by each project within the cluster, notably encompassing restricted budgets and constrained timeframes. The concerted endeavours among the four projects within the electronics Cluster facilitate:

- **Optimized Resource Allocation:** The cluster strategy enables the strategic deployment and maximization of financial resources and human capital across all Projects, ensuring efficient utilization.
- **Execution of Large-Scale Initiatives:** Leveraging the cluster framework allows for the undertaking of sizable and financially intensive endeavours that would otherwise be unfeasible within the limitations of a single Project.
- **Knowledge Exchange and Implementation of Best Practices:** The cluster model nurtures a conducive environment for inter-project knowledge sharing and the dissemination of successful implementation methodologies, thereby accelerating overall progress.

#### ***The extent that four projects are synergized with the on-going programme***

The coherence is further bolstered by the alignment of the programme with a range of concurrent and routine tasks carried out by the tripartite institutions, as highlighted in the Relevance section (Section III.1). A good example that illustrates this point is the program "Improving the Effectiveness of Dialogue and Collective Bargaining for the Period 2023-2028" initiated by the VGCL. This program focuses on enhancing the rights of union members and employees, as well as building harmonious, stable, and sustainable labour relations. The program aims to improve both the quantity and quality of dialogue and collective bargaining, making significant contributions to enhancing rights related to wages, working hours, rest periods, meal breaks, and occupational Safety and Health. The ILO electronic clustered projects are being implemented in strong alignment with this program. As a result, the collaboration among the provincial labour federation, industrial park trade unions, and enterprise trade unions has been significantly strengthened.

#### ***Ways to maximize synergies and improve collaboration with various stakeholders at different levels, i.e. enterprise, sectoral/national***

Thanks to the design of the project being aligned with the needs of partners at all levels and the DWCP framework that all tripartite partners agreed on the content, the mobilization of human resources from partners is high (see also III.5). Some studies conducted at the request of partners, such as those on labour outsourcing practices and electronic contracting practices in this sector, have helped the project mobilize human resources from partners like MOLISA. As mentioned above, the agreement established with the VGCL to strengthen trade union networks in Project GLO/20/40/EUR is a prerequisite for VGCL to continue coordinating with Project VNM/20/02/APL. to organize training on the electronics supply chain and providing technical support related to the multi-enterprise collective bargaining agreement in Que Vo Industrial Park.

Implementing training programs, advisory programs at enterprises, and transferring guidance instructions to help enterprises revise their human resource policies are effective methods for creating positive changes at the enterprise level, reaching a large number of employees, and leveraging the impact of the project through the management teams of these enterprises.



### *New intervening factors/actors*

This assessment did not identify other donor-assisted programs, new policies, or interventions that may have directly impaired or enhanced the performance of the four projects. However, several contextual influences have increased the commitment and interest of project partners, including:

- The Vietnamese Government's (GoV) efforts to promote measures for implementing changes to the Viet Nam Labour Code 2019 (45/2019/QH1) regarding social dialogue, collective bargaining. The areas of occupational safety and health and industrial relations reforms has been promoted by the GoV as required by the new generation of free trade agreements such as the CPTPP and EUVN FTA.
- Activities by various international and domestic NGOs, such as Oxfam and LIGHT, in cooperation with industrial park trade unions in recent years, which have strengthened the capacity of these unions to promote collective bargaining and social dialogue in localities such as Hai Phong, Bac Ninh, and Bac Giang.

Additionally, a few new policies announced by the national government have sometimes impaired program performance, such as the stricter approval process for internationally funded projects implemented in Viet Nam since mid-2023.

## III.4 Effectiveness

This section presents two subsections that address the main assessment questions regarding the effectiveness of the cluster. First, it discusses the level of output and outcome achievements of each project, and then it examines to what extent and how the four projects contribute to the cluster's common objectives.

### III.4.1 The level of outputs and outcome achievements of each project

Overall, all four projects have implemented most or all of their outputs with committed deliverables as planned and, thus, achieved their outcomes. The projects were impacted by the COVID-19 pandemic and the lengthy procedures for approving activities by relevant Vietnamese regulatory agencies, resulting in some delays in implementation.

**Project GLO/20/40/EUR:** According to the final evaluation report of this project, partially validated by key informants from MOLISA, three outcomes and subordinate outputs related to Viet Nam's electronics industry have been completed; however, there is a delay in implementation. Within Outcome 1 (Enhanced knowledge and understanding of decent work deficits and opportunities in selected supply chains among policymakers, social partners, and stakeholders to facilitate the development of evidence-based and gender-sensitive policies and measures to advance decent work), the interventions focus on research activities (sectoral deep dive and rapid assessment). The main deliverables include studies such as the Draft Deep Dive research on the electronics manufacturing supply chain (publication in January 2023), surveys on labour practices and training needs in the sector (conducted with MOLISA), and assessments regarding the new Labour Code and COVID-19 challenges.

Under Outcome 2 (Tripartite constituents and stakeholders are better equipped to advance decent work in fairer, more resilient, and sustainable supply chains), the interventions focus on improving guidance tools and training materials. By the end of 2022, two tools and guidelines on decent work in the supply chain in Viet Nam (one for employers and one for governmental agencies) had been delivered. Additionally, a notable achievement in Outcome 2 was the advisory program on the

labour code for electronics companies, based on previous experiences at the Bac Ninh province level. This advisory program has now been structurally established at the sector level.

Within Outcome 3, two notable achievements were MOLISA developing a policy on digital labour contracts and the agreement established with VGCL to strengthen trade union networks. These outcomes were linked to and continued to be implemented in other projects, particularly in VNM/20/02/APL.

Across all three outcomes, 20 publication and communication deliverables were produced in both online and print formats, most of which targeted all tripartite partners and, at times, more general audiences

As mentioned in the introduction, this project is implemented in five countries, with each country selected to focus on a specific sector, Viet Nam being responsible for the electronics sector. Although designed with the same three outcomes across all five countries, the activities carried out in each country depend on the pressing issues within each sector identified by national partners. In Viet Nam, the key issues identified for research were discussed with tripartite partners. Notably, the research on digital labour contracts in the electronics sector was a topic proposed by MOLISA. Similarly, the factory advisory program to improve compliance in the context of 'building forward better' was initiated by VCCI, and the intervention to strengthen trade union networks was initiated by VGCL.

**Project VNM/21/50/JPN:** According to the project's Final Evaluation Report, 'The project has achieved promising results at all levels of impact, outcome, and output, although it faced difficulties and delays during COVID-19.' At the outcome and output levels, the project has completed all five outputs, contributing to the achievement of Outcome 1, Outcome 2, and Outcome 3 despite challenges arising from the tight working schedules of the tripartite partners following the COVID-19 period, as well as stricter requirements imposed by the Vietnamese government regarding international seminars and conferences<sup>19</sup>. Some outstanding results recorded for each project outcome have been highlighted by the project evaluator, as follows:

Within Outcome 1 (dialogue mechanism for sustainable compliance established and enhanced in the electronics sector), the project, in collaboration with VCCI, successfully organized seven quarterly sectoral consultation meetings in the electronics sector. Within Outcome 2 (systematic and strategic public-private collaboration developed and maintained at both national and provincial levels), the project provided technical support tailored to the needs of partners, including eLearning development, TOT programs, and tools adapted to increase the accessibility of BWV and ILO's knowledge and experience for national and provincial tripartite partners' staff. Within Outcome 3 (national platforms in place to promote mutual understanding and partnerships among key actors in developing a compliance-based socio-economic development plan), the project provided key actors with up-to-date information about emerging issues in the electronics industry via the sectoral consultation meetings channel, which helped maintain and advance the activities of the multi-stakeholder platform in the electronics industry.

Details on the level of delivery of the project's outputs and outcomes are presented in Annex 4.

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<sup>19</sup> Project VNM/21/50/JPN Final Evaluation Report, page 12

**Project VNM/22/50/JPN:** As mentioned in the section introduction, this project is implemented in several countries and covers various industries. In Viet Nam, this project focuses primarily on the textile industry, with a few activities tested for small and medium-sized electronic enterprises. The independent evaluation team assessed this project as beyond satisfactory in the implementation of its outcome 1 and two and the subordinate outputs, although there is still a milestone measuring Outcome 3 that has been marked as mis-tracked (see Appendix 4).

Given that it was designed with only a few activities focused on capacity development for small and medium-sized electronic enterprises, it can be concluded that this project is primarily exploring approaches to working with enterprises characterized as small and medium-sized. Based on the overall evaluation results and the completion of indicators measuring outputs and two of the three outcomes, it can be concluded that the expected outputs for Vietnamese electronic enterprises participating in the project have been fully delivered. However, enterprises participating in this project have expressed a desire for a greater contribution from it to enhance their competitiveness. This expectation may be somewhat ambitious, considering that the activities planned for electronic businesses are mainly exploratory, addressing topics such as labour law compliance, gender equality in the workplace, and others.

**Project VNM/20/02/APL:** This project stands out as the only one among the four under evaluation that is exclusively focused on a single electronics sector in Viet Nam, whereas the other projects engage with multiple global supply chains and/or are implemented across various countries. Furthermore, this project aligns its overall objective with the broader cluster objective, which articulates the aim 'to contribute to Viet Nam's sustainable and inclusive economic growth by promoting and enhancing labour law compliance and social dialogue within Viet Nam's electronics supply chain, in accordance with the 2019 Labour Code and the ILO Declaration on Fundamental Principles and Rights at Work.'

The degree to which the outcomes and outputs of this project are completed is critical for achieving the common objective shared by the entire cluster of four projects evaluated in this report. The other projects also feature a greater number of activities that coordinate with this project, thereby contributing to the anticipated changes within the broader cluster. Based on the most recent update from the project's performance tracking matrix (see Annex 4), each indicator measuring outputs was documented. The outcomes of this project have yielded numerous notable results and deliverables, which have been recorded and validated by key informants based on their quality. Assessments from partner organizations and participating businesses indicate a consensus on the high effectiveness of the activities implemented within the framework of this project. Outstanding results and deliverables include:

**Within Outcome 1** (Collaborative development by constituents and stakeholders of action plans in line with national law towards decent work in the sector, with freedom of association and collective bargaining at the workplace and sector levels embedded):

- A research report on Viet Nam's electronics supply chain titled "Decent Work Challenges and Opportunities," published in January 2023 (building on several pieces of research conducted from the beginning of the project to track the characteristics of the sector and suggest policy implications for Viet Nam, with comprehensive input from national constituents and key actors in the supply chains of Viet Nam).
- A pilot of a new and innovative research methodology that combines a mapping of the electronics supply chain within Viet Nam with a survey of decent work challenges and opportunities. In this pilot, 25 establishments in various tiers of the electronics supply chain were surveyed in 2022, and 75 were surveyed in 2023, with 87 workers interviewed in

2023. (For further details, please visit: <https://www.ilo.org/publications/decent-work-supply-chain-survey-pilot-electronics-supply-chain-viet-nam>.)

- Surveys conducted with responses from 66 enterprises and 47 unions provided insights into labour management practices, the pandemic's impacts on enterprises, the industrial relations situation, workplace practices and communication, and training needs, which serve as valuable inputs for advisory and capacity-building activities for factories and grassroots trade unions.
- A sectoral forum organized in 2022 contributed to ongoing social dialogues and mutual support among stakeholders to foster an inclusive, sustainable, and resilient electronics industry in Viet Nam.
- Two separate networks of Human Resources (HR) and Grassroots Trade Unions (GTU) of electronics enterprises in Que Vo Industrial Zone were established through a joint training program on collective bargaining with the Viet Nam General Confederation of Labour (VGCL) and the promotion of a multi-enterprise Collective Bargaining Agreement in the Que Vo Industrial Zone.
- A multi-enterprise Collective Bargaining Agreement was signed in December 2023 with the participation of seven electronics enterprises in the Que Vo Industrial Zone.

**Within Outcome 2** (Upholding workplace compliance and promoting social dialogue practices as a means to advance decent work and resilience in the electronics sector):

- A Factory IR Mapping Survey was conducted.
- Ten BW/ILO tools and training materials related to soft skills, industrial relations, gender equality (including violence and harassment prevention), collective bargaining, and occupational safety and health were successfully adapted to suit the electronics supply chain audience.
- Six industry seminars and 28 training courses were conducted in collaboration with VCCI and BWV on various compliance and social dialogue topics, using the adapted tools. These efforts helped build capacity for approximately 700 participants from electronics enterprises (70% from Apple suppliers, with 63% of participants being women).
- The seminars and training, along with advisory services, benefited 64,000 employees, including 52,000 direct workers (80% from Apple suppliers).
- Three training courses were delivered on the Wage System in electronics enterprises (in Vinh Phuc on September 16–17, 2022) and on Dialogue and Collective Bargaining on Wages (two sessions, in April and August 2023, in Ha Long and Hai Phong, respectively).
- A training package titled "Violence and Harassment at Work: A Practical Guide for Employers" was used by VCCI in training sessions for electronics factories.
- In 2022, 15 factories (10 Apple suppliers) and in 2023, 26 factories (14 APPLE suppliers) participated in an Advisory Program, which included a comprehensive suite of advisory services such as on-site compliance advisory services from ILO-trained enterprise advisers, needs identification, customized improvement roadmaps, and training.
- Two training courses on Labour Subleasing Legal Regulations, were delivered by DIRWA (in Bac Ninh, 11 December 2024 and HCM – 19 December 2024) for 82 electronics factories.

- A total of 65 on-site, online, and joint factory sessions were completed.

**Within Outcome 3** (Dialogue mechanisms at the sector/national level are used by stakeholders to support the development of sectoral policies and measures, e.g. on workplace health and safety and aspects of gender equality such as workplace harassment):

- A literature review report on the hazards and risks faced by electronics workers was completed and validated in collaboration with the Viet Nam Health Environment Management Agency (VIHEMA). This report serves as a foundation for developing guidelines and proposing recommendations for enterprises, workers, and national labour management agencies to control risks and prevent work-related injuries, illnesses, and diseases among electronics workers.
- A research report on the regulation of digital labour contracts (labour contracts established via digital means) and the need for policy guidance was completed by the MOLISA.
- A national conference was organized in December 2023 to review labour dispatch policies and practices, with the participation of approximately 120 representatives from state management agencies (at both national and local levels), trade unions, and around 60 enterprises involved in labour dispatch practices.
- Seven sectoral consultation meetings were organized from September 2021 to September 2023 in collaboration with Project VNM/21/50/JPN. These meetings were scheduled on a quarterly basis, based on suggestions and agreements among tripartite partners.
- A sectoral forum was organized in 2022, contributing to ongoing social dialogues and mutual support among stakeholders to foster an inclusive, sustainable, and resilient electronics industry in Viet Nam

#### III.4.2 Effectiveness at cluster level

This section discusses the evaluation questions to assess the cluster's effectiveness. These are: (1) To what extent have the four projects together led to the common desired outcomes? (2) To what extent and how well have the ILO technical support as well as project-supported activities and results contributed to promote compliance to labour laws on Freedom of Association and Collective Bargaining to advance decent work and resilience at workplace and sector level of the electronics sector, and both directly and indirectly? (3) How effective have the four 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 international labour standards, and social dialogue? (4) Have the four projects produced any unexpected outcomes?

**Question 1: To what extent have the four projects together led to the common desired outcome/goal which is stated as follows**

*To contribute to the sustainable and inclusive economic growth of Viet Nam and advancing decent work in the supply chain in Viet Nam and through promotion and improvement of labour standard compliance and dialogue in global supply chain in the electronics sector of Viet Nam, in line with the 2019 Labour Code and respecting the ILO Declaration on Fundamental Principles and Rights at Work*

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It is noteworthy that this common outcome of the clustered projects lacks defined indicators and targets to ascertain whether it has been achieved as a result of the collective efforts of the linked projects. Though Project VNM/20/02/APL, despite having the same ultimate objective as this common outcome, also lacks indicators and targets

In lieu of these indicators, this evaluation will utilize the first expected impact and the seven specific objectives outlined in the cluster ToC framework (Figure 1), which closely align with the common objectives of the cluster for evaluation purposes. They are the first impact and eight specific objectives of the clusters. The assessment discussed below is being reliant solely on evaluator observations, insights from key informants, qualitative evidence from visited enterprises, and information from end-term and mid-term evaluation reports of the sub-projects.

*As the most expected impact*, an effective social dialogue including collective bargaining has been established at the national/sectoral level, as evidenced by the seven quarterly sectoral consultation meetings in the electronics sector that have been successfully organized. Before electronics clustered projects started, the sector already had ad hoc social dialogue mechanism to discuss specific issues, without the regular dialogue mechanism had not been established. By the endline, with the VCCI and other tripartite constituents (VGCL, MOLISA), through the sectoral consultation meetings, have established and enhanced the social dialogue at regular basis with full attendance of key stakeholders at different levels in the industry. Refer to a comment below:

*“In the period from 2022 to 2023, many industrial meetings were organized with the financial and technical support of the ILO Electronics Industry Project. In these workshops, representatives from VCCI, MOLISA, VGCL, and VEIA all participated to discuss industry issues such as occupational Safety and Health, wage concerns, and the attraction of workers after Tet or following COVID. These workshops provided guidance on solutions that the parties could support businesses in implementing to address labour issues. These are areas where the project has provided significant support. These meetings also included officials from relevant state management agencies, many of whom were invited to give presentations. When they participated, they had already considered policy implications, and during the discussions, they would both consolidate their views and listen to opinions/feedbacks from other parties. Of course, the state management agencies at the ministerial level are responsible for developing general policies for numerous industries, not just the electronics sector. Nevertheless, information gathered from electronics industry meetings contributes to the broader policies affecting the entire labour market. Ultimately, the electronics industry also benefits from these overarching policies.” (Interview with key informants from VCCI.)*

The tripartite constituents have improved their awareness of the importance of social dialogue and the capacity needed for designing and conducting such dialogues in a continuous process with clearer purposes<sup>20</sup>. See another comment below for an illustration.

*When discussing the changes brought about by the ILO electronics project, I would like to focus on two key points. First and foremost is the heightened awareness of the relationship between the parties involved. After participating in the training/workshop activities of the APL Project (Project VNM/20/02/APL), both trade unions and employers recognized that they share a common goal of mutual prosperity. Prosperous businesses lead to prosperous workers, and workers, in*

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<sup>20</sup> Project VNM/21/50/JPN final evaluation report



turn, contribute to the success of these businesses. Consequently, social dialogue plays a crucial role in helping the parties find a common voice, rather than merely advocating for their own interests. Moreover, state management agencies have also increased their awareness that social dialogue at the local level contributes to the overall development of the local business community. When local industrial relations improve, local governance becomes more effective; as businesses operate better, workers enjoy enhanced working conditions and benefits, which ultimately supports the socio-economic development of the entire province. The tripartite relationship among the government, labour unions, and employers is vital in promoting healthy industrial relations. Relying solely on the efforts of trade unions or business associations would pose challenges in effecting change. Therefore, the active participation of state management agencies and business associations at both provincial and central levels is essential to support the dialogue process, facilitating more effective dialogue and collective bargaining in a shorter time frame and yielding better results. Admittedly, there are times when obstacles arise, and the involvement and support of state management agencies are critical for successful dialogue. The second point I want to emphasize is that the capacity of all parties has been enhanced through the project implementation process. The project's approach to organizing workshops and training activities involves inviting all parties to participate. Unlike the traditional method, where each agency organizes its own training workshops—such as the Ministry of Labour, Invalids and Social Affairs training industry officials, and VCGL training trade union officials—the project's method encourages representatives from all parties to attend the workshops together. This collaboration fosters a shared understanding of common issues faced by the industry and many businesses. When all parties develop a collective awareness, the coordination in proposing common solutions becomes significantly more effective." (Interview with a key informant from VCGL)

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Evidence of strong progress at the provincial and enterprise levels includes the achievement of collective labour agreements by numerous enterprises in Que Vo Industrial Park, Bac Ninh. See the comment below:

*"The ILO Electronics Project (Project VNM/20/02/APL) has engaged several experienced experts in collective bargaining and wage negotiations to provide valuable support to the VGCL. At the VGCL's request, the ILO also helped identify Vietnamese experts familiar with local labour relations and context to assist with the project's implementation. The experts developed a handbook and training materials on collective bargaining and wage negotiations for union officials, including videos on international labour standards and wage practices. A significant outcome of this support is the multi-enterprise agreement in the electronics industry at Que Vo Industrial Park, which is the largest in Viet Nam to date by the number of participating workers, covering approximately 60,000 workers. In contrast, multi-enterprise agreements in other industries typically involve only a few thousand workers, though this agreement does not have the highest number of participating businesses. (Interview with a key informant from VCGL).*

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Additionally, some electronics enterprises in Bac Giang and Bac Ninh successfully executed collective labour agreements subsequent to equipping their human resource management staff and grassroots trade unions with the necessary knowledge and negotiation skills, leading to improved working conditions beyond those mandated by labour laws (see the details below). These developments demonstrate the tangible impact of the clustered projects on fostering



effective social dialogue and collective bargaining to enhance labour standards and address emerging challenges in the world of work. The collective labour agreements cover the following terms:

**Some examples of improved working conditions beyond those mandated by labour laws in the collective labour agreements:**

*Diligence Bonus;*

*Shift Meal Support (minimum value of a main shift meal): When market prices change, the union and the enterprise will discuss and adjust the meal allowance appropriately, ensuring proper nutrition for workers;*

*Monthly Travel Support (Gasoline);*

*Monthly Housing Support;*

*Monthly Support for under 6-year-old Children;*

*Marriage Benefits;*

*Sightseeing and Vacation.*

*(Source: Interviews with enterprises)*

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*The first specific objective* of the clustered projects, aimed at establishing and maintaining a robust tripartite dialogue platform for the electronics sector to foster regular and productive social dialogue, is exemplified by the effective operation of the Sectoral Forum for the electronics sector, established in partnership with the VCCI. The full attendance of tripartite partners at these events indicates their interest and awareness of the importance of social dialogue. However, in the long term, maintaining these social dialogues may be challenging for VCCI. While VGCL and the Ministry of Labour, Invalids and Social Affairs have more specific plans to implement these dialogues, at least at the local level, interviews with key informants from the tripartite partners suggest the following predictions:

- VCCI will find it difficult to chair tripartite dialogues at the sectoral level as it did during the support period of Project VNM/20/02/APL, due to the limited operating budget of this project. To date, VCCI does not have a specific plan for activities tailored to each sector, including the electronics sector. This organization continues to focus on general support for businesses across all sectors.
- VGCL will maintain its activities to promote multi-enterprise collective bargaining, drawing on lessons learned from the success of the electronic multi-enterprise agreement in Que Vo Industrial Park, Bac Ninh province. Promoting dialogue and collective bargaining—particularly regarding wages, bonuses, working hours, rest hours, and occupational Safety and Health—is a core operational goal for VGCL at this time.
- MOLISA and provincial DOLISA will continue to disseminate and promote labour laws to implement Directive No. 37-CT/TW dated September 3, 2019, of the Secretariat of the Party Central Committee [on strengthening leadership and direction in building harmonious, stable, and progressive labour relations in the new situation] and Decision 416 of the Prime Minister concerning the action plan to implement the directive. However, given current state budget constraints, social dialogues at the central or industry level, similar to those supported by ILO electronics projects, will be difficult to implement within the regular activities of MOLISA/DOLISA. The agencies are committed to cooperate with VGCL and provincial authorities in organizing social dialogues at the provincial level.

*The second specific objective*, outlining the enhancement of the Employer's Organization's (VCCI) capacity to offer new services to its members to promote collective bargaining and social dialogue,

is intricately interconnected with the initial one. VCCI has actively hosted seven sectoral consultation meetings, signifying their proactive engagement in facilitating social dialogue sessions within the electronics sector. As the primary implementing partner in all four clustered projects, VCCI received assistance to navigate the unfamiliar territory of the electronics sector, allowing them to establish extensive connections with companies and pertinent stakeholders, participate in transparent discussions, and gather invaluable information and insights

The continuous collaboration with a dynamic and proficient team at VCCI has been instrumental in this accomplishment. Additionally, VCCI has recognized this process as a learning opportunity, enabling them to closely collaborate with enterprises in the electronics sector to comprehend common challenges such as labour recruitment during peak periods and the implementation of labour dispatching. Furthermore, these challenges have been addressed in the sectoral quarterly meetings. As mentioned above under the Section III.4.1, the projects' support VCCI on translating and adapting several training tools and material like FIT, Practical Guide for Employers on Harassment and Violence Prevention, which helped VCCI diversify services for member companies. In the process of implementing capacity-building activities for enterprises, VCCI has conducted these efforts quite professionally. Below is a description of the activities as described by key-informants from VCCI:

The organizational method categorizes enterprises into three types: core, standard, and extended. Standard enterprises participate in all general capacity-building activities, while extended enterprises are invited to attend industry seminars and consultation meetings. Building on business consulting models from the textile industry, Project VNM/20/02/APL has coordinated with VCCI to provide business consulting in the electronics sector on a small scale, involving about twenty participating enterprises. The “core” enterprises involved in this consulting program are classified as tier 1 and tier 2 in the supply chain. BWV's professional staff works directly with core enterprises through tailored consulting programs. An enterprise that participated in both the standard training courses and the program for core enterprises evaluated VCCI's capacity-building efforts positively, noting significant improvements. Here's a comment reflecting this assessment:

*Last year, we only participated in standard training courses, but this year we registered for the 'core team growth' program to benefit from direct consulting sessions with Project experts. The training content this year has been enhanced to include important topics such as resolving labour disputes and wage issues. Notably, we were pleased to have experts from the Ministry of Labour, Invalids and Social Affairs deliver presentations on these subjects, which were both useful and comprehensive. Additionally, the enterprise capacity-building program has become more diverse in terms of soft skills training, with a larger number of enterprises participating this year. This indicates a positive evolution in the program's training approach." (FGD with a large FDI enterprise in Bac Ninh)*

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Feedback on the standard training courses for enterprises is generally positive. Below are comments from a company regarding the usefulness of the courses it attended under the VNM/20/02/APL Project. Among the training courses, the one on Comprehensive Complaint Handling received the highest rating in terms of usefulness. The company noted that it has improved its complaint handling mechanisms based on the training provided. Recently, employee satisfaction with the company's complaint handling has increased compared to previous assessment results. Similarly, the course on Effective Cooperation and Communication in the Workplace was also highly rated. The company reported that it is implementing workplace communication activities to help employees better understand the company's operations. Thanks

to the training course organized by the Project, they have applied a variety of effective communication methods at workplace.

Training course	Number of participants	Evaluation on the usefulness
Comprehensive Grievance Handling Mechanism	5	Very useful
Effective Workplace Communication and Collaboration	4	Very useful
Management Skills for Middle Managers	2	Relatively useful
Gender Awareness	1	Relatively useful
Collective Labour Agreements	3	Relatively useful
Training of Trainers (ToT) for In-House Trainers	6	Moderately useful
Factory Improvement Toolkit (FIT)	1	Of limited use

*Source: FGD with HR officers and mid-level manager who attended training courses organized by Projects*

However, feedback on the FIT and ToT training for internal trainers of enterprises, as well as the quality of consulting services, indicates that improvements are still needed. Below are specific comments from enterprises participating in this evaluation:

*Regarding FIT, our company sent an officer to participate in the training; however, this individual later reported that FIT was not very relevant to our factory's operations. The content of FIT was perceived as impractical, particularly since the attendee was also a member of the department responsible for improving factory efficiency. It is possible that our implementation of the Japanese Kaizen system influenced this perception, leading to the conclusion that FIT and the Training Project did not provide any new insights. (FGD with an enterprise in Hung Yen province).*

*The internal trainer course for enterprises was rated as having average usefulness. We found that both the trainers and the training content lacked depth. After attending the ToT course for internal trainers, we organized a subsequent course and invited different trainers to lead it. In comparing this to the initial training, the lecturer we selected for the ToT course employed more effective methods, taught with greater clarity, and offered deeper insights. (FGD with an enterprise in Hung Yen province).*

*In 2022, our company received direct consulting support for approximately eight months. The consultant visited the factory periodically to discuss any emerging issues or challenges. While this consultation was helpful in identifying areas for improvement, we believe that the consultant should have dedicated more time to understanding the specific characteristics of our enterprise, including labour context, labour relations, and labour structure. This understanding would have enabled them to recommend feasible solutions. The consultancy primarily relied on "laws and decrees," which the factory was mandated to implement; our legal department could have provided that internal support. Moreover, we observed that the consultants were sometimes inflexible and did not possess a comprehensive understanding of our business needs. Although the consultant assigned to us had extensive experience in the garment industry, this knowledge did not effectively translate to the electronics sector. It is also plausible that the consultant was responsible for too many factories, which limited their capacity to closely study each business. (HR Manager of a large FDI in Hai Phong)*

*Regarding direct consultation at the factory, a consultant was assigned by the Project to work with the factory. After the first session, we collected feedback from participants in the discussion with the consultant and found that the effectiveness was not high. There were issues that we wanted to raise and receive advice on, but they were not adequately addressed. We sought consultation on specific topics, such as the standards for the periodic dialogue program, including the content that needs to be included, the minimum requirements for organizing a dialogue, and the necessary documents. However, the subsequent consultation session resembled a general training session on handling situations in dialogue. The Project's consulting activities did not meet our actual needs in building and implementing a periodic dialogue program at the factory." (FGD with a large FDI enterprise in Bac Ninh.)*

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It is noteworthy that VCCI, which is a member of the International Employer Organization (IOE), has historically been active in coordinating with foreign Business Associations, particularly AmCham and EuroCham, to advise the business community on legal changes. However, their participation in social dialogue at the regional and enterprise levels was limited. At the current stage, VCCI has emerged as an active Employer's Organization, overseeing and facilitating the majority of sectoral forums to promote collective bargaining and social dialogue.

However, as mentioned above, after these projects conclude, it will be a challenge for VCCI to continue hosting these sectoral consultation meetings. In addition to the limited budget for regular activities, VCCI has not yet connected with FDI enterprises in the electronics industry, which are labour-intensive and have complex labour relations that are often discussed in social dialogues. This poses a limitation for VCCI in continuing to organize sectoral dialogues in the future. Below is a comment from an interview conducted with one of the tripartite partners:

*"FDI electronics businesses in industrial zones are usually not members of VCCI. These enterprises often participate in business associations from their home countries or join their business clubs in Viet Nam. Therefore, mobilizing the participation of electronics businesses in sector social dialogue in the future, once the ILO Projects conclude, will not be easy for VCCI. In the current project, to mobilize FDI businesses VCCI has to coordinate with the provincial industrial zone trade unions." (Interview with a representative of VGCL).*

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The accomplishment of *the third specific objective*, centred on the reinforcement of TUs by forming robust connections with enterprise-level affiliates, enhancing grassroots trade union capacity related to collective bargaining agreement (CBA), as revealed by interviews, illustrates a notable achievement. See a comment below as an illustration:

*Our company gave favorable conditions for members of the trade union's executive committee to attend the training course on topics of collective bargaining and agreement. Following the course, we solicited their opinions regarding the next steps. The trade union officials indicated they would identify points that needed revision in the labour agreement and propose suitable changes. A significant outcome of the course was a shift in their mindset. We observed that union officials adopted a more harmonious and flexible approach. As a result, labour relations within the company have become notably more harmonious. Union officials have improved in receiving feedback from workers, taking the time to explain issues thoroughly. Now, they escalate concerns that are of common concerns of workers to the company's leadership when absolutely necessary, which fosters a more*

*collaborative dialogue. Overall, union officials have significantly enhanced their analytical and information processing skills. (FGD with an enterprise in Hung Yen province).*

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The interviews with key informants also indicated that the VGCL and provincial FOL, particularly Bac Ninh FOL have succeeded in establishing stronger ties with enterprise-level affiliates and enhancing grassroots TU capacity related to CBA. This advancement is also evident in Bac Giang province. Furthermore, an agreement has been established with VGCL to fortify trade union networks, thereby closely aligning with their mandate to advance collective bargaining within their network and specifically within the electronics sector.

*The fourth specific objective* of the cluster project, which involved the negotiation, signing, and implementation of the Multi Employer Collective Bargaining Agreement (MECBA) for electronic factories in the Que Vo Industrial Zone in Bac Ninh Province, has been achieved. An MECBA has been successfully signed, with the participation of seven out of the 14 factories involved in the negotiation process, impacting 38.3 thousand workers. This accomplishment is a significant milestone, marking the successful signing of a Multi-Employer Collective Bargaining Agreement at the Que Vo Industrial Park in Bac Ninh. The agreement involved the participation of 07 electronics enterprises employing a substantial workforce, thereby benefiting a large number of individuals. The success of this achievement is attributed to the capacity-building initiatives led by the VNM/20/02/APL Project, enhancing the skills of key personnel from the Industrial Park Trade Union and 14 electronics enterprises. These capacity-building activities played a vital role in facilitating and strengthening the negotiation process, leading to the successful signing of this significant collective bargaining agreement.

The level of achievement of the specific objectives at the enterprise level within the clustered projects presents varied results.

In relation *to the fifth specific objective* related to Sexual Harassment Prevention (SHP), there has been active stakeholder engagement in building a network of union trainers on sexual harassment prevention, developing guidelines on mainstreaming gender into business labour policies, creating video clips on sexual harassment prevention, and integrating good practices into the draft of the Code of Conduct on Sexual Harassment Prevention and its Manual. These materials and products have been effectively utilized in capacity development for electronics enterprises, with strong evidence demonstrating active promotion of SHP at the workplace. Among the six enterprises participating in this evaluation (two SMEs located in Ho Chi Minh City, one large FDI enterprise in Hai Phong, one large FDI enterprise in Bac Giang, one large FDI enterprise in Bac Ninh, and one large FDI enterprise in Hung Yen), five reported the results of the gender equality training they participated in. Trainees, who were mid-level officials from these enterprises, highly appreciated the topic of sexual harassment prevention (SHP). Representatives from both enterprises, whether in group discussions or interviews, noted positive changes resulting from their participation in the training. Two SMEs stated that they had started paying more attention to monitoring and documenting sexual harassment cases in the workplace, based on the definitions introduced in the training. One FDI enterprise reported an improvement in mid-level officials' ability to identify SH situations. Another FDI enterprise mentioned plans to retrain its entire team of supervisors by the end of 2024. Additionally, one FDI enterprise observed a growing culture of "self-protection" among employees against sexual harassment. Below are comments shared by officers who participated in the interview/discussion during this evaluation:

*"In the gender equality course organized by VCCI and BWV (referring to Project VNM/22/50/JPN), I found the topic of preventing sexual harassment in the workplace to be new and essential for businesses. After participating in this training*



course, we now pay more attention to detecting sexual harassment situations in the workplace. Our business is quite small, with only a few dozen workers, so monitoring for sexual harassment is not difficult. Previously, no incidents had been detected. The change is that, in the past, we did not pay attention to sexual harassment, but now preventing it is a focus of the HR department.” (a HR manager of an SME in Ho Chi Minh City).

“Previously, the definition of sexual harassment was really vague for us. It was difficult to determine which behaviors constituted sexual harassment, and finding evidence to address it was even more challenging. Regarding sexual harassment, I have noticed that regulations still contain very general definitions. Often, the only evidence available is the testimony of the harassed person. There have been instances where the harassed individual provided evidence in the form of messages via Zalo, but the harasser denied owning the Zalo account, claiming that someone else had used it to commit the harassment. Thus, proving an act of sexual harassment in the workplace has become very difficult. After participating in the training course organized by the Project (referring to Project VNM/20/02/APL), the ability of human resource managers and labour relations officers to identify harassment behaviors has improved somewhat. We have shared more experiences from other businesses on how to develop regulations on preventing sexual harassment. In the future, if we can find an experienced consultant, we will establish these regulations in our company. Currently, we are planning another workshop and recruiting about 5,000 new workers, increasing our workforce to 10,000, so these regulations are very important for the company.” (a HR manager from a large FDI enterprise in Bac Ninh Province).

“I find the training course on sexual harassment prevention to be very useful. Our company participated in three training sessions on this topic, each attended by three participants. First, the HR department staff attended the training, followed by some workshop supervisors and union officials. After the training, we discussed how to utilize the training materials effectively. We modified some of the case studies from those training documents and included them in our internal training materials, conducting retraining for workshop supervisors. Our company has more than 300 workshop supervisors at all levels, including 11 foremen, 100 supervisors, and 200 sub-leaders. We also created banners and short video clips to promote sexual harassment prevention, which were displayed in the cafeteria to share this information and knowledge with the workers. After attending the internal training courses, managers (supervisors and sub-leaders) at our factories were surprised to realize that they were still committing many acts of sexual harassment every day at work. The changes observed in these supervisors were very positive. In addition, a culture of ‘self-protection’ among workers against harassing words and behaviors has gradually formed as they have learned to better identify which words and actions constitute sexual harassment.” (HR Manager from a large FDI enterprise in Hai Phong city.)

“Our company has planned to conduct a retraining course on sexual harassment prevention and control by the end of this year (2024). This class will primarily target team leaders and higher positions, with 96 team leaders and supervisors set to be trained. By 2025, we plan to disseminate this content to all employees. [Our company has about 3,500 employees, of which women make up about 60%.]” (a HR manager from a large FDI enterprise in Hung Yen Province).

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Concerning the sixth specific objective of signing Collective Bargaining Agreements (CBA) on wage and non-wage benefits, some interviewed enterprises factories shared that they had initiated collective bargaining processes and reached agreements with employers. The CBAs generally covered both wage and non-wage benefits. See an illustration from the an interviewed enterprise However, the absence of predefined indicators and targets makes it challenging to confirm the level of achievement for this specific objective.

Finally, the eighth specific objective on workplace cooperation practice also lacked pre-defined indicators and targets, making it challenging to accurately evaluate the level of achievement and extent of this particular objective within the cluster project at the enterprise level. At operational level outcome level, the activities supported by the electronics projects is to provide technical support to VCCI to disseminate the Factory Improvement Toolset (FIT) tool which is a training tool developed by ILO/BW in their capacity building activities for factories.

Furthermore, feedback from businesses indicated that the Projects should engage in consultations with companies regarding the standards they are required to comply with. This would enhance the consulting activities tailored to their specific needs, ultimately leading to better adherence to labour standards and improved the workplace cooperation. The following comments reflect these observations:

*"Having such a training package is beneficial. As I have suggested, it would be advisable to survey the training needs of companies to identify specific gaps and challenges, allowing for more targeted training initiatives. For instance, companies in Viet Nam have expressed significant interest in complying with the Responsible Business Alliance (RBA) standards. However, achieving a high score under these standards is quite challenging and expensive, requiring implementers to possess a strong understanding of the requirements. Therefore, it would be beneficial to conduct surveys to ascertain what types of training companies are seeking. For example, we would appreciate having more training on RBA standards." (FGD with an enterprise in Hung Yen Province)*

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In short, the expected impact and six out of seven specific objectives have been accomplished. Although the effectiveness of the four projects is high, it appears that the ILO's work in the electronics sector is project-oriented, and the strategy for how the ILO operates in this sector, particularly regarding cluster proposals, requires further clarification. Additionally, the involvement of various stakeholders at the cluster level should be strengthened: (i) Firstly, the participation of leading firms is crucial, especially in national, sectoral, and provincial forums. It seems that the ILO's focus in the electronics sector has been primarily on projects, with a lack of a clear strategy for engaging brands within the industry. Drawing from the successful practices of the BWV program in the textile industry, incorporating similar approaches in the electronics sector could yield positive results. The BWV Program provides valuable insights into the influential role of lead firms in driving social dialogue, collective bargaining, and overall compliance within factories. (ii) Furthermore, it is important to enhance the engagement of senior leadership within businesses, such as CEOs and representatives from Foreign Direct Investment (FDI) enterprises. Their active participation in various forums is essential for ensuring their understanding and commitment to initiatives related to social dialogue and collective bargaining processes. Effective involvement of both labour and management representatives in these critical processes is vital for achieving successful outcomes. Neglecting either side may hinder progress and diminish the intended impact of these essential interactions



**Question 2: To what extent and how well have the ILO technical support as well as project-supported activities and results contributed to promote compliance to labour laws on Freedom of Association and Collective Bargaining to advance decent work and resilience at workplace and sector level of the electronics sector, and both directly and indirectly?**

In the domains of Freedom of Association and Collective Bargaining, improvements are primarily observed in Collective Bargaining, as previously discussed. Linked to collective bargaining, social dialogue at all levels—namely, enterprise, multi-enterprise, and sectoral—emerges as a significant area of achievement for the projects. The notable initiatives undertaken collaboratively by Projects GLO/20/40/EUR, VNM/21/50/JPN, and VNM/20/02/APL have collectively contributed to advancements in social dialogue at these various levels. Key informants have confirmed that the technical support provided by these projects, particularly VNM/21/50/JPN and VNM/20/02/APL, alongside accompanying research and surveys, has facilitated stakeholders within the sector to cultivate a shared understanding and engage in more meaningful dialogues regarding a coherent response to sustainable compliance and the establishment of harmonious and productive labour relations in the industry. In the future, to ensure that social dialogue and collective bargaining are maintained at all levels, key informants have shared the following suggestions:

*At the enterprise level:* According to some interviewed enterprises, promoting compliance with labour laws requires (i) the readiness of the workers themselves and (ii) further engagement from top leaders, specifically CEOs, of the enterprises. Currently, the ILO e-Projects do not conduct activities directly with workers, and interviewees believe this should be improved in future projects. While recent projects have involved CEOs of enterprises in some events, participants noted that this engagement is insufficient, according to the feedback from middle-level managers of the interviewed enterprises. Additionally, for leaders and senior managers in foreign direct investment (FDI) enterprises, changing the "defensive" attitude towards grassroots trade unions can also facilitate the collective bargaining process at the enterprise level. Below are comments from interviewees at various businesses:

*"Regarding the capacity of enterprises to engage in collective bargaining and the role of trade unions in this process, it is clear that there is room for improvement in the future. Equipping union officials and human resource personnel with legal knowledge is beneficial, as it enables them to work effectively. However, successfully applying negotiation techniques in practice still depends on higher-level managers and members of the Board of Directors. The management style and philosophy of business leaders significantly impact labour policies concerning standards, wages, and worker welfare. Therefore, to effect real changes in workers' welfare through collective bargaining, training should extend not only to human resource managers and trade union officials but also to senior managers. Moreover, some foreign leaders in FDI enterprises maintain a "defensive" attitude toward grassroots trade unions. Before engaging in dialogue, they often prepare mentally to reject union demands or to justify why particular benefits are unavailable, rather than approaching the conversation from a win-win perspective. This mindset needs to change moving forward" (HR Manager from a large FDI enterprise in Hai Phong City).*

*"From my experience in recruiting workers, I believe that future projects should also focus on changing workers' awareness. During a labour promotion trip with the Department of Labour, Invalids, and Social Affairs in a northern mountainous province, local authorities indicated that workers in the highlands can quit their jobs immediately if events occur that they find unsatisfactory or when they feel fatigued. For electronics companies that require high levels of discipline like ours, recruiting*

*workers has become challenging. For instance, in a recent recruitment effort, after selecting ten workers, four failed to report to work the next day without notice. Additionally, I have noticed that many workers and team members lack awareness regarding compliance with labour regulations. Conflicts frequently arise between workers and between workers and production line managers due to a misunderstanding of labour discipline. This dynamic places additional pressure on line leaders and team managers as they navigate expectations from both company leaders and workers. In my opinion, we must create a "win-win" environment between workers and employers. The focus should not solely be on making changes within the employer's approach, as this can lead to increased pressure on workers. If workers do not adopt a "win-win" mentality, participating effectively in collective bargaining to reach mutually acceptable solutions will be difficult. Currently, management faces significant pressure, and it is essential to develop solutions that balance the interests of both parties (FGD with an enterprise in Bac Giang Province).*

*"Our Environment, Health, and Safety (EHS) department is also encountering difficulties in training and raising awareness of safety among workers. We are actively seeking methods to foster a culture where safety compliance becomes proactive rather than merely mandatory. Our goal is to encourage workers to recognize safe operations as beneficial for themselves, not just as obligations to meet company standards. Bringing in training courses provided by outside experts can enhance the persuasiveness of these initiatives, and thereby improve workers' proactive awareness of EHS matters. Consequently, this should reduce conflicts within the workshop and facilitate more constructive social dialogue on EHS topics" (EHS officer from an enterprise in Bac Giang).*

*"For future projects, organizing training sessions on specific topics for employees could help them better understand labour issues in the modern context. Employees should be encouraged to adopt a more open mindset, continuously update their skills, and develop alongside the enterprise rather than solely making demands. Effective social dialogue cannot occur without a foundational understanding of the law among employees" (FGD with an enterprise in Hung Yen Province).*

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At the industry level, enhancing brand engagement is essential to influence the top leaders of e-businesses, particularly tier 1 and tier 2 companies. To foster stronger brand engagement, the role of the ILO as a facilitator and liaison becomes crucial. The following suggestion addresses this need:

*The active involvement of senior management, such as CEOs, is vital for achieving multi-enterprise agreements and local or industry-level solutions. However, to capture the interest of CEOs and top leaders, there must be pressure from brands. The involvement of prominent brands, like APPLE, is particularly significant in these projects, as it helps promote the commitment of business leaders. Hosting events that include the participation of CEOs from supplier companies would create a highly positive impact. To enhance brand engagement, the ILO's role should be further emphasized. Moving forward, the ILO is expected to continue and strengthen connections with brands in similar projects. (Interview with a key informant from VGCL)*

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Additionally, the projects have supported the establishment and maintenance of national platforms that effectively promote the sharing of practical models at the enterprise level, thereby advancing

workplace compliance across sectors and fostering discussions on policy implementation. See some comments below from interview with key-informants:

*“One activity that the Department of Labour Relations and Wages (MOLISA) undertook in cooperation with the ILO electronic Project (Project VNM/20/02/APL was referred) was to conduct an assessment of the implementation of regulations on labour dispatch in 2023. This assessment can be considered quite comprehensive because it not only focused on the legality of labour leasing but also included direct meetings with several enterprises using leased labour, including those in the electronics sector, to understand their practices. A workshop was held in December 2023 on this topic, during which several groups of solutions were proposed. Based on this assessment report, the Department developed a cooperation plan to strengthen state management of labour leasing activities. This year (2024), we proposed to implement one of those solutions, specifically to enhance training for labour leasing enterprises and labour re-hiring enterprises, particularly targeting electronic enterprises that employ a significant number of re-hired workers, addressing issues that arise in labour relations.” (Interview with a key informant from MOLISA). “As in the previous cooperation period with the ILO, VCCI will seize opportunities to obtain information as a basis for contributing to the process of improving legal policies, which is one of VCCI’s tasks in its role as a representative organization of enterprises. During the previous period of cooperation with the ILO, we actively contributed to the amendment and implementation of important laws such as the Labour Code and, more recently, the Law on Social Insurance. In the 2022-2023 period, as VCCI participates in electronics industry projects, many industry seminars have been organized with representatives from VCCI, MOLISA, VGCL, and VEIA discussing industry issues such as occupational Safety and Health, salary concerns, and attracting workers after Tet or after COVID. These seminars provide guidance on solutions that the government can support businesses in addressing labour issues. This information is also crucial for VCCI’s contributions to laws that will be amended in the near future, such as the Law on Employment and the Law on Labour Safety and Health.” (Interview with key informants from VCCI).*

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The capacity-building initiatives for trade union officials implemented by the GLO/20/40/EUR and VNM/20/02/APL projects, in collaboration with the Viet Nam General Confederation of Labour (VGCL) and Provincial Federation of Labour, as well as the training conducted by VCCI for middle managers in the sector under projects VNM/21/50/JPN and VNM/20/02/APL, have significantly enhanced the quality of dialogues at the enterprise level (see also Section III.6).

Regarding Freedom of Association, it may be premature to anticipate that the workers in enterprises have the right to establish, join and participate in the activities of workers’ organizations at the enterprise as stipulated in Articles 172, 173 and 174 of the Labour Law of 2019, can be effectively promoted within the short timeframe of project implementation under this cluster. Furthermore, there is insufficient evidence to suggest that the activities of the four projects were specifically designed to promote Freedom of Association. It may have been beneficial for the cluster to adjust its objectives to accommodate a more gradual approach to promoting the ILO core convention on Freedom Association as well as chapter 13 of the Labour Code 2019 on worker representative organizations at the enterprise level, during implementation.

**Question 3: How effective have the four 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 international labour standards, and social dialogue?**

The clustered projects exhibit varying levels of engagement with partners, commensurate with the design and priority focus outlined by the donors. While the GLO/20/40/EUR Project primarily targets engagement with tripartite partners at the central level, the VNM/20/02/APL Project has established connections with partners across all three levels of engagement. In addition, the VNM/22/50/JPN Project has involved representatives from VEIA e-businesses and enterprises. Collectively, these projects have fostered inclusivity and encouraged participation at all levels. Macro-level activities consistently involve enterprises, exemplifying this approach in Project VNM/20/02/APL through the following initiatives:

- Surveys conducted among 66 enterprises and 47 unions provided valuable insights into labour management practices, the impacts of the pandemic, the industrial relations (IR) situation, workplace practices and communication, as well as training needs. These insights have served as critical inputs for advisory and capacity-building activities targeted at factories and grassroots trade unions.
- Six industry seminars and 28 training courses, conducted in collaboration with the Viet Nam Chamber of Commerce and Industry (VCCI) and the BWV, were held on various topics related to compliance and social dialogue. These efforts utilized adapted tools and successfully built capacity for approximately 700 participants from electronics enterprises, with 70% being suppliers of Apple and 63% of the participants identifying as women.
- A national conference was convened in December 2023 to review labour dispatch policies and practices, with participation from around 120 representatives including officials from state management agencies at both national and local levels, union representatives, and approximately 60 enterprises involved in labour dispatch practices.
- Two training courses on Labour Subleasing Legal Regulations, were delivered by DIRWA (in Bac Ninh, 11 December 2024 and HCM – 19 December 2024) for 82 electronics factories.

The key informants from donorship and tripartite partners regarding the role of the ILO underscores its neutral positioning and effectiveness in facilitating connections among all partners involved in joint activities. The ILO has also shown a significant capacity to foster relationships that extend beyond the national level, actively engaging multinational enterprises (MNEs). Furthermore, the introduction of international experts in research activities associated with the projects is regarded by Vietnamese organizations (such as GSO) as an invaluable opportunity for learning and capacity building.

### ***Question 4: Unexpected outcomes***

There have been no unexpected outcomes identified.

## **III.5 Efficiency of Resource Usage and Cluster Managements**

### ***Tripartite Partnership Coordination***

The tripartite partners identified for all four projects under the Electronics Cluster are VCCI, VEIA, MOLISA, and the Viet Nam General Confederation of Labour (along with the labour federations of the provinces participating in the project). These partners serve both as implementing partners and as targeted or beneficiary partners. The table below shows the engagement of the partners in the four projects according to the Project Prodoc. Most of the activities coordinated jointly by the partners are sector-related, such as sectoral consultation meetings and platforms/forums. In

capacity-building activities for enterprises, these organizations provide subject-specific experts. The coordination of these experts is typically managed by VCCI or the ILO project team. Overall, the tripartite partners assess this coordination process as appropriate.

**Table 3: Tripartite Constituents engagement**

Tripartite Constituents	GLO/20/40/E UR	VNM/21/50/J PN	VNM/22/50/J PN	VNM/20/02/APL
VCCI	(External) Implementing partner	(External) Implementing partner	(External) Implementing partner	(External) Implementing partner
VGCL (and Provincial FoL)	(External) Implementing partner	(External) Implementing partner	(External) Implementing partner	(External) Implementing partner
MOLISA	(External) Implementing partner	(External) Implementing partner	(External) Implementing partner	(External) Implementing partner
GSO	-	-	-	(External) Implementing partner
VEIA	Supporting partner	Beneficiary partner	Supporting partner	(External) Implementing partner

According to feedback from key individuals at partner agencies, each partner will plan the activities they implement in close consultation with the project teams at the ILO Country Office in Ha Noi or the BWV Managers. The budget approval for each activity is carried out in accordance with ILO regulations and Viet Nam's aid management regulations. It is noteworthy that partner staff have suggested improvements to streamline the budget approval procedures for specific activities, citing processing times as an impediment to the efficiency of implementation. In recent years, another cause of delays has been the long approval process required for partners to carry out activities, according to Viet nam's regulations on managing foreign aid.

Key informant assessments consistently highlight the effectiveness of coordination between the ILO management team and representatives from MOLISA, VGCL, and VCCI. The active participation of the ILO management team in the planning and implementation of partner-led activities is commendable. The communication and post-activity reflection processes were deemed highly effective. Furthermore, key informants expressed appreciation for the ILO project management staff's demonstrable commitment to quality and results-oriented management.

### ***Capacities and roles of tripartite constituents***

The capacities of the tripartite constituents engaged in all four projects have been significantly, for instance training interventions for VGCL's union officers, who have subsequently taken on the role of trainers at the grassroots level, supporting VCCI in developing training materials and guidelines that enable enterprises to enhance their human resource policies. Collaboratively, along with Better Work Viet Nam, the FIT toolkit has been successfully finalized for broader application in the future. Notably, the capabilities of VCCI and other tripartite partners in organizing social dialogues

at the sectoral and national levels have been notably improved, alongside the Federation of Labour's ability to facilitate multi-enterprise collective bargaining.

As discussed in the impact section, trade union leaders, HR managers, and production managers within enterprises have greatly increased their awareness and understanding of non-discrimination principles and the importance of preventing sexual harassment in the workplace. This shift in perspective has empowered them to actively foster a work environment that respects and upholds the values of decent work. Through these training and capacity-building efforts, the groundwork has been laid for more equitable and supportive workplace conditions across the sector.

The tripartite partners assessed themselves as fulfilling their roles in various projects. Partners such as VEIA were praised by the enterprises participating in the VNM/22/50/JPN Project for being proactive in sharing information about the capacity-building activities organized by the project and encouraging e-businesses to participate. VCCI consistently performed well as a key implementing organization in the projects. Enterprises evaluated them as being proactive in sharing information and engaging businesses in various activities. However, some feedback from enterprises highlighted a lack of timeliness in sharing training materials after training courses were completed and low responsiveness to enterprises' recommendations regarding training locations and times.

#### *Management of the cluster's financial resources*

Overall, the efficiency with which the cluster's financial resources have been spent is found to be more than satisfactory.

**Table 4: Expenditures including encumbrances as percent of the budget**

Status as of project end	GLO/20/40/ EUR	VNM/21/50/ JPN	VNM/22/50/ JPN	VNM/20/0 2/APL	TOTAL
<b>% of Budget Spent</b>	100%	99.6%	84.0%	95%	87.3%
<b>Total spent in US \$</b>	200,455.54	298,935.01	1,599,995	980,902.95	2,099,386
<b>Total Budget in US\$</b>	200,455.54	300,000	1,905,257	990,099.00	2,405,713
<b>Balance in US\$</b>	0	1,064.99	305,262	4,484.21	5,854

*Source: Data provided by Projects' team*

The projects achieved relatively high disbursement rates. Of the three completed projects, at the time of the final independent assessment of this cluster, the disbursement rates were as follows: GLO/20/40/EUR 100%, VNM/21/50/JPN 99.6%, and VNM/22/50/JPN 84%. The VNM/22/50/JPN project had a lower disbursement rate than the other projects because some activities under OUTPUT 2.2 (BWV tools, materials, and approaches are widely used and applied by tripartite partners in their work at the factory and sectoral levels) and OUTPUT 3.2 (BWV lessons learned and good practices are used as inputs into the national business forum at the national level) were marked as in progress at the end of the assessment, implying that some budget had not been spent. Although there is no common budget line between projects, cross-project activities and knowledge-sharing initiatives among partners and beneficiaries have been carried out within the cluster.

To make optimal use of the financial resources of the projects in the cluster, some personnel positions are funded by sharing the budget among the projects. For instance, from June 2021 to



March 2023, the responsibilities and salary of the national project team for Project VNM/20/02/APL were shared with Project GLO/20/40/EUR. The salary and responsibilities of the Project VNM/20/02/APL admin-finance assistant were divided between Project VNM/20/02/APL and other projects supporting the sector.

In all four projects, many studies and publications have been completed. To reach a wider audience, most publications are available in online format in addition to being published in print. For example, under Project GLO/20/40/EUR, 20 publications and communication products had been produced by July 2023, of which 90% are available online (GLO/20/40/EUR Final Evaluation Report, pages 15-16).

### *Management of the cluster's human resources*

The management of projects within this cluster exhibits a differentiated structure. Project VNM/22/50/JPN are integrated components of the BWV Programme, while VNM/21/50/JPN and VNM/20/02/APL operate under the direct management by ILO Country Office in Ha Noi and Project /20/40/EUR is managed by the SECTOR, a department of ILO Headquarter. All projects, however, receive general support from BWV, senior programme officers, and oversight from the ILO Country Office Director. Project management teams are relatively lean, typically comprising a national coordinator and an administrative/financial assistant. Project activities are primarily implemented by partners (MOLISA, VGCL, and VCCI, with VCCI serving as the principal implementing partner).

To foster inter-project coordination within the cluster, the senior programme manager instituted regular meetings among the project management teams and other projects focused on labour relations (as detailed in Section III.3). This facilitated information sharing, enabled the coordination of activities, and promoted the efficient allocation of common resources. These regular meetings also provided a platform for valuable technical exchange between projects. Importantly, activities implemented at the enterprise level (e.g., within Project VNM/20/02/APL) frequently informed and enriched activities promoting social dialogue at the national/sectoral level (as supported by Project VNM/21/50/JPN). This streamlined approach not only optimizes resource allocation but also amplifies effectiveness, consequently mitigating the need for duplicative reporting to various donors.

International experts from ILO Geneva Office or ILO Regional (Bangkok) Office are strategically deployed in pertinent research and training endeavors, garnering considerable praise from partners for offering invaluable learning opportunities. Their involvement serves to enrich the depth of knowledge and expertise within the projects.

In addition, activities such as forums and seminars organized in collaboration with tripartite partners and featuring the participation of brands have garnered high praise from the Donor. These events serve as pivotal platforms for direct encounter between Apple Inc. and its partners, fostering a shared understanding of the national context and exemplifying fruitful collaboration.

### *Leveraged past successful interventions*

The clustered projects demonstrate effective leveraging of prior successful interventions, resulting in significant resource efficiencies. Specifically:

The successful collective bargaining and multi-factory labour agreement achieved in Trang Due 3 Industrial Park (Hai Phong), involving the Hai Phong Industrial Park Trade Union, served as a replicable model. This experience, incorporated into Project VNM/20/02/APL in collaboration with the Viet Nam General Confederation of Labour and the Bac Ninh Provincial Labour Federation,



facilitated the implementation of a similar multi-factory agreement across seven factories in Que Vo Industrial Park (Bac Ninh), benefiting hundreds to thousands of workers.

Furthermore, the BWV Program's established best practices within the garment industry were successfully adapted and expanded to the electronics sector. This expansion encompasses capacity-building training for human resource managers, trade unions, and production managers, along with targeted business consultancy services.

The existing experience of tripartite partners (MOLISA, VCCI, and VGCL), particularly their expertise in promoting provisions of Vietnamese labour law related to social dialogue and collective bargaining and international labour standards from previous cooperation projects with the ILO, as well as from the implementation of their own professional work, is utilized within the electronics-focused projects. Below are some comments from interviews with tripartite partners. This significantly enhances the efficiency of project implementation across the cluster.

*This is not the first time we have collaborated with the ILO in the electronics sector. A significant milestone in this cooperation was the period from 2017 to 2018, when the Electronic Business Alliance was established with the coordination of the ILO, VCCI, and VEIA to create a support mechanism for electronics enterprises and promote socially responsible labour activities.*

*In the period from 2022 to 2023, during VCCI's involvement in ILO electronics sector projects, numerous industry seminars were organized and attended by representatives from VCCI, MOLISA, VGCL, and VEIA. These seminars focused on various industry issues such as occupational Safety and Health, salary concerns, and attracting workers after Tet (Lunar New Year Festival), or following COVID-19. They provided guidance on solutions that the parties could offer to assist enterprises in addressing labour issues. The projects have greatly supported these efforts.*

*To encourage businesses to participate in electronic project activities, we also engage with trade union organizations (such as VGCL and industrial park trade unions in areas like Hai Phong, Bac Ninh, and Bac Giang) because FDI electronics enterprises are not members of VCCI, and VCCI does not have branch offices in those provinces. We have observed that the relationship between employers and trade unions is very close. The Hai Phong Industrial Park Trade Union has a notably positive impact on businesses in industrial parks, and the Industrial Park Trade Union in Bac Giang is also very proactive and effective in coordinating activities. (Interview with a representative from VCCI).*

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### **Shortcomings/Improvable in clustered implementation management**

The institutional arrangements with partners and tripartite constituents in four clustered projects were mostly appropriate, however insufficient communication with partner agencies, particularly the principal partner VCCI, has resulted in a project implementation approach that is activity-focused rather than strategically aligned with a shared vision for the electronics cluster. Consequently, partner ownership and buy-in regarding the overall cluster objectives remain limited.

A results-based monitoring framework for the cluster as a whole is absent. Furthermore, although component projects maintain individual risk registers, the lack of a cluster-wide risk assessment mechanism hinders the ongoing evaluation of the feasibility and achievement of the Theory of Change (ToC) outcomes.

Another key limitation lies in the short time frame and limited budget that impedes the effectiveness of policy-level interventions required to drive changes in policy formulation, development, and enforcement. A case in point is the exploratory research on the applicability of electronic contracts in labour-intensive electronic factories. This research holds significant promise for supporting the implementation of the general policy of the Vietnamese Government in promoting digitalization. However, to fully realize its potential, ongoing support is essential to effectively implement and adjust the basic content of the contract across multiple cycles. Given the constrained timeframe of the Projects, typically spanning only 2 to 3 years, state management agencies may face challenges in facilitating policy implementation and enforcement.

The projects exhibit suboptimal utilization of existing human resources and incomplete transfer of methodologies to technical partners, thereby limiting the potential for replication and broader impact. For example, collaboration with the General Statistics Office (GSO) on the “Decent Work Supply Chain Survey” could have benefited from greater GSO technical team involvement in methodological development. This missed opportunity restricts the GSO's capacity to advocate for similar studies in other labour-intensive sectors, such as agriculture and fisheries, within Viet Nam's global supply chain.

Furthermore, the engagement of donor agencies and leading enterprises remains insufficient in key activities, such as sectoral forums. Their participation is crucial for fostering positive change within the electronics sector, particularly social dialogue, and collective bargaining.

Finally, increased engagement from top-level enterprise management is necessary. Middle-management feedback indicates that active participation from senior leadership would significantly facilitate policy adjustments and integration of key project themes such as sexual harassment prevention (SHP), enhanced social dialogue, and improved working conditions.

### *External challenges factors*

Certain planned activities, including the integration of gender mainstreaming into labour inspection tools and the convening of a multi-sectoral forum, were not completed due to protracted bureaucratic procedures within ODA regulations and the project's limited timeframe (Project VNM/21/50/JPN Final Evaluation Report). Similarly, the implementation of large-scale events was delayed or entirely prevented by the extended approval timelines required from national partners. Stakeholders also reported less significant challenges, including logistical constraints related to training activities (e.g., scheduling and venue selection).

Although the ILO Office in Hanoi has engaged in regular dialogue with the relevant state agencies responsible for approving ODA-funded activities, it is advisable to maintain continuity in this engagement. The dialogues should focus more on evaluating the achievements of these projects in promoting decent work within the electronics industry and other labour-intensive sectors, thereby fostering broader support from these agencies. The approval processes for large multi-stakeholder events by national governments and the ILO can be time-consuming. Therefore, it is advisable to manage expectations and remain flexible, particularly as these processes depend on the availability of tripartite constituents.

## **III.6 Impact**

According to the TOR, three assessment questions regarding the impact of the clustered projects must be addressed: (1) Have ILO interventions contributed to promoting social dialogue at the enterprise, national, and sectoral levels? (2) To what extent have project interventions contributed to promoting the ILO fundamental conventions, especially the convention on freedom of

association and collective bargaining at the workplace and sectoral levels? (3) Have ILO interventions contributed to the formulation, development, and enforcement of policies, procedures, and practices among targeted labour market actors, in accordance with the ILO's Fundamental Principles and Rights at Work (FPRW)? The following discussion addresses these three questions regarding the impact on the electronics industry cluster.

### *Clustered project interventions contribution to promote social dialogue and collective bargaining at different levels*

**At enterprise level:** At the enterprise level, compelling evidence indicates that the clustered projects significantly fostered social dialogue. This is demonstrated by the adoption of best practices, gleaned from peer enterprises through VCCI/ILO training activities under Project VNM/20/02/APL, resulting in strengthened internal grievance mechanisms and demonstrable improvements in employee satisfaction, as evidenced by anecdotal data from participating enterprises. (See an exemplar case in the box below).

#### **Box 1: A case of impact on social dialogue at enterprise level**

*Actively participating in the capacity building initiatives of Project VNM/20/02/APL, jointly implemented by ILO and VCCI, a factory has extensively engaged officers from the HR Department, labour relations officers, and members of the factory Trade Union Executive Board, production supervisors who have taken part in various training activities and received business consulting services. Staff from the HR Department and trade union have affirmed that the capacity development extended by the Project has brought about tangible transformations within the enterprise. The factory revised the Grassroots Democracy Regulations in June 2024, subsequent to the issuance of the guiding Circular by the Viet Nam General Confederation of Labour in March 2024. Moreover, the company renewed the Factory Code of Conduct and Collective Bargaining Agreement in the same year.*

*Notably, the establishment of a dialogue group comprising 89 members, surpassing the legal requirement of 24 members, stands as a testament to the factory's commitment to ensuring comprehensive representation of its workforce. The dialogue group, inclusive of heads of production teams, was duly informed about democratic regulations and the dialogue process. Following the promulgation of the democratic regulations, the factory initiated its inaugural regular social dialogue session in July 2024, with plans to conduct a subsequent session in September 2024 to facilitate further discussions on the contents of the Code of Conduct and Collective Bargaining Agreement.*

*Active engagement in the capacity building activities of Project VNM/20/02/APL has significantly enhanced the knowledge and skills of the HR staff and members of the Factory's Trade Union Executive Committee in understanding the social dialogue process and navigating social dialogue interactions effectively. In line with fostering a harmonious working environment, the HR team actively deliberated with the company's leadership on the significance of dialogue and the positive impact of creating a workplace characterized by openness, constructive exchanges, and mutual respect, all aimed at mitigating pressure and conflicts. The successful execution of the first dialogue session in August 2024 culminated in a high level of participant satisfaction, devoid of lingering frustrations. The dialogue process was thoughtfully designed to accommodate multi-channel participation by employees, including avenues for direct and indirect engagement. This encompassed the solicitation of employee opinions through questionnaires, direct expression of viewpoints by dialogue group members, and the compilation and dissemination of*

*compiled issues to the employees. The multi-channel approach extends to enabling ongoing provision of opinions via email, maintaining continuous employee involvement in the dialogue process.*

*(Interview with HR manager of a factory located in Hai Phong participating in Project VNM/20/02/APL and VNM/21/50/JPN)*

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**At the provincial level:** A significant achievement at the provincial level was the successful negotiation and signing of a multi-employer collective bargaining agreement at Que Vo Industrial Park, Bac Ninh. This agreement, involving seven electronics enterprises employing a combined workforce ranging from several hundred to over one thousand individuals, is attributed to the capacity-building initiatives of Project VNM/20/02/APL. Specifically, targeted training for personnel from the Industrial Park Trade Union and fourteen electronics enterprises demonstrably enhanced negotiation skills and facilitated the successful conclusion of the agreement. Testimony from the Industrial Park Trade Union representative supports this assessment.

**At the national and sectoral levels,** substantial evidence (detailed in Section III.6) demonstrates the projects' impact, aligning with the cluster's Theory of Change (ToC). Project VNM/21/50/JPN facilitated the development of operational guidelines for a sustainable multi-stakeholder platform and, in collaboration with tripartite partners, established guidelines for sustainable quarterly sectoral consultation meetings, specifying frequency, co-hosting responsibilities, and linkages to legally mandated social dialogue mechanisms. A sectoral forum for the electronics sector, operationalized in collaboration with VCCI, and seven subsequent quarterly meetings, fostered regular dialogue among key stakeholders, enhanced by VCCI's facilitation, consistent participation, and open information sharing. Furthermore, Projects VNM/21/50/JPN and VNM/20/02/APL contributed to national platforms by disseminating timely information on emerging industry challenges, thereby supporting the multi-stakeholder platform's activities<sup>21</sup>. Additionally, the projects contributed BWV/ILO best practices to national forums, fostering a community of practice focused on women's empowerment, sexual harassment prevention, and sectoral social dialogue<sup>22</sup>.

***The implementation of the electronics clustered projects has largely contributed to promoting freedom of association and collective bargaining at the workplace and somehow at provincial levels***

As detailed in Section III.6, strong evidence indicates collective bargaining at the workplace and at provincial level demonstrated by the case of Que Vo MECBA. Interviewed and visited factories shared that they had initiated collective bargaining processes and reached agreements with employers. The CBAs generally covered both wage and non-wage benefits. However it is difficult to affirm how many enterprises have demonstrated this impact for the absence of monitoring data.

***The implementation of the electronics clustered projects has notably contributed to practices of targeted labour market actors concerning the ILO Fundamental Principles and Rights at Work (FPRW).***

In addressing the principle of "the elimination of discrimination in respect of employment and occupation," the collaborative research efforts undertaken by projects within the Cluster pertaining

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<sup>21</sup> VNM/21/50/JPN Project Report

<sup>22</sup> VNM/21/50/JPN Project Report

to labour-dispatch in the electronics industry have served as a pivotal input for reviewing the existing labour-dispatch policy, as indicated by MOLISA's assessment. It is noteworthy that the application of labour-dispatch by electronics factories appears to need further guidance from the authorized agencies. Consequently, measures to ensure equitable rights between workers under direct contracts and those engaged under the dispatch protocol have been deemed imperative.

Factories having labour – dispatch practice attested to an improved understanding of legal regulations having participating in the workshop by VNM/20/02/APL Project, signaling an enhanced commitment to legal compliance. These factories underscored the need for a comprehensive review of legal regulations and additional guidelines tailored to the electronics industry, specifically focusing on rehired workers, to uphold the principle of non-discrimination against employees.

### Figure 3: ILO Fundamental Principles and Rights at Work

The [ILO Declaration on Fundamental Principles and Rights at Work](https://www.ilo.org/ilo-declaration-fundamental-principles-and-rights-work), adopted in 1998 and amended in 2022, is an expression of commitment by governments, employers' and workers' organizations to uphold basic human values - values that are vital to our social and economic lives. It affirms the obligations and commitments that are inherent in membership of the ILO, namely:

1. freedom of association and the effective recognition of the right to collective bargaining;
2. the elimination of all forms of forced or compulsory labour;
3. the effective abolition of child labour;
4. the elimination of discrimination in respect of employment and occupation; and
5. a safe and healthy working environment.

Source: <https://www.ilo.org/ilo-declaration-fundamental-principles-and-rights-work>

**Non-discrimination at factory level:** Furthermore, the VNM/20/02/APL Project has facilitated the training of a substantial number of production supervisors in factories. Despite initial limitations in their awareness of non-discrimination in the workplace, the engagement of this crucial group during the VNM/20/02/APL Project training has yielded tangible and measurable changes, as attested to by the human resources team. This transformation signifies a tangible shift in the understanding and practices of this group regarding non-discrimination in the workplace [Refer to a case below].

#### Box 2: A case of cluster's impact of non-discrimination at factory

*A human resources officer from a factory engaged in the VNM/20/02/APL Project conveyed that: On a daily basis, the human resources department endeavors to educate production leaders/supervisors on workplace principles, human rights, and non-discrimination. However, the level of engagement from production leaders/supervisors has been somewhat limited. Notably, upon participating in training sessions facilitated by the VNM/20/02/APL Project, where independent third-party experts delve into these pertinent issues, production managers exhibit a heightened receptiveness and find the content significantly more compelling. This experience leads to a noticeable shift in their mindset, fostering a greater openness to change. Moreover, exposure to middle-level managers from other factories during the Project's training programs has yielded unexpected yet remarkably positive impact. This interaction has been perceived as highly beneficial, as it has illuminated the broader industry landscape, showcasing that the imperative of nondiscrimination in the workplace extends beyond our factory to encompass*



*efforts being made industry-wide. Consequently, production managers are now more inclined to respond affirmatively to HR directives on the production floor—a positive and constructive development resulting in enhanced collaboration.*

*(Interview with HR manager of an enterprise participating in the*

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### III.7 Sustainability

Generally, the evaluation of sustainability is ascertained to be medium to high based on the following robust foundations:

Primarily, the meticulous design of the cluster and its associated projects is tailored to demonstrate a high degree of relevance, ensuring harmonization with the priorities and needs of partners. This strategic approach not only instills a sense of ownership and dedication among partners but also fortifies their enduring commitment to uphold and propel project interventions forward. Although not all changes can be sustained in the future when the projects results are no longer supported. The commitments that the tripartite partners indicated as feasible for them to continue implementing in the future were mentioned in Section III.4.2 and can be highlighted below:

- VCCI will continue to use information from consultation meetings and experiences gained from the process of supporting businesses, as well as findings from studies and assessments conducted by ILO electronics projects, along with their knowledge and experience gained other industries, to contribute to the process of amending new laws such as the Law on Employment and the Law on Occupational Safety and Health, while also expanding support to other member businesses.
- VGCL will continue to carry out capacity building for trade unions in businesses on topics that the clustered projects have covered, notably those on sexual harassment prevention (SHP), gender equality, and collective bargaining. VGCL has planned to promote multi-enterprise negotiations in industrial parks in the provinces participating in the project, starting with Bac Ninh, Bac Giang, Hung Yen, and Hai Phong. Following that, VGCL will continue to promote multi-enterprise negotiations in other sectors, such as tourism and retail, in the near future.
- MOLISA has a plan to conduct further in-depth research on the topic of electronic contracts, aiming to propose more technical, specific, and feasible solutions. A comprehensive plan, including solutions at the macro, micro, and technological levels, has been discussed. This task has been assigned by the Government to the Department of Labour Relations and Wages (MOLISA) within the framework of the national digital transformation program

Moreover, the bolstered capabilities of tripartite partners play a pivotal role in bolstering the continuity and expansion of project initiatives within the cluster. By enhancing partner capacities, the projects establish a sturdy groundwork for the perpetuation of interventions well beyond the projects' intended lifespan. Key informants from the partners mentioned the following improved capacities resulting from the collaboration with the ILO in implementing the activities:

- Thematic research capacity on electronic contracts and labour outsourcing (according to feedback from the Department of Labour Relations and Wages, MOLISA);
- Capacity to assess decent work in enterprises (according to feedback from the GSO);
- Capacity to design support for enterprises and coordinate the participation of tripartite partners and enterprises in sectoral consultation meetings (according to feedback from the VCCI);
- Capacity to promote a multi-enterprise collective bargaining process (according to feedback from the VGCL and the Federation of Labour [FoL] of Bac Ninh province).

The unwavering commitment of factories towards formulating internal policies, such as enacting Codes of Conduct, implementing Grassroots Democracy Regulations, and nurturing Social Dialogue Processes within their establishments, not only augments the impact on employees but also upholds the continuous flow of project interventions. These internal policies cultivate a positive organizational culture that resonates with employees, sustaining the progress achieved through the Project.

Finally, factories exhibit proactive involvement by tailoring training materials to suit their specific needs, drawing from initiatives such as VNM/20/02/APL and VNM/22/50/JPN Projects. By nurturing internal trainers and entrusting them with internal training responsibilities, factories foster a culture of perpetual learning and development, ensuring the enduring dissemination of knowledge and skills throughout the organization. This proactive engagement further solidifies the sustainability efforts within the cluster, setting a strong foundation for lasting impact and growth.

**Box 3: A case about sustainability and replicability at provincial level**

*The Trade Union of Industrial Zones in Bac Ninh Province (Bac Ninh IZTU), Viet Nam has 825 grassroots (factory) trade unions as members. Currently, there are approximately 200 factories operating in Que Vo Industrial Park, Bac Ninh, mainly electronics factories, of which 90% of the factories have trade unions that are members of Bac Ninh IZTU.*

*Implementing the direction of VCGL to the Provincial Federation of Labour and industrial park trade unions, Bac Ninh IZTU strives to support grassroots trade unions in the collective dialogue process at each enterprise and initiate a collective bargaining process for many factories in Que Vo Industrial Park, with the goal of creating a common ground on better working conditions and benefits for workers in the industrial park compared to the provisions of labour laws as well as other localities. This also helps achieve the goal of contributing to the sustainable development of factories by addressing the current situation of high labour turnover between factories in the same area, affecting the stable operation of factories.*

*Participating in the activities of Project VNM/20/02/APL, leaders and key personnel of Bac Ninh IZTU and members of 14 Bac Ninh electronics factory unions received intensive training on collective bargaining. With the guidance of international and domestic experts, their awareness, knowledge, and skills in collective bargaining of enterprise groups were significantly improved. Applied to work practice, Bac Ninh IZTU and electronics grassroots unions have successfully implemented the process of collective bargaining of many factories (Multi-Employer Collective Bargaining Agreement - MECBA) marked by the Collective Labour Agreement with the participation of 7 out of 14 trained factories.*

*From this implementation experience, Bac Ninh IZTU is now actively disseminating the experience of the above MECBA process to the remaining grassroots unions in Que Vo Industrial Park, and then to other industrial parks in the province. Bac Ninh IZTU also plans to expand the promotion of MECBA to more factories in the remaining industrial parks in Bac Ninh province in the coming years.*

*(Interview with Bac Ninh IZTU representative)*

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Although the Cluster's ToC has not been formally endorsed by the national partners, it serves as a useful map to help the four projects understand how their activities connect to creating changes at the sectoral and national levels. Therefore, the evaluator has assessed the sustainability of the cluster's results using the ToC as a backbone. This assessment is included in the Annex 5, which provides further information to the reader on the sustainability of the cluster's results.



### III.8 Cross-cutting (Gender Mainstreaming) Issues

The cluster identified an impact related to gender: "reduced sexual harassment at work and enhanced gender equality within the electronics industry." While no specific impact measurement indicator was designed, interview data from electronics companies provides evidence of progress in this area. Increased worker awareness of sexual harassment and demonstrably positive changes in the behaviour and language of shift leaders in electronics factories were observed.

As per the insights gathered from the interviewed factories, the implementation of sexual harassment prevention (SHP) measures has yielded positive impacts at the factory level. See the box below for more illustration.

#### **Box 4: Gender mainstreaming gained positive impacts at enterprise level**

*The demographic of workers in electronics manufacturing factories skews relatively young, with an average age of under 30. Consequently, the risk of sexual harassment and abuse within these environments is notably high, compounded by limited awareness among both perpetrators and victims. Moreover, manufacturing supervisors often lack a comprehensive understanding of sexual harassment behaviors, leading to instances where the perpetration of harassment occurs inadvertently. Victims, in turn, frequently endure such treatment in silence, refraining from reporting these incidents. However, following the SHP training activities conducted by ILO/VCCI, notable progress has been observed. Discussions on identifying and addressing sexual harassment behaviors have become more prevalent, with production supervisors actively reporting on these situations within their respective factories. Moreover, supervisors themselves have reflected on instances where they unknowingly made remarks that constituted sexual harassment. In an interview, the factory's HR Manager attested to the discernible positive change in SHP practices throughout the factory, including heightened awareness among workers regarding self-protection. Notably, this positive impact is particularly significant given that the factory employs approximately 5,000 workers, with around 30% being female workers. The impact of the sexual harassment prevention training program, spearheaded by Project VNM/20/02/APL, has been lauded for its tangible and beneficial effects within the factory.*

*Notably, another factory highlighted the value derived from participating in the SHP course, where the instructor shared highly practical checklists for assessing gender equality and evaluating the availability of SHP measures within the business. This comprehensive guide has proved exceptionally instrumental for the factory, enabling them to conduct a thorough review of gender equality and SHP measures within their operational framework, thereby reinforcing their commitment to fostering a safe and equitable workplace environment.*

*(Interviews with HR managers from enterprises participating in the Project VNM/20/02/APL)*

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During project implementation, the project management teams made considerable efforts to ensure robust women's representation in project activities. Project tracking data consistently showed women comprising at least 50% of participants and beneficiaries (e.g., GLO/20/40/EUR Project workshop and event participation).

Country	2021	2022	Total	# Participants	% Female participants
Colombia	5	9	14	2,312	49%
Madagascar	3	4	7	604	57%
Malaysia	2	4	6	420	46%
Namibia	4	13	17	303	43%
Viet Nam	8	10	18	742	76%
<b>Total</b>	<b>22</b>	<b>40</b>	<b>62</b>	<b>4,381</b>	<b>54%</b>

Source: SSCBFB annual Reports 2021 and 2022 and Results-framework updated January 2023

The gender equality training course implemented by the projects received high praise from participating enterprises. Here are some comments from those enterprises:

*"Specifically regarding the gender equality training, we were very impressed with the thoroughness and enthusiasm of the lecturers. After the training session, we received a detailed checklist that includes various questions to help enterprises easily identify their strengths, weaknesses, and areas that need improvement to ensure gender equality in the workplace. This checklist is extremely useful for applying what we have learned. We can rely on it to build a comprehensive set of documents for our enterprise. Unfortunately, only the gender equality training session provided such detailed materials. Other topics lack similar support tools, which makes it challenging to implement the knowledge gained in practice." (FGD with an FDI enterprise in Bac Ninh)*

Projects also undertook several gender equality and non-discrimination initiatives, including: supporting the VGCL in developing a network of union trainers on sexual harassment prevention; supporting the Viet Nam Chamber of Commerce and Industry (VCCI) in developing guidelines for mainstreaming gender into business labour policies; developing video clips on sexual harassment prevention for use by tripartite partners and factories; and contributing BWV best practices to the draft Code of Conduct on Sexual Harassment Prevention and its accompanying manual (Project VNM/21/50/JPN Final Evaluation Report). Furthermore, gender equality perspectives are fully integrated into the Business and Human Rights/Human Rights Due Diligence (BHR/HRDD) concepts promoted by Project VNM/22/50/JPN.

However, a significant limitation across all four projects is the lack of sex-disaggregated data within their monitoring and evaluation systems.

## IV. Conclusions and Recommendations

### IV.1 Conclusions

The conclusions of the present independent final evaluation are analysed in this section according to the eight evaluation criteria used throughout this report.

With respect to the first evaluation criteria, **Relevance**, the relevance of the clustered projects is significant, as they align closely with the needs and priorities of stakeholders across all levels. The Partner-driven approach ensured in all four clustered projects facilitates the alignment with relevant national and institutional priorities. At the national level, the projects are well-aligned with various laws and plans related to labour and industrial development. They support and harmonize with the tasks of the tripartite partners, state management functions concerning labour, and the efforts to promote collective bargaining. The initiatives of the projects have also contributed to advancing various demands of stakeholders like MOLISA, VCCI, VGCL, and electronic enterprises. The four projects within the cluster cater to various needs in the electronics sector by addressing specific issues such as labour relations, decent work challenges post-COVID-19, and the high turnover rates among workers. The GLO/20/40/EUR project evaluates the impact of the pandemic on decent work and has led to collaborative efforts to help workers return sustainably. Meanwhile, project VNM/20/02/APL focuses on labour relations issues, such as the use of outsourced labour and electronic contracts, which enhance management efficiency and compliance with labour laws. Collectively, these projects aim to resolve challenges related to labour shortages, seasonal employment, and the need for skilled workers, thereby promoting stable working conditions and improved labour relations within the industry. The relevance of each of the four projects varies based on their specific focus and activities, with the majority demonstrating a high level of alignment with the needs of the participating enterprises. Additionally, the projects show a strong gender equality focus and a high degree of alignment to the priorities of the ILO in terms of promoting decent work and sustainable enterprises in Viet Nam, contributing significantly to the UN Sustainable Development Goals (SDG).

On the **Validity of Design** it was found that the clustered projects present a complex scenario, with architecture posing certain challenges while also demonstrating coherence. The Theory of Change (ToC) for the electronics cluster was constructed after the launch of the four projects, comprising one goal, four impacts, and eight specific objectives at three levels. The alignment of the logical frameworks of the four projects with the ToC presented certain challenges while addressing the priorities of the different donor while ensuring a thorough alignment across the cluster.

Despite being relatively independent in design stage, the designs of each project are logical and coherent in achieving their respective outputs and outcomes. Different activities and project timelines vary across the four projects, leading to varying levels of change in the beneficiary enterprises. Project VNM/20/02/APL stands out for its coherent design, particularly tailored to the needs of the electronics industry. Project VNM/21/50/JPN complements the former and focuses on maintaining workplace compliance and promoting social dialogue practices. Project GLO/20/40/EUR effectively equips tripartite constituents with the capacity to promote decent work in the electronics industry, while Project VNM/22/50/JPN's expansive evidence base has limited activities targeting small and medium enterprises within the electronics sector. Despite their

diverse approaches, the projects exhibit considerable coherence and logical progression in attaining their objectives.

The Projects VNM/21/50/JPN, VNM/22/50/JPN, and VNM/20/02/APL share a common foundation as they are structured based on the existing framework of Better Work, aimed at delivering enterprise-level services. These projects capitalize on established processes and draw from Better Work's wealth of experience and relationships with the Tripartite Constituents, including Governments, Employers' Organizations, and Trade Unions.

However, ensuring strong links in the project design to realize the entire cluster's impacts and outcomes remains less evident, signifying areas for improvement. For an enhanced cluster design, it would have been beneficial to involve more comprehensive inputs from the Tripartite Constituents in the development of the Cluster's ToC right from the start. Some partners lack an understanding of the link between the Better Work Viet Nam program and various activities within the Cluster. Therefore, a well-defined ToC is essential, followed by a robust monitoring framework incorporating smart indicators to gauge the cluster's performance effectively. To ensure coherence within the cluster, each project should utilize specific indicators to measure its individual performance meanwhile using a set of cluster indicators.

The **Coherence** is notably high, reflecting their ability to leverage synergies and partnerships to enhance efficiency and effectiveness. Evidence shows a strong synchronization among the four projects, which aim to maximize resource utilization and achieve common goals. For example, Project VNM/21/50/JPN and Project VNM/20/02/APL work collaboratively to establish a dialogue mechanism for sustainable compliance in the electronics sector; they have successfully organized sectoral consultation meetings on critical topics such as occupational safety and health in the post-COVID-19 context. Additionally, Project GLO/20/40/EUR has facilitated the identification of priority compliance topics, increasing stakeholder commitment to addressing these issues. While Project VNM/22/50/JPN integrates deeply with the Better Work Viet Nam initiative, allowing it to tap into existing structures and experiences, thus achieving outputs beyond its individual capacity, Project VNM/21/50/JPN promotes tripartite dialogue at the provincial level and supports various initiatives such as training on gender sensitization. The collaborative approach among the projects addresses challenges like budget limitations and tight schedules, optimizing resource allocation and facilitating large-scale initiatives that would be unfeasible individually. The alignment of the projects with ongoing tasks from tripartite institutions further reinforces their coherence. Mobilization of human resources has been significant due to the project's design aligning with partners' needs, and studies conducted at partners' requests have aided in this endeavor. Training programs and advisory services at enterprises have created positive changes at the operational level. Contextual factors, such as the Vietnamese government's reforms of the Labour Code and engagement from NGOs, have also heightened the commitment of project partners. However, some government policies, particularly stricter ODA approval processes for externally funded projects since mid-2023, have presented challenges to program performance. Overall, the effective collaboration and strategic alignment among the projects significantly contribute to their success in promoting decent work within the electronics sector

Overall, the **Effectiveness** of the four projects and the cluster has been deemed to be more than satisfactory based on the accomplishment level of the expected results outlined in its ToC. All four projects have implemented all of their outputs with committed deliverables as planned and, thus, achieved their outcomes. The projects were impacted by the COVID-19 pandemic and the lengthy procedures for approving activities by relevant Vietnamese regulatory agencies, resulting in some delays in implementation. The Cluster Performance Matrix in Annex 3 provides an encompassing

illustration of the degree of achievement across all levels of outcomes, including immediate outcomes, intermediate outcomes, specific objectives, and impacts as per the cluster's ToC.

Notably, the cluster has been effective in the establishment of effective social dialogue, including collective bargaining at the national/sectoral level, evidenced by the successful organization of seven quarterly sectoral consultation meetings in the electronics sector, consequently strengthening social dialogue mechanisms. Concerning the specific objectives delineated by the Theory of Change, six out of eight set objectives have been successfully accomplished, including the establishment and maintenance of a robust tripartite dialogue platform and the enhancement of the Employer's Organization's capacity to facilitate collective bargaining and social dialogue. Nevertheless, challenges confronted the attainment of objectives related to workplace cooperation practices and compliance with industrial relations and legal requirements, highlighting the need for further interventions within these areas.

The *Efficiency of Resource Usage* was found to be satisfactory. The tripartite partners involved in the four projects within the Electronics Cluster include VCCI, VEIA, MOLISA, and the Viet Nam General Confederation of Labour, along with provincial labour federations. These partners play dual roles as both implementers and beneficiaries, coordinating a variety of sector-related activities such as consultation meetings and capacity-building efforts. Feedback indicates that the partners generally view the coordination processes as effective, although some staff members suggested improvements to streamline budget approval procedures, which can hinder implementation efficiency. The capacities of these constituents have been significantly enhanced through extensive training for VGCL's union officers, who now serve as grassroots trainers. VCCI has developed important training materials and guidelines to help enterprises improve their human resource policies. The collaboration with Better Work Viet Nam led to the successful finalization of the FIT toolkit, which will have broader applications in the future. Overall, trade union leaders and managers have shown improved awareness of non-discrimination and sexual harassment prevention, fostering a work environment that aligns with decent work principles. Despite positive evaluations, some enterprises noted delays in receiving training materials and a lack of responsiveness to suggestions regarding training logistics.

Four projects, exhibiting varying management structures, are coordinated under a cluster system with overall ILO oversight. While some projects are integrated into broader programs, others operate independently, all sharing a lean management structure. Effective coordination mechanisms, including regular meetings, facilitate information sharing and resource optimization, leveraging successful past interventions to enhance efficiency and avoid duplication. Project management is deemed efficient, with strong collaboration between the ILO and partner organizations (MOLISA, VGCL, VCCI). International expertise is strategically deployed, enhancing project capacity. Successful initiatives include multi-factory labour agreements and the adaptation of best practices from the garment to the electronics industry. Streamlined budget approval processes are needed. Insufficient communication with key partners limits buy-in to the overall cluster vision, and a cluster-wide results-based monitoring framework is lacking. Furthermore, suboptimal utilization of human resources and incomplete methodology transfer limit the potential for replication. Greater engagement from top-level enterprise management and donor agencies is needed. Finally, bureaucratic procedures and limited project timelines hampered the implementation of certain activities.

With respect to *Impact*, this evaluation assesses the impact of ILO interventions in the Vietnamese electronics sector across three key areas: social dialogue, freedom of association and collective bargaining, and as a key part of ILO Fundamental Principles and Rights at Work. It is too early to draw conclusions about the impact on freedom of association as a result of the project group's

activities. The impact observed at the enterprise level is that projects fostered social dialogue through best-practice sharing, leading to improved grievance mechanisms and employee satisfaction. A significant achievement was the negotiation of a multi-employer collective bargaining agreement (MECBA) in Que Vo Industrial Park, facilitated by project-supported capacity building. At the national and sectoral levels, interventions established sustainable multi-stakeholder platforms and regular consultation meetings, disseminating best practices and addressing industry challenges. While evidence supports progress in freedom of association and collective bargaining at the workplace and provincial levels, exemplified by the MECBA and reported internal collective bargaining agreements, a lack of predefined indicators limits comprehensive assessment. Regarding FPRW, projects contributed to reviewing labour-dispatch policies, addressing non-discrimination concerns, and improving legal compliance among factories. Training initiatives, particularly for production supervisors, demonstrably enhanced understanding and implementation of non-discrimination principles. However, the absence of standardized metrics across projects hinders a precise quantification of overall impact.

With respect to **Sustainability**, the results clustered project's demonstrate varying levels of sustainability, the evaluation of sustainability is ascertained to be medium to high based on the following robust foundations:

Primarily, the meticulous design of the cluster and its associated projects is tailored to demonstrate a high degree of relevance, ensuring harmonization with the priorities and needs of partners. This strategic approach not only instills a sense of ownership and dedication among partners but also fortifies their enduring commitment to uphold and propel project interventions forward.

Moreover, the bolstered capabilities of tripartite partners play a pivotal role in bolstering the continuity and expansion of project initiatives within the cluster. By enhancing partner capacities, the projects establish a sturdy groundwork for the perpetuation of interventions well beyond the projects' intended lifespan.

The unwavering commitment of factories towards formulating internal policies, such as enacting Codes of Conduct, implementing Grassroots Democracy Regulations, and nurturing Social Dialogue Processes within their establishments, not only augments the impact on employees but also upholds the continuous flow of project interventions. These internal policies cultivate a positive organizational culture that resonates with employees, sustaining the progress achieved through the Project.

Finally, factories exhibit proactive involvement by tailoring training materials to suit their specific needs, drawing from initiatives such as VNM/20/02/APL and VNM/22/50/JPN Projects. By nurturing internal trainers and entrusting them with internal training responsibilities, factories foster a culture of perpetual learning and development, ensuring the enduring dissemination of knowledge and skills throughout the organization. This proactive engagement further solidifies the sustainability efforts within the cluster, setting a strong foundation for lasting impact and growth.

An extended number of **Cross-Cutting Issues** mainly on **Gender Equality** was used in this report based not only on the ToR, but also on ILO's Checklist 4.2: Preparing the Evaluation Report. The cluster's interventions aimed to reduce sexual harassment and enhance gender equality within the Vietnamese electronics industry, showing positive impacts at the factory level based on interview data. While lacking formal impact indicators, evidence suggests increased worker awareness of sexual harassment and improved behaviour among shift leaders. Project teams actively promoted women's participation, consistently achieving at least 50% female representation in project activities. Initiatives included training programs for union representatives on sexual harassment prevention, developing guidelines for gender mainstreaming in business policies, and creating



educational materials. Best practices were also integrated into national codes of conduct. The projects successfully integrated gender equality perspectives into broader business and human rights frameworks. However, a critical limitation was the absence of sex-disaggregated data in monitoring and evaluation, hindering a more comprehensive assessment of impacts, specific objectives and outcomes. Using robust quantitative sex-aggregated data is needed to fully measure the effectiveness of these interventions.

## IV.2 Recommendations

Upon analysing the outcomes of the final independent evaluation of the clustered projects, the following comprehensive recommendations have been developed:

**1. Advocate for the formulation of the vision and industrial strategy for the electronics sector of Vietnam. The process needs comprehensive consultation with all key and related stakeholders including VCCI and VCGL, VEIA, and representatives of brands and enterprises. This is crucial for moving beyond packaging and assembly to improving local value addition, productivity, and competitiveness, investing in skills, and fostering opportunities for decent work.**

Responsible Unit	Priority	Time Implication	Resource Implication
ILO-HQ, ILO Hanoi, VCCI and VCGL, VEIA, Ministry of Industry and Trade (MoIT)	High	Coming months	Included in the activities of the Responsible Units (Column 1).

**2. Continue the programmatic areas of capacity building and awareness raising of government officials, employers' organisations, trade unions and companies, around ILO Fundamental Principles and Rights at Work.**

Responsible Unit	Priority	Time Implication	Resource Implication
ILO-HQ, ILO Hanoi, BWV, MULTI and Relevant other Development partners and donors, Tripartite Constituents	High	Coming months	Included in the activities of the Responsible Units (Column 1).

**3. Continue to revise the current manuals/guidance on conducting social dialogues at sectoral and national level.** The national partners expected more appropriate tools and expertise for designing and conducting social dialogues at sectoral and national level.

Responsible Unit	Priority	Time Implication	Resource Implication
ILO Hanoi, Tripartite Constituents and experts	High	Coming months (or in preparation for new initiative)	Included in the activities of the Responsible Units (Column 1).

**4. Consider extending the approach of the electronics project team to other labour-intensive industries that have similar needs, such as retail and tourism.** These industries are

also among those where tripartite partners promote social dialogue and multi-enterprise collective bargaining.

Responsible Unit	Priority	Time Implication	Resource Implication
<b>ILO-HQ, ILO Hanoi, BWV, Relevant other Development partners and donors, VGCL and provincial FOL</b>	High	Follow-up intervention in coming years	Included in the activities of the Responsible Units (Column 1).

**5. Explore specific areas in the Law on Employment that are under review for amendment in order to develop future projects that support the implementation of the new provisions in this law.** In the future, when the Law on Occupational Safety and Health is being considered for amendment, this recommendation remains valid. By that time it is recommended that ILO will support VCCI and VGCL in conducting research and assessments on the topic of Occupational Safety and Health in the electronics industry. These case studies will help them contribute effectively to the law amendment process.

Responsible Unit	Priority	Time Implication	Resource Implication
<b>ILO-HQ, ILO Hanoi, BWV, and Relevant other Development Partners and Donors and Tripartite Constituents</b>	Medium	Follow-up intervention (upon the approval of the amendment Law on Employment	Included in the activities of the Responsible Units (Column 1).

**6. Enhance engagement with trade unions in any follow-up interventions, including targeted capacity building.** Trade unions in industrial parks and export processing zones in Hai Phong, Bac Ninh, Bac Giang, and Hung Yen provinces should continue to collabourate on capacity building activities for grassroots trade unions. Given the human resources available within these trade unions, a pool of regular experts should be established to work alongside them in delivering capacity development to grassroots trade unions.

Responsible Unit	Priority	Time Implication	Resource Implication
<b>ILO HQ BW, Relevant Development partners and donors, Tripartite Constituents</b>	High	Design of interventions	Included in the activities of the Responsible Units (Column 1).

**7. Engage and provide the technical support** (such as equipping international brands with deeper knowledge about Vietnam's cultural environment and the characteristics of Vietnamese workers) **to the international brands can significantly influence the commitment of top leadership of the suppliers within the global supply chain.** By fostering collaboration with international brands, the commitment of factory leadership to sustainable practices can be markedly strengthened, ensuring long-term positive impacts within the supply chain.

Responsible Unit	Priority	Time Implication	Resource Implication
<b>ILO Viet Nam, BWV, relevant national partners and donors, and brands</b>	High	Coming time (when designing new initiatives)	Included in the activities of the Responsible Units (Column 1).

**8. Consider further support to MOLISA to examine** measures to ensure equitable rights between workers under direct contracts and those engaged under the dispatch protocol, This is a research priority to support the implementation of Vietnam's legal policy, which MOLISA highlighted as important in this assessment.

Responsible Unit	Priority	Time Implication	Resource Implication
<b>ILO Viet Nam and MOLISA (Department of Industrial Relations and Wage)</b>	High	Coming time (when designing new initiatives)	Included in the activities of the Responsible Units (Column 1).

**9. Consider establishing longer-term agreements and facilitating comprehensive capacity transfer to the technical staff of local agencies, such as the General Statistics Office (GSO).** The GSO has expressed interest in further researching decent work within supply chains once they have attained adequate competence. The agency can then extend its advocacy to other sectors, thereby benefiting broader state management efforts.

Responsible Unit	Priority	Time Implication	Resource Implication
<b>ILO Viet Nam, ILO international experts and GSO</b>	High	Coming time (when designing new initiatives)	Included in the activities of the Responsible Units (Column 1).

**10. Complete the technical support content for factories in the following directions:** (1) Continue to revise the Factory Improvement Tool (FIT) to better suit the electronics industry; (2) Engage consultants with extensive practical experience in the electronics industry to conduct consulting activities for enterprises, thereby ensuring the relevance and effectiveness of the guidance provided; (3) Conduct thorough needs assessments to understand enterprises' consulting requirements. This is crucial for tailoring support programs that align precisely with the specific needs of each enterprise, including compliance with standards such as the Responsible Business Alliance (RBA) standards. (4) Reduce the concentration of training sessions held in Hanoi to encourage wider participation from factories located in provinces like Bac Ninh and Bac Giang. (5) Continue offering training courses on collective bargaining for enterprise trade union officials; (6) Implement training courses directly for workers on selected topics, including occupational hygiene and safety; and (7) Continue and refresh training on SHP and LGBTQI+ friendliness working environment for a larger targeted audience, specifically workers at enterprises.

Responsible Unit	Priority	Time Implication	Resource Implication
<b>ILO Viet Nam, BWV, VCCI, VGCL and thematic experts</b>	Medium	Coming time (when designing new initiatives)	Included in the activities of the Responsible Units (Column 1).

and implementing  
new initiatives)

**11. Expand collaborative efforts beyond the current tripartite partners to include relevant state management agencies, particularly the Ministry of Industry and Trade (MoIT) in relation to the electronics sector.** By ensuring these agencies are fully informed about the competitive advantages that arise from improving decent work conditions, the ILO can encourage international importers to recognize adherence to decent work practices in Viet Nam, thereby motivating state management agencies alongside MOLISA.

Responsible Unit	Priority	Time Implication	Resource Implication
ILO Viet Nam and MoIT	High	Coming time (when designing and implementing new initiatives)	Included in the activities of the Responsible Units (Column 1).

**12. Allocate resources to support VCCI in sharing good practices of sectoral dialogue mechanisms and systematic, strategic public-private collaboration at both national and provincial levels in multi-sectoral forums,** such as the Vietnam Business Forum, for greater impact.

Responsible Unit	Priority	Time Implication	Resource Implication
ILO Viet Nam and VCCI	Medium	Coming time (when designing and implementing new initiatives)	Included in the activities of the Responsible Units (Column 1).

## V. Lessons Learned

This chapter synthesizes key lessons learned (LL) from the evaluation presented in this report and those identified by mid-term evaluation of the Project NNM/20/02/APL.

The selection of the electronics sector, a pivotal contributor to exports, GDP, and employment generation, is strategically targeted due to its unique characteristics such as seasonal production cycles, creating enduring labour relations challenges that necessitate the concerted attention and collaborative efforts of tripartite partners.

Drawing from the insights gleaned through the BWV Programme in sectors like textiles and footwear, valuable lessons have been tailored and seamlessly integrated into the electronic sector interventions to enhance implementation efficiency. However ongoing efforts are directed towards continual refinement and enhancement to make the tools/advisory services more relevant to electronics sector.

In its capacity as the implementing entity, the ILO assumes a crucial role as a neutral facilitator, leveraging its esteemed international expertise to convene and mobilize national partners effectively. By fostering a conducive environment for national partners to converge around sector-specific challenges, the ILO plays a pivotal role in catalyzing collaborative solutions to industry-level issues.

Central to effecting the anticipated transformations is the endeavor to shift the mindset of grassroots trade union officials towards becoming effective facilitators in social dialogue and collective bargaining within the factory setting. This shift, facilitated by a partners-driven approach, nurtures the requisite capacity and ownership among national partners, laying the foundation for sustainable, long-term impact.

The engagement of tier 2 and 3 companies within the global supply chain plays a transformative role at the enterprise level, as these entities maintain direct interactions with tier 1 brands responsible for setting compliance standards related to social dialogue, occupational safety, non-discrimination, and more. Reflecting a high level of commitment, tier 2 and 3 companies actively seek and implement support from ILO Projects, effectuating positive changes that reverberate in the lives of workers.

Social dialogues could be more powerful and influencing both policy and practice levels with multi-stakeholder voice and agreements/joint statements/messages.

# Annex 1: Terms of Reference (TOR)

## Independent Final Cluster Evaluation

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

#### Introduction and rationale for evaluation

The Terms of Reference (ToR) encompasses the final independent cluster evaluation which cover the ILO projects in the electronics sector in Viet Nam:

1. VNM/20/02/APL Public-Private Partnership for compliance with national law and respect for fundamental principles and rights at work in the electronics sector of Viet Nam (Jul 2021-August 2024)
2. VNM/21/50/JPN Improved compliance and dialogue in global supply chains in Viet Nam (Sept 2021- Dec 2023)
3. GLO/20/40/EUR Decent Work in Global Supply Chains: Sustainable Supply Chains for a More Effective Post-Pandemic Recovery – Electronics Industry Related Project in Vietnam
4. VNM/22/50/JPN Building Responsible Value Chains in Asia through the Promotion of Decent Work in Business Operations (Apr 2022-Mar 2024)

The evaluation applies a clustered approach, and cover all the ILO projects that work with the electronics sector, and that share the common objective, i.e. to contribute to the sustainable and inclusive economic growth of Vietnam and advancing decent work in the supply chain in Vietnam and through promotion and improvement of labour standard compliance and dialogue in global supply chain in the electronics sector of Vietnam. The final cluster evaluation will allow for observation of the entire industry landscape, to enhance a more strategic focus to guide further interventions/actions of the ILO in the sector. It complies with the 4<sup>th</sup> ILO Policy Guidelines for Evaluation, which requires all programmes/projects with a budget of more than US\$1 million to undergo one final independent evaluation, and is guided by the ILO's [Guidance Note 3.3: Strategic clustered evaluations to gather evaluative information more effectively](#). The evaluation will be forward looking; while stocktaking the achievements of the ILO support, and documenting good practices and lessons learned from, the interventions. These will be done through (1) assessing the performance of the ILO interventions against certain OECD/DAC evaluation criteria including effectiveness and impact as well as through assessing the contribution and work on gender equality and women empowerment, and; (2) validating the findings of the relevant evaluations in relation to the relevance, validity of design, coherence, and sustainability of the projects undertaking the evaluation. The evaluation findings and recommendations will help guide the ILO CO-Hanoi in its future direction, and will also provide organizational learning and inform better ILO programming on the promotion of sustainable supply chains, labour standards compliance through partnership and social dialogue in Vietnam.

This final cluster evaluation is managed by an ILO M&E Officer based in the ILO Regional Office in Bangkok. Key stakeholders, including tripartite constituents, donors, key partners, ILO Country Office - Hanoi, technical backstopping unit as well as collaborating ILO Units, will be consulted throughout the evaluation process. The evaluation process and report will follow ILO guidelines and the ILO Evaluation Office will approve the final evaluation report. The evaluation will comply with the [United Nations Evaluation Group \(UNEG\)'s Evaluation Norms and Standards](#).



## Background

The electronics industry in Vietnam has experienced tremendous growth over the last decade, as evidenced by the rapid rise in the share of electronics exports of total exports from the country from 5 per cent in 2010 to 32.22 per cent in 2021.<sup>23</sup> In addition to playing a major role in overall economic growth, the electronics industry has also been one of the biggest job creators in Viet Nam in the last decade, employing around 500,000 workers.

The growth of the electronics sector has taken place in the context of Vietnam's development strategy of deeper global economic integration, pursued primarily through FDI and the negotiation of free trade agreements, including the Comprehensive and Progressive Agreement for Trans-Pacific Partnership (CPTPP) and the EU-Vietnam FTA.

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

As the major engine of economic growth in the country, the electronic industry can set a good example by embracing the new labour relations framework as an opportunity to achieve better productivity, safe workplaces, and resilient and socially responsible supply chains, through genuine social dialogue based on effective recognition of freedom of association at workplace. There is great momentum from the labour law and industrial relations reforms to help drive better productivity, safe workplaces and resilient and socially responsible supply chains through genuine social dialogue based on effective recognition of freedom of association at workplace. The ILO has worked to support that momentum, and prepare industry stakeholders for these changes.

## Purpose and scope of the evaluation

The main purpose of the independent final clustered evaluation is to provide accountability to the main stakeholders and to learn from current practice. The overall objectives of the clustered evaluation are to assess the performance and impact of the cluster, and to provide recommendations for future efforts to strengthen ILO's Development Cooperation and enhance its impact and contributions to implementing the decent work agenda.

The specific focuses of the assignment are as the following:

- 1) to assess outcome-level change (institutional/operational/behavioral etc.) within tripartite constituents and social partners as well as other actors that it intended to influence, at the national level, workplace/factory and sectoral level

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<sup>23</sup>Vietnam's electronics supply chain Decent work challenges and opportunities. Geneva: International

Labour Office, 2022 [wcms\\_865520.pdf \(ilo.org\)](https://www.ilo.org/wcms/865520.pdf)

- 2) To assess the long term changes and impact of the projects and its sustainability
- 3) to independently assess the contribution of the projects to social dialogue and workplace cooperation, and labour law compliance in Viet Nam's electronics supply chain, to attain OSH, gender equality, non discrimination, and social justice
- 4) to identify good practices and lessons learned that would contribute to learning and knowledge development and to inform future efforts to support constituents in the electronics sector
- 5) to assess quality of the tripartite partnership and coordination and to identify gap or room for improvement
- 6) to validate the findings and recommendations of the APL mid term internal evaluation and the GSC final internal evaluation

## **Scope of the evaluation**

The clustered evaluation covers the interventions listed above from the period from 1 July 2021 (start of the Apple project) to June 2024 (see Table 1 in Section 2). This evaluation will seek to understand how the interventions synergized, and assess the extent to which the results are linked to generate greater impacts on Sustainable and inclusive growth of the electronic industry AND improvement of labour standards compliance through regular/good faith stakeholder's collective bargaining and social dialogue at all levels of the electronics sector in Vietnam.

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 end users of the evaluation findings are the programme management team and the ILO Country Office in Vietnam, the donors, ILO's constituents, ILO technical and collaborating departments and in-country partners and stakeholders.

## **Evaluation questions**

The cluster evaluation will particularly address the evaluation questions below, in relation to effectiveness, impact, and contribution to gender equality and non discrimination, while also reviewing and validating the findings from the APL mid term evaluation and GSC final evaluation reports in relation to the projects' relevance, coherence, efficiency and sustainability.

- Have the ILO interventions contributed to promote social dialogue (at different levels, i.e. enterprise, national, sectoral, and PPP)? Had the social dialogue processes been able to address labour, social and business/economic issues? If so, how and in what way?
- Have the capacity of the key players in social dialogue been strengthened to play more effective role? What is needed to strengthen the dialogue at the sectoral level and to gear the dialogue process to tangible outcomes, from the partners' perspective?

- Had the project interventions helped change the dynamics relationship/interaction among the key stakeholders to facilitate open dialogues among the partners?
- To what extent have the project's interventions so far contributed to promoting freedom of association and collective bargaining at the workplace and sector levels. Have the ILO's support contributed policies formulation/development/enforcement, procedures and practices of targeted labour market actors, with respect to the ILO FPRW? What hurdles did the project face in promoting ILO FPRW? How could we do better to comply with the ILO FPRW?
- How have the projects mainstreamed gender and non discrimination in its activities? To what extent has the work contributed to gender equality and women empowerment? Any good practices or achievements in this regard?
- How has the tripartite partnership been coordinated during the project implementation? Any gap or room for improvement of the coordination?
- To what extent the interventions contribute to sustainable and inclusive economic growth and in advancing decent work in Vietnam, particularly in promoting labour standard compliance and dialogue in the electronic sector's global supply chain? What have been the important lessons learnt and/or good practices?

## Annex 2: Evaluation Timeline

***Evaluation Timeline, Phase and Activities are as follows:***

No.	Task	Time frame (by end)
1.	Document review and interviews with the project and CO-Hanoi representatives and development of the inception report submitted to Evaluation Manager	2 August 2024
2.	Review IR by ILO colleagues	2-5 Aug
3.	Finalize IR by Chi	6 Aug
4.	Meetings with the project partners (interview and field work to Field visit to two provinces	8 - 22 Aug 26-29 August
5.	Draft evaluation report (EN) Develop PPT (VNM + EN) Translate VNM report	1 – 18 Sept
6.	Hybrid Stakeholders' workshop (organized in Viet Nameese, and with VNM-EN )	18 Sept afternoon time
7.	Circulate PPT for 1 <sup>st</sup> screening by NPC+CO Hanoi Share PPT with external stakeholders 1 <sup>st</sup> screening of draft evaluation report Share draft report with external stakeholders	15 September 17 September 20 October 23-30 Sept
8.	Finalization of the report based on comments of ILO and stakeholders (including explanations on why comments were not included) and submission to Evaluation Manager	Nov 2024
9.	Submit Viet Nam Translation of the final report	Nov 2024
10.	Review final evaluation report by ILO team	Dec 2024
11.	Submission of report to EVAL	Dec 2024

## Annex 3: Cluster Performance Matrix

Theory of change		Indicator	Evaluator's observations/reported achievements	Project' contribution
Impact	Effective social dialogue including collective bargaining (CB) at <u>national &amp; provincial &amp; enterprise level</u> improve labour standards and address current and emerging challenges in the world of work	No pre-identified indicator	<p>At national level: as of baseline, while the sector already had ad hoc social dialogue mechanism to discuss specific issues, the regular dialogue mechanism had not been established. As of endline, within VNM/21/50/JPN, VCCI and other tripartite constituents successfully organized 7 quarterly sectoral consultation meetings in the electronics sector. Through the sectoral consultation meetings, a dialogue at regular basis was established and enhanced with full attendance of key stakeholders at different level in the industry, and their openness in sharing insights and concerns. VCCI, VGCL, MOLISA have improved their awareness of the importance of social dialogue and the capacity needed for designing and conducting such dialogues in a continuous process with clearer purposes.</p> <p>Strong evidence at the provincial and enterprise levels is documented. For example, collective labour agreements were reached by many enterprises in Que Vo Industrial Park, Bac Ninh, and collective labour agreements at some electronics enterprises in Bac Giang and Bac Ninh were executed subsequent to equipping the human resource management staff, grassroots trade unions, and others at the enterprises with the necessary knowledge and skills to navigate the negotiation process and achieve collective labour agreements that offer improved working conditions beyond those mandated by labour laws.</p>	VNM/21/50/JPN VNM/20/02/APL
Impact	Reduced sexual harassment at work and enhanced gender equality	No pre-identified indicator	<p>Key informants from electronics companies reported the following:</p> <ul style="list-style-type: none"> <li>- Workers have improved their knowledge of sexual harassment at work.</li> <li>- Behaviors related to sexual harassment at work have been openly discussed among workers.</li> <li>- Shift leaders at many electronics factories have changed their behavior and speech after acknowledging that their previous actions and words constituted sexual harassment.</li> </ul>	VNM/21/50/JPN VNM/20/02/APL

Theory of change		Indicator	Evaluator's observations/reported achievements	Project contribution
			<ul style="list-style-type: none"> <li>Workers' awareness of protecting themselves against sexual harassment at work has also improved in factories.</li> </ul>	
Impact	Reduce workplace conflicts +Improved occupational health and safety (OSH)+ work hrs.+ wage/non wage benefits /overtime (OT)+working time +work conditions	No pre-identified indicator No pre-identified indicator	<ul style="list-style-type: none"> <li>At the enterprise level, collective bargaining has become increasingly important on matters of non-wage benefits and welfare provisions, such as meals between shifts, transportation to and from work, annual leave and family event allowances</li> <li>Some common benefits related to workers and working conditions in CBAs are higher than the norms prescribed by the labour legislation, including wages, fringe benefits, bonuses, welfares and allowances for workers. Working hours, rest breaks, overtime; occupational safety and health;</li> <li>Mechanisms for settling complaints and disputes in CBAs at enterprises, labour norms are equal or higher than those prescribed by the labour law</li> </ul>	VNM/21/50/JPN VNM/20/02/APL
Impact	Increased quality, productivity, cleaner production	No pre-identified indicator	No evidence has been reported/collected to demonstrate that this impact has been created. Interviews with factory representatives reveal that quality, productivity, cleaner production is an area where the projects have not demonstrated compliance at enterprises. This is largely due to the highly intricate requirements for quality, productivity, cleaner production in the electronics industry. Furthermore, factories reported that the consultants and trainers introduced to them by the projects in this area did not adequately meet the requirements for enhancing quality, productivity, cleaner production at the factories. It is evident that the expertise of advisors and trainers in this still requires improvement.	N/a
Specific Objectives	(1) Functional Tripartite plus dialogue platform for the electronics sector for regular and <u>effective Social dialogue (SD) established &amp; sustained</u>	No pre-identified indicator	<p>Functional structures and mechanisms for regular and effective SD including CB are established and sustained, particularly:</p> <ul style="list-style-type: none"> <li>Sectoral Forum for the electronics sector in collaboration with the Viet Nam Federation of Commerce and Industry (VCCI) have been functioning (7 quarterly sectoral consultation meetings in the electronics sector were organized thanks to the ownership of VCCI in facilitating social dialogues sessions).</li> <li>VCCI, the implementing partner in the role of the host for seven sectoral consultation meetings, was supported to access the</li> </ul>	VNM/21/50/JPN VNM/20/02/APL GLO/20/40/EUR



Theory of change		Indicator	Evaluator's observations/reported achievements	Project contribution
			electronics sector, which is new to them. VCCI has had more contacts with the companies and relevant stakeholders in the sector, been able to discuss with them in an open manner, and thus collect more important information and insights.	
Specific Objectives	(2) Stronger Employer's Organization (VCCI have capacity to provide new service to its members to promote CB & SD	No pre-identified indicator	[At baseline, being a member of the International Employer Organization (IOE), is the umbrella organization representing employers at the national level. In the past five years, VCCI has been active in coordinating with foreign Business Association, especially AmCham and EuroCham, in consulting the business community on legal changes (such as the revision of the Labour Code in 2007 and 2012). VCCI is a member of the National Wage Council; yet, VCCI has not been active in engaging in social dialogue at the regional and enterprise levels]. At endline, VCCI have become an active EO to host or facilitate most of the sectoral forum to promote CB & SD Information related to CB & SD are available and updated frequently on VCCI Web-page.	GLO/20/40/EUR VNM/20/02/APL VNM/21/50/JPN
Specific Objectives	(3) Stronger Trade Union (TUs) (VGCL+FOL have strong connection with enterprise level affiliates + capacity + understand their roles & rights to freedom of association and collective bargaining (FACB)	No pre-identified indicator	Interviews indicated that VGCL and provincial FOL have developed a stronger connection with enterprise level affiliates and enhance the grassroots TU capacity related to FACB. Strong evidence is demonstrated in Bac Ninh and Bac Giang provinces.	VNM/20/02/APL VNM/21/50/JPN
			An agreement established with VGCL in strengthening trade union networks	GLO/20/40/EUR
Specific Objectives	(4) Multi Employer Collective Bargaining Agreement (MECBA) negotiated+ signed + in effect for electronic factories in Que Vo	The objective is formulated as an indicator itself	Achieved. A MECBA has been signed with participation of seven factories (out of 14 factories who had engaged in the negotiation process) reaching 38.3 thousand of workers (no sex-info.)	VNM/20/02/APL

Theory of change		Indicator	Evaluator's observations/reported achievements	Project' contribution
	industrial zone (Bac Ninh Province)			
Specific Objectives (at enterprise level)	(5) Sexual harassment Prevention (SHP) conducted /complied by workplace	No pre-identified indicator	<p>The stakeholders have engaged in</p> <ul style="list-style-type: none"> <li>- Building a network of the union's trainers on sexual harassment prevention (VGCL);</li> <li>- Developing Guidelines on mainstreaming gender into the business's labour policies (VCCI);</li> <li>- Developing video clips on sexual harassment prevention for the use by tripartite partners and factories;</li> <li>- Providing BWV's inputs/good practices into the draft of Code of Conduct on Sexual Harassment Prevention and its Manual.</li> </ul> <p>These materials/products have been used in capacity development for electronics enterprises and there have been strong evidence that factories have been actively promote SHP at workplace.</p>	VNM/20/02/APL VNM/21/50/JPN VNM/22/50/JPN
Specific Objectives (at enterprise level)	(6) CBA on wage/non wage benefits signed	No pre-identified indicator	<p>Among the factories visited in this clustered evaluation, only a few shared that they had initiated collective bargaining processes at their enterprises and had reached agreements with employers. The content of the collective bargaining agreement (CBA) generally covered both wage and non-wage benefits. However, none of the four cluster projects had set a target for the number of CBAs to be signed at participating factories, so it is difficult to confirm whether the cluster has achieved this specific objective only based on the feedback from some of the interviewed factories.</p>	VNM/20/02/APL
Specific Objectives (at enterprise level)	(7) Work-place cooperation practiced	No pre-identified indicator	<p>Due to the absence of predefined indicators and targets for this Specific Objective, it remains challenging to evaluate the achievement and extent of this objective accurately.</p>	N/a
Intermediate Outcome	Operational guideline for quarterly sectoral consultation meeting <u>implemented</u> by Tripartite Partners	The outcome is formulated as an indicator itself	<p>VCCI got support to develop the Manual on improvement of employers' capacity for collective bargaining as well as for conclusion and implementation of collective bargaining agreements; and to VGCL to develop the Manual on CB on wages for trade union officials. Overall, a set of three manuals are developed for all tripartite partners. Based on these manuals and training materials, the NIRS Canada project in</p>	Other ILO projects (namely (NIRS Japan project and VNM1903CAN project

Theory of change		Indicator	Evaluator's observations/reported achievements	Project contribution
			collaboration with other ILO projects have supported the tripartite partners with pilot training in collective bargaining, followed by the finalisation and publication of these manuals. A core group of facilitators to provide technical support for collective bargaining in piloting has been established. The core group members will include both mediators and labour officials of DOLISAs, trade unions, enterprises (trade union staff, human resource staff, etc.).	
Intermediate Outcome	Social partners & key stakeholders see the benefit of continuity of having SD & of their engagement in the SD platforms	No pre-identified indicator	Through seven quarterly sectoral consultation meetings in the electronics sector, VCCI, VGCL, and MOLISA have improved their awareness of the importance of social dialogue and the capacity needed for designing and conducting such dialogues in a continuous process, with clearer purposes demonstrated by their full attendance of key stakeholders at different levels in the industry, and their openness in sharing insights and concerns.	VNM/21/50/JPN
Intermediate Outcome	Policy/guidance adopted & measures to build back better developed with <u>active participation</u> from social partners	No pre-identified indicator	Largely achieved, proven by various products/deliverables <ul style="list-style-type: none"> <li>- Draft Deep Dive research on electronics manufacturing supply chain (publication in Jan 2023)</li> <li>- Surveys on labour practices and training needs of sector (with MOLISA) and on new Labour Code and COVID-19 challenges,</li> <li>- Project Webpage &amp; image database on-line</li> <li>- Review, mapping and adaptation of relevant tools, guidance and training materials (with support of Better Work)</li> <li>- Factory advisory programme to improve compliance 'building forward better' operational in collaboration with VCCI</li> <li>- Frequently Asked Questions to promote the application of the Labour Code 2019 on line and operational</li> <li>- MOLISA-policy on digital labour contracts</li> </ul>	GLO/20/40/EUR
Intermediate Outcome	Stakeholders take actions to address the COVID impact & DW opportunities	No pre-identified indicator	Advisory programme on labour code for electronics companies, based on previous Bac Ninh province-level experiences, was structurally established at the sector level. Digital employment contracts developed with ILO TA, are introduced in the electronics sector by the MOLISA	GLO/20/40/EUR
Intermediate Outcome	<u>Social partners alongside GoV</u> seek	No pre-identified indicator	Due to the absence of predefined indicators and targets for this Specific Objective, it remains challenging to evaluate the achievement and extent of this objective accurately.	N/a

Theory of change		Indicator	Evaluator's observations/reported achievements	Project' contribution
	solutions to issues of common concerns			
Intermediate Outcome	JPN Biz replicate GP of human rights and labour rights due diligence, SD & remediation mechanisms in their global operation	No pre-identified indicator	There is only data on this change for the textile industry in Viet Nam within the framework of Project VNM/22/50/JPN, but for the electronics industry, there is no evidence that this intermediate outcome has been achieved.	VNM/22/50/JPN
Intermediate Outcome	Action plans in line with national law toward Decent Work in the sector, with FACB at workplace & sector levels <u>developed</u>	No pre-identified indicator	No evidence of achievement	N/a
Intermediate Outcome	Industrial level CB on wage conducted for electronic factories in Que Vo industrial zone	The outcome is formulated as an indicator itself	Achieved	VNM/20/02/APL
Intermediate Outcome	Shared understanding of the 2019 Labour Code +increased collaboration +mutual support + a consistent response to compliance with the 2019 Labour Code among TU leaders of	No pre-identified indicator	Interviews with representatives of electronics enterprises in Bac Ninh revealed that TU leaders have demonstrated a stronger understanding of the 2019 Labour Code, as a result of capacity development support from projects.	VNM/20/02/APL VNM/21/50/JPN

Theory of change		Indicator	Evaluator's observations/reported achievements	Project contribution
	electronics enterprises in Bac Ninh			
Intermediate Outcome	Worker Reps have confidence +skills to participate in CB	No pre-identified indicator	Interviews with representatives of electronics enterprises demonstrate that Worker Representatives have confidence +skills to participate in CB as a result of capacity development support from projects.	VNM/20/02/APL VNM/21/50/JPN
Intermediate Outcome	SHP activities implemented by unions the enterprise level	The outcome is formulated as an indicator itself	Achieved (interviewed enterprises' representatives confirmed this outcome achievement)	VNM/21/50/JPN
	Union officials capable of implementing SHP	No pre-identified indicator	Achieved (interviewed enterprises' representatives confirmed this outcome achievement) however, there is no quantitative data on how many Union officials have shown this capacity	VNM/20/02/APL
Intermediate Outcome	Enterprise HR/ mgmt. mainstream gender into their HR policies	The outcome is formulated as an indicator itself	Achieved (interviewed enterprises' representatives confirmed this outcome achievement)	VNM/20/02/APL
	Enterprise HR/mgmt. capable to mainstream gender into their HR policies	No pre-identified indicator	Achieved (interviewed enterprises' representatives confirmed this outcome achievement) however, there is no quantitative data on how many Union officials have shown this capacity	VNM/20/02/APL
Intermediate Outcome	CB organized regularly in the target enterprises	No pre-identified indicator	Achieved (interviewed enterprises' representatives confirmed this outcome achievement) however, there is no quantitative data on how many enterprises have organized CB regularly	VNM/20/02/APL
	Factory mgmt. willing to AND have capacity to engage in SD incl	No pre-identified indicator	As of baseline, when collective bargaining does take place, data shows that the vast majority of collectively bargained agreements provide for minimum standards or only slightly higher. <sup>24</sup>	VNM/20/02/APL

<sup>24</sup> <https://industrialrelationsnews.ioe-emp.org/industrial-relations-and-labour-law-march-2021/news/article/norwegian-and-vietnamese-employers-join-forces-to-promote-social-dialogue-and-labour-law-reforms>

Theory of change		Indicator	Evaluator's observations/reported achievements	Project' contribution
	CB with TUs at IZ/enterprise level		As of endline, interview with enterprises' representatives demonstrate that factory managers have the capacity to engage in substantive consultation, negotiation and bargaining , understand the benefits of SD and demonstrate the commitment and will to participate in social dialogue in good faith	
Short term Outcome	Operational guideline for the multi-stakeholder platform agreed among Tripartite Partners		Delivered	VNM/21/50/JPN
Short term Outcome	Social partners +other stakeholders + brands understand their roles (per new labour code), & important role of SD + have confidence &skill to participate in SD + have engaged <u>regularly</u> in tripartite & bipartite dialogue, consultation, negotiation + have access to info they need to engage in SD		Somehow achieved. The brands deems not actively engaged in SD	VNM/20/02/APL VNM/21/50/JPN
Short term Outcome	Tripartite + other stakeholders (incl MNEs) are aware of Decent Work issues + opportunities in electronics global supply chains		Achieved via forum, sectoral consultation meetings, research sharing workshop, prints disseminations, however	GLO/20/40/EUR
Short term Outcome	ILO Hanoi (to) discuss BWV LL &GP in SHP in national forum		Achieved	VNM/21/50/JPN
Short term Outcome	VCCI share (FIT) Good Practice on sustainable compliance at Viet Nam Business Forum		Achieved	VNM/21/50/JPN
Short term Outcome	A plan of Trade Union network developed to promote connection + info sharing among TU leaders of electronics enterprises		Two network of HR managers and TU leaders have been established to facilitate [exchange of] industrial wide information and experience sharing [for provincial-level and workplace-level workers 'representative in selected industrial zones hosting major electronic supply chain actors, with	VNM/20/02/APL



Theory of change		Indicator	Evaluator's observations/reported achievements	Project contribution
			the aims to (1) build network of TU across all three levels; (2) improve the capacity of workers 'representatives for collective bargaining. At provincial and workplace levels, VGCL and member TUs at provincial and workplace levels provide training on wage system and CB on wages for 50 Reps from both workers and the employers' side.	
Short term Outcome	FOL Bac Ninh plan & implement activities to strengthen capacity of TUs of electronic factories in Que Vo Industrial Zones	Achieved		VNM/20/02/APL
Short term Outcome	Pilot training by VGCL & member TUs at provincial & workplace levels on wage system & CB on wages for representatives from both workers & employers side	Achieved (14 electronic factories and officers from Que Vo Industrial Zones TU)		VNM/20/02/APL
Short term Outcome	SHP training provided for union officials by network of VGCL trainers at factory	Somehow achieved		VNM/20/02/APL VNM/21/50/JPN
Short term Outcome	Network of VGCL trainers at factory formed	Somehow achieved, interview showed that VGCL trainers at factory has not been formed systematically		VNM/20/02/APL
Short term Outcome	VCCI guideline on mainstreaming gender into enterprise HR policies developed	Achieved		VNM/20/02/APL VNM/21/50/JPN
Short term Outcome	Factory compliance staff & workers' rep knowledge-able of SD & CB process +workers have skill & confidence to participate CB to raise voice on issues related to terms and conditions of work	Achieved. Strongly evidence at visited factories		VNM/20/02/APL
Short term Outcome	VCCI trainers conduct FIT training + build capacity of core team of managerial staff & union members at workplace + BWV EA supported factory improvement roadmap	The VCCI trainers are capable in delivering the FIT training however, the quality of the training or advisory services provided by VCCI trainers need to be improved to meet the needs of the electronics enterprises.		VNM/20/02/APL

Theory of change		Indicator	Evaluator's observations/reported achievements	Project' contribution
Short term Outcome	Network of VCCI trainers are capable in conducting TOT on FIT		FIT Tool is not highly appreciated by the electronics enterprises. No strong evidence shows that worker-manager factory improvement teams will sustained at enterprise. This area of clustered projects requires some improvement	

## Annex 4: Projects' Performance Matrix

### Project GLO/20/40/EUR

<b>Outcome</b>	Outcome 1: Enhanced knowledge & understanding of decent work deficits and opportunities of selected supply chains among policy makers, social partners and stakeholders to facilitate the development of evidence based and gender-sensitive policies & measures to advance decent work	Outcome 2: Tripartite constituents and stakeholders are better equipped to advance decent work in fairer, more resilient and sustainable supply chains	Outcome 3: Tripartite constituents and stakeholders further develop and implement policies and measures to build forward better fairer, more resilient and sustainable supply chains
<b>Level of Achievement</b>	<ul style="list-style-type: none"> <li>- Draft Deep Dive research on electronics manufacturing supply chain (publication in Jan 2023)</li> <li>- Sectoral Forum for the electronics sector in collaboration VCCI</li> <li>- Surveys on labour practices and training needs of sector (with MOLISA) and on new Labour Code and COVID-19 challenges,</li> <li>- Project Webpage &amp; image database on-line - Information on Web-page VCCI</li> </ul>	<ul style="list-style-type: none"> <li>- Review, mapping and adaptation of relevant tools, guidance and training materials (with support of Better Work)</li> <li>- Factory advisory programme to improve compliance 'building forward better' operational in collaboration with VCCI</li> <li>- Frequently Asked Questions to promote the application of the Labour Code 2019 on line and operational</li> </ul>	<ul style="list-style-type: none"> <li>- MOLISA-policy on digital labour contracts</li> <li>- Agreement established with VGCL in strengthening trade union networks</li> </ul>

Project VNM/21/50/JPN

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIME	STATUS	IMPLEMENTING PARTNERS	INVOLVEMENT OF OTHER ILO PROJECTS	DIRECT BENEFICIARIES	INDIRECT BENEFICIARIES
OUTCOME 1: Dialogue mechanism for sustainable compliance established and enhanced at the selected sector level, with pilot at selected enterprises							
OUTPUT 1.1: Dialogue mechanism for sustainable compliance established and enhanced at the selected sector level, with pilot at selected enterprises	ACTIVITY 1.1.1: Organize discussions and information sharing sessions among sectoral VGCL and grassroot trade unions and sectors business coalition in the target sector in line with new Labour Code						
	+ Sectoral consultation meeting about compliance with OSH in the post COVID-19 period	Mar-22	Completed	VCCI	Project VNM/20/02/APL	Tripartite partners at national and provincial level and Viet Nam Association Electronics Industry (VEIA), Board of Management of Industrial Zone, Enterprises and Brands	Workers
	+ Sectoral consultation meeting about improving SMEs' capacity for meeting labour standards, including Labour Code	Sep-23	Completed	VCCI	Project VNM/20/02/APL		
	ACTIVITY 1.1.2. Organize high level dialogue on sustainable development in the sectors from labour aspects engaging the established tripartite Business Coalition						
	+ Sectoral consultation meeting about labour stability in the post COVID-19 period	Nov-21	Completed	VCCI	Project VNM/20/02/APL	Tripartite partners at national and provincial level and Viet Nam Association Electronics Industry (VEIA), Board of Management of Industrial Zone, Enterprises and Brands	Workers
	+ Sectoral consultation meeting about transparency and fairness of C&B system	May-22	Completed	VCCI	Project VNM/20/02/APL		
	+ Sectoral consultation meeting about improving quality of human resources	Sep-22	Completed	VCCI	Project VNM/20/02/APL		

	+ Sectoral consultation meeting about labour stability before and after Lunar New Years of 2023	Dec-22	Completed	VCCI	Project VNM/20/02/APL	Enterprises and Brands	
	+ Sectoral consultation meeting about review of supporting activities for the electronics industry in 2022 and plan for priorities in 2023	Apr-23	Completed	VCCI	Project VNM/20/02/APL		
	ACTIVITY 1.1.3. Develop and validate a Guidelines on dialogue principles at the sector level						
	+ Develop Guidelines on dialogue principles in the electronics sector	Sep-23	Completed	N/A	N/A	Tripartite partners at national and provincial level and Viet Nam Association Electronics Industry (VEIA), Board of Management of Industrial Zone, Enterprises and Brands	Workers
	+ Validate the Guidelines	Sep-23	Completed	VCCI	Project VNM/20/02/APL		
OUTCOME 2: A systematic and strategic public-private collaboration at both national and provincial level is developed and maintained							
OUTPUT 2.1: Tripartite partners at national and provincial level is equipped with technical knowledge and skills to support GSC enterprises	ACTIVITY 2.1.1. Continue to promote tripartite dialogue at provincial level on sustainable compliance and effective industrial relation (through Building Bridges or provincial PAC)						
	Develop 4 eLearning courses ( <i>gender sensitization, labour compliance self-assessment, purchasing practices of garment industry, decent works in electronics industry</i> ) to equip partners with technical knowledge and skills to support GSC enterprises and sectors	Feb-23	Completed	N/A	Better Work Viet Nam	Tripartite partners at national and provincial levels	Enterprises, the grassroots level unions, and workers

and sectors in the new context of Viet Nam	Deliver the courses on Purchasing Practices to tripartite partners	Apr-23	Completed	MOLISA Inspectorate	Better Work Viet Nam	Tripartite partners at national and provincial levels	Enterprises, the grassroots level and workers
	Introduce the course on Self-Assessment to tripartite partners	Apr-23	Completed	N/A	Better Work Viet Nam	Tripartite partners at national and provincial levels	Enterprises, the grassroots level and workers
	ACTIVITY 2.1.2. Pilot tripartite intervention at BWV factories (to maintain the sustainable compliance and industrial relations)						
	+ Support VGCL to organize TOT to build a network of VGCL's trainers on sexual harassment prevention for union officials at national and provincial level	Apr-23	Completed	VGCL	Better Work Viet Nam	union officials at national and provincial level	union officials at grassroots level, workers, enterprises
	+ Support VGCL to pilot training classes on sexual harassment prevention for grassroots level union officials (at factories)	Apr-23	Completed	VGCL	Better Work Viet Nam	union officials at national, provincial and grassroots level	Workers, enterprises
	+ Support VCCI in developing Guidelines on mainstreaming gender into enterprises' HR policies	Jul-23	Completed	VCCI	Better Work Viet Nam	VCCI	Workers, enterprises
	+ Support VCCI in conducting training on mainstreaming gender into enterprises' HR policies (based on the Guidelines)	Jul-23	Completed	VCCI	Better Work Viet Nam	Enterprises (HR and compliance staff)	Workers, enterprises
	+ Support VCCI in conducting TOT to build a network of VCCI's trainers on Factory Improvement Toolset (FIT)	Sep-23	Completed	VCCI	ILO/ ACTEMP	VCCI	Workers, enterprises
	+ Support VCCI's trainers in conducting training for factories on FIT	Sep-23	Completed	VCCI	ILO/ ACTEMP	VCCI	Workers, enterprises
<b>OUTPUT 2.2:</b> BWV tools/ materials/ approaches are	ACTIVITY 2.2.1. Analyse and select the most relevant BWV tools/ approaches/ materials to be adapted or made use						
	Adapt training materials on sexual harassment prevention	Mar-23	Completed	VGCL	Better Work Viet Nam	Tripartite partners at national and provincial levels	Workers, enterprises



widely used and applied by tripartite partners in their work at the factory/ sectoral levels	Adapt advisory materials on management systems and self-assessment	May-23	Completed	VCCI	Better Work Viet Nam	Tripartite partners at national and provincial levels	Workers, enterprises
	Adapt materials on Guidelines on gender mainstreaming	May-23	Completed	VCCI	Better Work Viet Nam	Tripartite partners at national and provincial levels	Workers, enterprises
	Translate Factory Improvement Toolsets (32 modules on improvements on soft skills, HR management, Working conditions, Productivity and cleaner production)	Sep-23	Completed	N/A	ILO/ ACTEMP	Tripartite partners at national and provincial levels	Workers, enterprises
	Developing short video clips on sexual harassment prevention based on BW, ILO and FIT materials	Sep-23	Completed	N/A			
	ACTIVITY 2.2.2. Develop a plan for tripartite partners to use BWV transferred tools/ materials to use in their work	Sep-23	Completed	N/A	Better Work Viet Nam	Tripartite partners at national and provincial levels	Workers, enterprises
	ACTIVITY 2.2.3. Pilot and/ or disseminate BWV tools/ materials in their work at factories level – report back						
	+ Support VGCL in using adapted materials in the pilot of training classes on sexual harassment prevention for grassroots level union officials (at factories)	Apr-23	Completed	VGCL	Better Work Viet Nam	union officials at national, provincial and grassroots level	Workers, enterprises
	+ Support VCCI in using adapted materials on gender mainstreaming in training for factories	Jul-23	Completed	VCCI	Better Work Viet Nam	Enterprises (HR and compliance staff)	Workers, enterprises
	+ Support VCCI in using translated FIT in conducting training for factories on FIT	Sep-23	Completed	VCCI	ILO/ ACTEMP	VCCI	Workers, enterprises
<b>OUTCOME 3: National platforms in place to promote mutual understanding and partnership among key actors in developing a compliance-based social economic development plan</b>							

<b>OUTPUT 3.1:</b> Multi-stakeholder platform that BWV/VCCI and business associations jointly developed and operated in 2016 & 2017 is further advanced (sectoral level)	ACTIVITY 3.1.1. Continue multi-stakeholder platform operations with up-to-dated information around industry trends and global supply chain requirements						
	Provide up-to-dated information around industry trends and global supply chain requirements in sectoral consultation meetings <i>* Multi-stakeholder platform that BWV/VCCI and business associations jointly developed and operated in 2016 &amp; 2017 did not have many activities in the period from 2021-2023. The project therefore focused on sectoral consultation meetings, where several stakeholders meet regularly to exchange information related to sustainability of electronics industry.</i>	Sep-23	Completed				
	Provide up-to-dated information around the labour issues in electronic sectors and opportunities and challenges for decent works for ILO Hanoi office in discussions with national constituents (CeC)	Sep-23	Completed				
	ACTIVITY 3.1.2. Develop an operational guideline for the multi-stakeholder platform to ensure its sustainability operations						
	Get agreement on tripartite partners on operational guidelines for the quarterly sectoral consultation meetings to ensure its sustainability operations (frequency, co-host role of partners and linkage between the meeting outputs with legal required social dialogue mechanism)	Sep-23	Completed				
<b>OUTPUT 3.2:</b> BWV lessons learnt/ good practices are used as inputs into the	ACTIVITY 3.2.1. BWV inputs in national business forums (such as VBF) through ILO/IF						
	Provide BWV lesson learnt and good practices on Sexual Harassment Prevention at Workplace for the ILO Hanoi office to discuss in national forums	Aug-23	Completed				

national forum level)	business (national)	on developing Code of Conduct on Sexual Harassment Prevention						
	ACTIVITY 3.2.2. BWV inputs in annual VBF discussion through national social partner channels							
		Provide support for VCCI to share good practices on sustainable compliance based on a self-facilitated, activity-based learning approach aiming to improve factories effectively and affordably across a range of areas, including productivity, working conditions, working relations and environmental practices (FIT program)	Sep-23	Completed				
		Provide support for VCCI to share good practices of Decent work opportunities increased through integrated approaches to compliance and dialogues applied at sectoral and workplace level	Sep-23	Completed				
	ACTIVITY 3.2.3. ILO/BWV inputs into Viet Nam's next 10-year socio-economic development plan							
		Provide project's achievements on increased capacity Member States to apply sectoral international labour standards and gender equality SDG as inputs to the ILO's biennium 2022-2023 reporting - Country results, which is an important source for Viet Nam's next 10-year socio-economic development plan	Sep-23	Completed				

**Project VNM/22/50/JPN: Project Performance Tracking [Status of achievement of outputs/outcomes by indicators (31 December 2023)].**

Nr.	Outcomes and outputs Description	Indicators	Status as of 31 Dec. 2023
1.	<b>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</b>	<b>Average percentage of non-compliance rate on publicly reported issues (To be reported for Bangladesh, Cambodia, Viet Nam)</b>	<b>On track: most milestones met</b>
2.	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	On track: most milestones met
3.	Output 1.2. Remediation mechanisms are strengthened in enterprises	% factories that have an effective grievance-handling mechanism	Fully on track: all milestones met
4.	Output 1.3. Actionable, reliable and timely enterprise compliance data is used by enterprises to promote decent work outcomes	Annual report published (Y/ N)	Result achieved: target met
5.	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	Result achieved: target met
6.		% of training participants who improved their knowledge on responsible business practices	On track: most milestones met
7.	<b>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</b>	<b>Number of tools and / or instruments/ adopted and used by constituents that include decent work and inclusive growth at the sectoral level</b>	<b>Result achieved: target met</b>
8.	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	Result achieved: target met

Nr.	Outcomes and outputs Description	Indicators	Status as of 31 Dec. 2023
9.	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	Result achieved: target met
10.	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	<i>Not on track: milestones missed</i>
11.	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)	Result achieved: target met
12.	<b>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</b>	<b>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</b>	<b><i>Not on track: milestones missed</i></b>
13.	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	Result achieved: target met
14.	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)	Result achieved: target met

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

#### Project VNM/20/02/APL

Outputs	Activities	Indicators	Achieved Deliverables
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<b>Outcome 1. Collaborative development by constituents and stakeholders of action plans in line with national law towards decent work in the sector, with freedom of association and collective bargaining at the workplace and sector levels embedded</b>			
<b>1.1. Sectoral surveys and research to identify Decent Work challenges along the electronics supply chain in light of 2019 Labour Code and the ILO FPRW Declaration are conducted</b>	<p>1.1.1. Conduct the mapping and compliance readiness survey and other research in collaboration with other DC projects</p> <p>1.1.2. Organize the electronic stakeholder consultation/dissemination workshop on the key findings of mapping and compliance readiness survey</p>	# of surveys and research products produced	<p>+ The <a href="#">research report on Viet Nam's electronics supply chain: Decent work challenges and opportunities</a> in December 2022 (published January 2023), building on several pieces of research that were carried out from the beginning of the project to track the features of the sector and suggest policy implications for Viet Nam with comprehensive inputs from the national constituents and key actors of the supply chains in Viet Nam</p> <p>+ Pilot of a new and innovative research methodology that combines a mapping of the electronics supply chain within Viet Nam with a survey of decent work challenges and opportunities. In this pilot, 25 establishments in different tiers of the electronics supply chains were surveyed in 2022 and 75 in 2023, and 87 workers were interviewed in 2023. For further details please visit: Supply Chain Sampling Survey: <a href="https://www.ilo.org/publications/decent-work-supply-chain-survey-pilot-electronics-supply-chain-viet-nam">https://www.ilo.org/publications/decent-work-supply-chain-survey-pilot-electronics-supply-chain-viet-nam</a></p> <p>+ Surveys conducted with 66 enterprises' and 47 unions' responses, providing insights about labour management practices, pandemic impacts on enterprises, the IR situation, practices and communication at the workplace, and training needs, which are valuable inputs for the advisory and capacity building activities for factories and the grassroots trade union</p>
<b>1.2. Awareness for key actors of the supply chain about new requirements for new industrial relations under 2019 Labour Code</b>	1.2.1. Adapt/disseminate gender-responsive communication materials on new IR under 2019 LC and ILO FPRW to the electronic sector	# of digital brochures, online materials and training reports published	<p>+ Violence and Harassment at Work: A Practical Guide for Employers</p> <p>+ Posters on preventing violence and harassment at work</p>



<b>and ILO FPRW Declaration is raised</b>	1.2.2. Conduct industry seminars on key compliance requirements according to the new Labour Code		+ 5 videos on Sexual harassment prevention
<b>1.3. Networks of HR managers and trade union leaders, respectively are established to facilitate industry-wide information and experience sharing</b>	1.3.1. Organise sharing sessions and exchange events on good practices/lesson learn across the sector based on the current situation and existing communications at the workplace level	# of events gathering representatives of workers and employers organised	+ Two separate networks of HR and GTU of electronics enterprises in Que Vo Industrial Zone were established through joint training program on collective bargaining with VGCL and the promotion of a multi-enterprises Collective Bargaining Agreement in Que Vo Industrial Zone. An information session on electronics supply chain was organized in March 2023 to provide relevant knowledge to trade unionists.  + A multi-enterprises Collective Bargaining Agreement with participation of 7 electronics enterprises in Que Vo Industrial Zone was signed in Dec 2023 (Multi-enterprises Collective Bargaining Agreement signing event)
<b>Outcome 2. Upholding workplace compliance and promoting social dialogue practices as a means to advance decent work and resilience in the electronics sector</b>			
<b>2.1. Selected gender-responsive tools for compliance and social dialogue including assessment tool, facilitation techniques, advisory and remediation tools are adapted for its use in electronics supply chain</b>	2.1.1. Identify relevant compliance and social dialogue tools to be adapted to electronic supply chain  2.1.2. Adapt and standardize relevant tools including Better Work tools for compliance and	# of tools for compliance and social dialogue selected and adjusted to be applicable for the electronics sector.	+ Factory's IR Mapping Survey  + Ten BW/ILO tools and training materials related to soft skills, industrial relations, gender equality (including violence and harassment prevention), freedom of association and collective bargaining as well as occupational safety and health were successfully adapted to fit the electronics supply chain audience

	social dialogue to be applicable for the electronics sector		
<b>2.2. The adjusted compliance and social dialogue tools are piloted with electronics manufacturers including Apple suppliers</b>	2.2.1. Implement relevant pilot on social dialogue on compliance promotion at the workplace	# of electronics manufacturers including Apple suppliers use adjusted compliance and social dialogue tools	<p>+ 6 industry seminars and 28 training courses were conducted with VCCI and BWV on various compliance, social dialogue topics, using the adapted tools were completed, which helped build capacity for about 700 participants from electronics enterprises (70% from Apple suppliers and 63% of participants are women)</p> <p>+ The seminars, training together with the advisory services benefitting 64,000 employees, including 52,000 direct workers (80% from Apple suppliers)</p>
<b>2.3. Training and capacity building of social partners at selected suppliers are conducted based on their identified training needs including gender equality</b>	2.3.1. Organise training courses to build capacity for selected electronics factories to improve compliance and social dialogue	# of training materials for suppliers and workers used by representatives of the sector	<p>+ Three training courses were delivered on Wage System in electronics enterprises (in Vinh Phuc, 16-17 September 2022) and Dialogue, Collective Bargaining on wages (2 sessions, in April and August 2023 in Ha Long and Hai Phong respectively).</p> <p>+ A training package related to the Violence and Harassment at Work: A Practical Guide for Employers was used by VCCI in trainings for electronics factories.</p> <p>+ Two training courses on Labour Subleasing Legal Regulations, were delivered by DIRWA (in Bac Ninh, 11 December 2024 and HCM – 19 December 2024) for 82 electronics factories.</p>
<b>2.4. Advisory support is provided in a select number of electronics enterprises to improve compliance with 2019 Labour Code and</b>	2.4.1. Conduct compliance advisory and facilitate self-diagnosis at selected electronics factories including Apple suppliers to identify areas for improvement	# of electronics businesses received the advisory support	+ 15 factories (10 Apple suppliers) in 2022, and 26 factories (14 Apple suppliers) in 2023 were members of an Advisory program - a package of advisory services for comprehensive improvement, including onsite compliance advisory services from ILO-trained enterprise advisers, need identifications and customized improvement roadmap, and training.

<b>respect for ILO FPRW Declaration</b>	2.4.2. Facilitate self-diagnosis and improvement plan at selected electronics factories (drawing on existing corrective action plans/audit data in Apple factories)		+ 65 on-site/online/joint factory sessions were completed
<b>Outcome 3. Dialogue mechanisms at the sector/national level are used by stakeholders to support the development of sectoral policies and measures, e.g. on workplace health and safety and aspects of gender equality such as workplace harassment</b>			
<b>3.1. Technical inputs for social dialogue to support the sustainable development of the sectors are prepared by tripartite partners</b>	<p>3.1.1. Review and stocktaking of good practices on e.g. industrial relations, gender equality and relevant compliance topics</p> <p>3.1.2. Prepare technical notes and reports for substantial dialogue based on the project's initiatives and other relevant efforts of the sector</p>	# of technical papers produced addressing needs of the sector, including policy recommendations.	<p>+ A literature review report on the hazards and risks electronics workers are facing was completed and validated in collaboration with Viet Nam Health Environment Management Agency (VIHEMA), serving as a basis for developing guidelines and proposing recommendations for enterprises, workers and national labour management agencies to control risks and prevent workers from electronics work-related injuries, illnesses and diseases</p> <p>+ A research report on the regulation of digital labour contracts (labour contracts via digital means) and needs on policy guidance was completed by the MOLISA</p> <p>+ A national conference was organized in Dec 2023 to review labour dispatch policies and practices with participation of about 120 representatives from state management agencies (both national and local levels), the union and some 60 enterprises on labour dispatch practices</p> <p>+ Two training sessions, including feedback collection, on Labour Subleasing Legal Regulations were delivered by DIRWA (in Bac Ninh, 11-12 December 2024 and HCM – 19-20 December 2024) for 127 sublessors and 82 sublessees.</p>

<b>3.2. Existing structures and processes of dialogue among tripartite constituents are reinforced</b>	3.2.1. Provide technical inputs and conduct dialogue sessions to address common concerns of electronics workplaces with substantial plan of follow up actions	Establishment and regular operation of social dialogue platform	+ 7 sectoral consultation meetings were organized in the period from Sep 2021 to Sep 2023 in collaboration with GSC JPN project. These meeting were scheduled on quarterly basis based on the suggestions and agreements among tripartite partners.
<b>3.3. Decent work challenges are addressed at relevant sectoral forums to promote resilient supply chain management</b>	3.3.1. Organise relevant sectoral forums to promote resilient supply chain management	# of sectoral forums organised gathering key national and international partners	+ A sectoral forum organized in 2022, contributing to ongoing social dialogues and mutual support of stakeholders to foster an inclusive, sustainable, and resilient electronics industry in Viet Nam



## Annex 5: The Sustainability of The Clustered Project Results

Theory of change		Likelihood to sustain	Remarks on suitability
Impact	Effective social dialogue including collective bargaining (CB) at national & provincial & enterprise level improve labour standards and address current and emerging challenges in the world of work	Medium at national/sectoral level  High at provincial level  High at enterprise level	<p>At the national and sectoral levels, while a regular dialogue was established and bolstered with the full attendance of key stakeholders at various industry levels during the clustered projects, concerns arise after the projects' conclusion. None of the tripartite partners, including VCCI, VGCL, MOLISA, or VEIA, possesses the budget or human resources to coordinate quarterly sectoral consultation meetings. Moreover, there is currently no commitment from any of the tripartite partners to allocate resources for organizing regular dialogues, posing the risk of reverting to an ad hoc social dialogue mechanism.</p> <p>Conversely, at the provincial and enterprise levels, the notable dedication of the industrial park trade union in Bac Ninh, as outlined in Box 1, reflects a clear plan to sustain the organization of social dialogues for industrial parks within the province.</p> <p>Furthermore, within participating factories, the implementation of social dialogue under democratic mechanisms, guided by VGCL, has been and continues to be actively pursued. Factories have exhibited a steadfast commitment to social dialogue, including collective bargaining, with the aim of fostering a corporate culture that motivates and empowers workers.</p>
Impact	Reduced incidents of sexual harassment at work enhanced gender equality	There is not enough evidence and data to assess the sustainability of this impact. The	Key informants from electronics enterprises have exhibited a resolute dedication to persistently integrating sexual harassment prevention into their policies and codes of conduct. Numerous enterprises have outlined their intentions to conduct internal training on Sexual Harassment Prevention (SHP) for all middle managers and workers within the current year and the upcoming year.
Impact	Reduce workplace conflicts +Improved occupational health and safety (OSH)+ work hrs.+ wage/non wage benefits /overtime (OT)+working time +work conditions	projects have only provided knowledge bases and contributed to partial adoption in factories.	In the same vein, key informants from electronics enterprises have shown an enhanced ability to engage in productive social dialogue and collective bargaining. This has proven instrumental in addressing concerns surrounding occupational health and safety, working hours, wages, and non-wage benefits, as well as other aspects of working conditions. Additionally, many enterprises are actively establishing channels for resolving complaints and disputes, driven by the ongoing commitment to enhance the work environment, attract a dwindling

Theory of change		Likelihood to sustain	Remarks on suitability
			workforce, and fulfill the escalating requirements of prominent brands and tier 1 companies.
Impact	Increased quality, productivity, cleaner production	No assessment is given	Since this impact has not been measured, it is not possible to assess whether it is likely to be sustained or not.
Specific Objectives	Functional Tripartite plus dialogue platform for the electronics sector for regular and effective Social dialogue established & sustained	Medium	Similar to Impact 1 above, the sustainability level of this specific objective (SO) is only average. There is no clear commitment from the tripartite partners to sustain the dialogue platform for the electronics sector in a consistent and effective manner.
Specific Objectives	Stronger Employer's Organization (VCCI) have capacity to provide new service to its members to promote CB & SD	Medium	VCCI's capabilities have been demonstrated, and it has become an active EO to host or facilitate most of the sectoral forums to promote CB & SD during the cluster projects. VCCI has also continually updated information related to CB & SD on the VCCI webpage. However, after the clustered projects are completed, technical inputs for sectoral CB & SD will not be provided as they are currently, posing a risk that VCCI will not be able to sustain this capability.
Specific Objectives	Stronger Trade Union have strong connection with enterprise level affiliates + capacity + understand their roles & rights to freedom of association and collective bargaining (FACB)	High	VGCL and provincial FOL have developed a stronger connection with enterprise-level affiliates and have enhanced grassroots TU capacity related to FACB. They have also stated that advancing FACB is a regular task to implement the Labour Law and Trade Union Law.
Specific Objectives	Multi Employer Collective Bargaining Agreement (MECBA) negotiated+ signed + in effect for electronic factories in Que Vo industrial zone (Bac Ninh Province)	High	FOL Bac Ninh is committed to expanding MECBA to many enterprises in the electronics industry in industrial parks in the province. This content has been included as an upcoming task to create an environment where the benefits of workers are guaranteed to be higher than those prescribed by law.
Specific Objectives (at enterprise level)	Sexual harassment Prevention (SHP) conducted /complied by workplace	High	The guidelines on mainstreaming gender into the business's labour policies tool have been completed by VCCI and incorporated into the regular training activities that VCCI conducts for businesses within and outside the electronics industry. The documents on good practices included in the Code of Conduct on Sexual Harassment Prevention and its Manual by BWV have been utilized in BWV's business consulting programs. VGCL is dedicated to further enhancing the trainers' capacity on this topic within the unions. This is also a content specifically regulated in the 2019 Labour Law, and therefore VGCL has been actively preparing grassroots unions.



Theory of change		Likelihood to sustain	Remarks on suitability
			Similarly, electronics businesses are implementing training and updating internal policies on this topic. They recognize that employees and middle managers in businesses still have a very limited understanding of this area, so it will be a key focus of HR policies in the near future.
Specific Objectives (at enterprise level)	CBA on wage/non wage benefits signed	Medium	<p>The interviewed enterprises mentioned that the CBA process is carried out periodically, following the procedures prescribed by law. However, whether the contents of the CBA significantly exceed the provisions of the law depends on the goodwill of the enterprise owners. While enterprise owners have not been actively involved in many activities of the clustered projects, the level of commitment from them or the highest managers at the enterprises appears to be unclear.</p> <p>In the future, if BWV can collaborate with enterprises to conduct compliance assessments similar to the way it does with the textile industry, or provide consulting packages to help them comply with standards such as RBA, this specific goal can be sustained in the long run.</p>
Specific Objectives (at enterprise level)	Work-place cooperation practiced	No assessment is given	Since this specific objective is not measurable, it is not possible to assess whether it is likely to be sustained or not.
Intermediate Outcome	Operational guideline for quarterly sectoral consultation meeting implemented by Tripartite Partners	Medium	The document has been developed and the core group has been formed. However, its use depends on the continued regularity of sectoral consultation meetings (See Impact 1 above).
Intermediate Outcome	Social partners & key stakeholders see the benefit of continuity of having SD & of their engagement in the SD platforms	High	VCCI, VGCL, and MOLISA have improved their awareness of the importance of social dialogue and the capacity needed for designing and conducting such dialogues in a continuous process. Their engagement in the SD platforms is predictable.
Intermediate Outcome	Policy/guidance adopted & measures to build back better developed with active participation from social partners	Medium – High	Several documents have been developed to address the sector's medium-term concerns. MOLISA stated that it will take steps to further promote its policy on digital labour contracts. The factory advisory program to improve compliance in 'building forward better' will continue to be implemented by BWV in collaboration with VCCI. GSO pledged to explore opportunities to conduct decent work surveys in other sectors if they are fully equipped with the decent work index measurement techniques.
Intermediate Outcome	Stakeholders take actions to address the COVID impact & DW opportunities	Medium – High	
Intermediate Outcome	Social partners alongside GoV seek solutions to issues of common concerns	No assessment is given	Since this Intermediate Outcome is not measurable, it is not possible to assess whether it is likely to be sustained or not.

Theory of change		Likelihood to sustain	Remarks on suitability
Intermediate Outcome	JPN Biz replicate GP of human rights and labour rights due diligence, SD & remediation mechanisms in their global operation	No assessment is given	There is only data on this change for the textile industry in Viet Nam within the framework of Project VNM/22/50/JPN, but for the electronics industry, there is no evidence that this intermediate outcome has been achieved. However, if the BWV Program will extend what achieved with this regard, in textile sector to electronics industry, it is expected that in the long-run some changes will be generated.
Intermediate Outcome	Action plans in line with national law toward Decent Work in the sector, with FACB at workplace & sector levels <u>developed</u>	No assessment is given	Since this Intermediate Outcome is not measurable, it is not possible to assess whether it is likely to be sustained or not.
Intermediate Outcome	Industrial level CB on wage conducted for electronic factories in Que Vo industrial zone	High	Que Vo industrial zone TU shows high commitment to sustain this Intermediate Outcome.
Intermediate Outcome	Shared understanding of the 2019 Labour Code +increased collaboration +mutual support + a consistent response to compliance with the 2019 Labour Code among TU leaders of electronics enterprises in Bac Ninh	High	Interviews with representatives of electronics enterprises in Bac Ninh revealed that TU leaders have demonstrated a stronger understanding of the 2019 Labour Code and are proactively using this knowledge to promote dialogue within enterprises."
Intermediate Outcome	Worker Reps have confidence +skills to participate in CB	High	
Intermediate Outcome	SHP activities implemented by unions the enterprise level	High	Interviewed enterprise representatives confirmed that this outcome will be maintained. Many businesses have trained internal trainers on this topic and have adjusted the materials provided by clustered projects for future use.
	Union officials capable of implementing SHP	High	
Intermediate Outcome	Enterprise HR/ mgmt. mainstream gender into their HR policies	High	
	Enterprise HR/mgmt. capable to mainstream gender into their HR policies	High	

Theory of change		Likelihood to sustain	Remarks on suitability
Intermediate Outcome	CB organized regularly in the target enterprises	High	Interviewed enterprise representatives confirmed that this outcome will be sustained on a regular basis.
	Factory mgmt. willing to AND have capacity to engage in SD incl CB with TUs at IZ/enterprise level	High	Interviews with enterprise representatives demonstrate that factory managers have the capacity to engage in substantive consultation, negotiation, and bargaining, understand the benefits of SD, and demonstrate a commitment to continue their participation in social dialogue in good faith.

Source: Compiled from interviews with key informants

## Annex 6 List of Persons Consulted

No.	Full name	Sex	Organization
1	Kitty Potter	Female	Apple Inc.,
2	Phan Vu An	Male	Apple Inc.,
3	Vu Thi Thu Thuy	Female	General Statistics Office
4	Ms. Van	Female	General Statistics Office
5	Ms. Thu	Female	General Statistics Office
6	Do Thi Thuy Huong	Female	Viet Nam Electronic Industries Association (VEIA)
7	Nguyen Hong Ha	Female	Better Work Viet Nam Program
8	Ingrid Christensen	Female	International Labour Organization (ILO)
9	Nguyen Ngoc Trieu	Male	International Labour Organization (ILO)
10	Vu Kim Hue	Female	International Labour Organization (ILO)
11	Nguyen Thi My Dung	Female	International Labour Organization (ILO)
12	Do Thi Thu Huong	Female	International Labour Organization (ILO)
13	Dang Thi Ngoc Diep	Female	International Labour Organization (ILO)
14	Arun Kumar	Male	ILO BKK Office
15	Yuka Urjita	Male	ILO BKK Office
16	Nguyen Thuy Linh	Female	Ministry of Labour, Invalids and Social Affairs (MOLISA)
17	Nguyen Thu Hang	Female	Ministry of Labour, Invalids and Social Affairs (MOLISA)
18	Tran Thi Hong Lien	Female	Viet Nam Chamber of Commerce and Industry (VCCI)
19	Pham Thi Phuong Thao	Female	Viet Nam Chamber of Commerce and Industry (VCCI)
20	Nguyen Vinh Quang	Male	Viet Nam General Confederation of Labour (VGCL)
21	Tran Van Hieu	Male	Bac Ninh Industrial Zone Trade Union
22	Nguyen Phuong Ha	Female	ITM Semiconductor Factory, VSIP Bac Ninh
23	Chu Van Nam	Male	ITM Semiconductor Factory, VSIP Bac Ninh
24	Nguyen Thi Hoang Anh	Female	ITM Semiconductor Factory, VSIP Bac Ninh
25	Luong Hai Yen	Female	ITM Semiconductor Factory, VSIP Bac Ninh
26	Le Thi Tra	Female	LENS Factory, Bac Giang
27	Tran Thi Nhung	Female	LENS Factory, Bac Giang
28	Duong Thi Ngoc	Female	LENS Factory, Bac Giang
29	Do To Loan	Female	LENS Factory, Bac Giang
30	Dinh Van Dac	Male	LENS Factory, Bac Giang
31	Mr. Van	Male	LENS Factory, Bac Giang
32	Mai Van Sung	Male	LGINnoteK, Hai Phong
33	Ung Thi Loi	Female	MEKTEC Manufacturing, Hung Yen
34	Hoang Hang	Female	MEKTEC Manufacturing, Hung Yen
35	Pham Viet Cuong	Male	Viettronics Tan Binh JSC.,
36	Thai Thi Hong Minh	Female	Viettronics Thu Duc JSC.,

# Annex 7: Documents Consulted

## **Documents related to the context**

- ILO's Decent Work and the 2030 Agenda for Sustainable Development
- ILO's Decent Work Country Programme Viet Nam 2022 – 2026
- ILO's Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy
- ILO Declaration on Fundamental Principles and Rights at Work (FPRW)
- ILO's Convention related to Social Dialogue: Tripartite Consultation (International Labour Standards) Convention, 1976 (No. 144); Freedom of Association and Protection of the Right to Organise Convention, 1948 (No. 87)
- Right to Organise and Collective Bargaining Convention, 1949 (No. 98) and Collective Bargaining Convention, 1981 (No. 154)
- Comprehensive and Progressive Agreement for Trans-Pacific Partnership (CPTPP)
- EU-Viet Nam FTA
- Labour Code No.: 45/2019/QH14
- 10-year socio-economic development plan (SEDP) of Viet Nam
- Decision No. 416 of the Prime Minister, dated March 25, 2020, promulgates the Plan to implement Directive No. 37-CT/TW, dated September 3, 2019, of the Central Party Secretariat. This directive aims to strengthen leadership and direction in building harmonious, stable, and progressive labour relations in the new situation.
- Action plan for developing the electronics industry to implement Viet Nam's Industrialization Strategy within the framework of Viet Nam - Japan cooperation towards 2020, vision 2030 (Decision No. 1290/QD-TTg of the Prime Minister)

## **Specific project documents:**

- Four projects design documents (including Theory of Changes and Monitoring Framework/Performance Tracking)
- VNM/20/02/APL Mid-term Evaluation Report and Progress Reports
- GLO/20/40/EUR Final Evaluation Report and Progress Reports
- VNM/21/50/JPN Final Evaluation Report and Progress Reports
- VNM/22/50/JPN Final Evaluation Report and Progress Reports
- ToR for the clustered Evaluation (see Annex 1)
- ToR for the GLO/20/40/EUR Final Evaluation
- ToR for the VNM/21/50/JPN Final Evaluation
- 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\_clean\_revised
- 20240221\_MHLW Donor meeting\_METI RVC in Asia pptx
- Progress Report, April 2022 – December 2022, Building Responsible Value Chains in Asia through the Promotion of Decent Work in Business Operation, April 2023, prepared by Yuki Kobayashi, Programme Coordinator, ILO Office for Japan.
- 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>

#### **Other Documents:**

- 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](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](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/wcmstp5/groups/public/---ed\\_mas/---eval/documents/publication/wcms\\_905557.pdf](https://www.ilo.org/wcmstp5/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](https://www.ilo.org/eval/Evaluationreports/Strategyandpolicyevaluations/WCMS_854253/lang--en/index.htm)
- Viet Nam's electronics supply chain: Decent work challenges and opportunities, ILO-VCCI, 2022 [https://www.ilo.org/wcmstp5/groups/public/---ed\\_dialogue/---sector/documents/publication/wcms\\_865520.pdf](https://www.ilo.org/wcmstp5/groups/public/---ed_dialogue/---sector/documents/publication/wcms_865520.pdf)
- Sectoral Forum "Decent Work and the Future of Viet Nam Electronics Supply Chains", ILO-VCCI event, 15 July 2022, [https://www.ilo.org/hanoi/Whatwedo/Eventsandmeetings/WCMS\\_849455/lang--en/index.htm](https://www.ilo.org/hanoi/Whatwedo/Eventsandmeetings/WCMS_849455/lang--en/index.htm)
- Electronics sector looks for brighter future by addressing skills gaps, bettering working conditions, ILO Press release 15 July 2022, [https://www.ilo.org/hanoi/Informationresources/Publicinformation/Pressreleases/WCMS\\_851138/lang--en/index.htm](https://www.ilo.org/hanoi/Informationresources/Publicinformation/Pressreleases/WCMS_851138/lang--en/index.htm)
- Free advisory package helps electronics factories enhance social dialogue and working conditions, ILO News, 4 April 2022, [https://www.ilo.org/hanoi/Informationresources/Publicinformation/newsitems/WCMS\\_841169/lang--en/index.htm](https://www.ilo.org/hanoi/Informationresources/Publicinformation/newsitems/WCMS_841169/lang--en/index.htm)
- Workplace cooperation online training course for electronics supply chains, Leaflet, ILO-VCCI-BetterWork Viet Nam, 15 December 2021, [https://ilo.org/wcmstp5/groups/public/---asia/---ro-bangkok/documents/projectdocumentation/wcms\\_830464.pdf](https://ilo.org/wcmstp5/groups/public/---asia/---ro-bangkok/documents/projectdocumentation/wcms_830464.pdf)

- Training workshop for electronics enterprises on Business Continuity Plan in the context of COVID-19, ILO-VCCI, 8 October 2021
- Promote compliance and social dialogue in electronics supply chains in Viet Nam, ILO video, 18 August 2021, <https://www.youtube.com/watch?v=u15MiKwCqwo> (259 views, 4 likes, 0 comments as of 31 August 2023)

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## Annex 8: Lessons Learned (LL)

This Annex provides the full description of three most important Lessons Learned (LL) in the ILO Templates as follows:

**LL1: *The selection of the electronics sector, a pivotal contributor to exports, GDP, and employment generation, is strategically targeted due to its unique characteristics such as seasonal production cycles, creating enduring labour relations challenges that necessitate the concerted attention and collaborative efforts of tripartite partners.***

### ILO Lesson Learned Template

**Project Title:** The ILO projects in the electronics sector in Viet Nam

**Project TC/SYMBOL:** VNM/20/02/APL; VNM/21/50/JPN; GLO/20/40/EUR; and VNM/22/50/JPN

**Name of Evaluator:** Chi Pham

**Date:** November 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
<b>Brief description of lesson learned (link to specific action or task)</b>	<i>The selection of the electronics sector, a pivotal contributor to exports, GDP, and employment generation, is strategically targeted due to its unique characteristics such as seasonal production cycles, creating enduring labour relations challenges that necessitate the concerted attention and collaborative efforts of tripartite partners.</i>
<b>Context and any related preconditions</b>	<i>The cluster of four linked project is implemented in the context that the electronics industry in Viet Nam has experienced tremendous growth over the last decade, as evidenced by the rapid rise in the share of electronics exports of total exports from the country from 5 per cent in 2010 to 32.22 per cent in 2021 and 30% in 2022. The electronics industry plays a significant role in balancing foreign exchange and the trade balance for the entire country. For instance, in 2022, the country had a trade surplus of 11.2 billion USD, while the electronics industry had a trade surplus of 11.246 billion USD. In 2021, the country had a trade surplus of 4 billion USD, whereas the electronics industry had a trade surplus of 11.5 billion USD. The electronics industry has also been one of the biggest job creators in Viet Nam in the last decade, employing around more than one million workers.</i>

<b>Targeted users / Beneficiaries</b>	<i>ILO HQ, BWV, Tripartite Constituents, METI and other development partners and donors.</i>
<b>Challenges /negative lessons - Causal factors</b>	<i>A rapidly expanding industry is encountering significant challenges in attracting and retaining workers. The seasonal fluctuations inherent in the electronics sector pose unique obstacles that can undermine the principles of decent work for employees. Consequently, individuals working in the electronics industry may experience difficulties stemming from employer practices, which can impact job security and overall satisfaction. Addressing these challenges is essential to ensure a more stable and supportive work environment for all workers in this dynamic field.</i>
<b>Success / Positive Issues - Causal factors</b>	<p><i>The significance of the electronics industry in the economy is evident, particularly in its substantial contributions to exports and its capacity to generate employment for a large labour force. However, labour recruitment practices within this sector have displayed notable non-compliance with ILO principles, indicating a critical need for substantial support to elevate standards for decent work.</i></p> <p><i>This industry naturally garners significant attention and collaboration from a diverse range of stakeholders, including businesses, trade unions, regulatory agencies, brand representatives, and VGCL and grassroot trade unions. Therefore, if the project focused on the electronics industry successfully promotes decent work and fosters inclusive growth, it is likely to gain the backing of the Vietnamese Government and associated partners. Such success could also pave the way for the ILO Project to expand into other sectors with similar characteristics, such as the textile industry, thereby amplifying its impact on improving labour conditions across multiple industries.</i></p>
<b>ILO Administrative Issues (staff, resources, design, implementation)</b>	

***LL2: In its capacity as the implementing entity, the ILO assumes a crucial role as a neutral facilitator, leveraging its esteemed international expertise to convene and mobilize national partners effectively. By fostering a conducive environment for national partners to converge around sector-specific challenges, the ILO plays a pivotal role in catalyzing collaborative solutions to industry-level issues.***

## ILO Lesson Learned Template

**Project Title:** The ILO projects in the electronics sector in Viet Nam

**Project TC/SYMBOL:** VNM/20/02/APL; VNM/21/50/JPN; GLO/20/40/EUR; and VNM/22/50/JPN

**Name of Evaluator:** Chi Pham

**Date:** November 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
<b>Brief description of lesson learned (link to specific action or task)</b>	<i>In its capacity as the implementing entity, the ILO assumes a crucial role as a neutral facilitator, leveraging its esteemed international expertise to convene and mobilize national partners effectively. By fostering a conducive environment for national partners to converge around sector-specific challenges, the ILO plays a pivotal role in catalyzing collaborative solutions to industry-level issues.</i>
<b>Context and any related preconditions</b>	<i>The ILO is committed to promoting decent work worldwide. Its primary objective is to create conditions that enable people to have secure, decent work, a fair income, and the protection of their labour rights. It operates with neutrality and impartiality to support countries in developing and implementing fair labour policies and protecting workers' rights. The ILO's Country Programme Framework for Decent Work 2022-2026 reaffirms the organization's mission to promote decent and productive work opportunities for all women and men in conditions of freedom, equality, security, and human dignity, tailored to the context of Viet Nam.</i>
<b>Targeted users / Beneficiaries</b>	<i>ILO HQ, ILO Country Office in Viet Nam.</i>
<b>Challenges /negative lessons - Causal factors</b>	<i>Promoting decent work through the active engagement of tripartite partners has consistently proven to be an effective approach. However, the ongoing conflict of interest between the two primary stakeholders—workers, represented by trade unions, and employers, represented by VCCI and various business associations—remains a significant challenge. Involving international brands in encouraging manufacturing enterprises to adhere to international labour standards and commit to decent work is particularly complex without the involvement of a respected and impartial international organization like the ILO. The ILO's presence provides the credibility and neutrality necessary to foster collaboration and drive meaningful progress in aligning labour practices with global standards.</i>

<b>Success / Positive Issues - Causal factors</b>	<p><i>The ILO's role in engaging international brands (tier 1) can significantly impact the commitment of top leadership in tier 2 and tier 3 factories within the global supply chain. By facilitating collaboration with these international brands, the ILO can markedly enhance the dedication of factory leadership to sustainable practices, thereby ensuring long-term positive effects throughout the supply chain.</i></p> <p><i>Tripartite partners and workers' organizations alike recognize the vital importance of the ILO's involvement in this process. They have expressed a strong desire for the ILO to take a more proactive stance in engaging international brands, as these brands ultimately influence domestic employers. Such engagement can lead to substantial commitments from international brands to invest resources that support domestic enterprises in effectively implementing international labour standards and fostering decent work environments for all workers.</i></p>
<b>ILO Administrative Issues (staff, resources, design, implementation)</b>	

***LL3: Central to effecting the anticipated transformations is the endeavor to shift the mindset of grassroots trade union officials towards becoming effective facilitators in social dialogue and collective bargaining within the factory setting. This shift, facilitated by a partners-driven approach, nurtures the requisite capacity and ownership among national partners, laying the foundation for sustainable, long-term impact.***

## ILO Lesson Learned Template

**Project Title:** The ILO projects in the electronics sector in Viet Nam

**Project TC/SYMBOL:** VNM/20/02/APL; VNM/21/50/JPN; GLO/20/40/EUR; and VNM/22/50/JPN

**Name of Evaluator:** Chi Pham

**Date:** November 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
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Brief description of lesson learned (link to specific action or task)	<b><i>Central to effecting the anticipated transformations is the improved negotiation skills of grassroots trade union officials in social dialogue and collective bargaining within the factory setting. This shift, facilitated by a partners-driven approach, nurtures the requisite capacity and ownership among national partners, laying the foundation for sustainable, long-term impact</i></b>
Context and any related preconditions	<p><i>Trade unions play an important role in collective bargaining and social dialogue. According to Vietnamese labour law, trade unions represent the rights and interests of employees, participating in the collective bargaining process with employers to discuss and resolve issues related to wages, benefits, occupational safety, and more. Trade unions also engage in social dialogue to address social issues and foster harmonious and stable labour relations.</i></p> <p><i>At the 13th Congress of Viet Nam Trade Unions, efforts continue to build on previous achievements, with a focus on creating breakthroughs in dialogue and collective bargaining. The Executive Committee of the Viet Nam General Confederation of Labour has issued the program "Improving the Effectiveness of Dialogue and Collective Bargaining for the Period 2023-2028." As part of this initiative, the goal by 2028 is for 100% of central and sectoral trade unions, as well as general trade unions under the Viet Nam General Confederation of Labour, to proactively propose to the Party Committee, relevant authorities, and professional levels to organize or coordinate at least two dialogues, contacts, or meetings with union members, workers, and union officials annually.</i></p>
Targeted users / Beneficiaries	<i>ILO HQ, ILO Country Office in Viet Nam, VCGL, FoL and Trade Unions at factories</i>
Challenges /negative lessons - Causal factors	<i>Social dialogue and collective bargaining play important roles in promoting harmonious workplace cooperation and industrial relations. Although the 2019 Labour Law includes more detailed provisions on collective bargaining and social dialogues, the grassroots unions are facing challenges due to gaps in capacity and legal framework. Consequently, if the traditional role of grassroots unions in collective bargaining or social dialogue in the workplace is overlooked, the rights of employees within the enterprise may not be adequately protected.</i>

<b>Success / Positive Issues - Causal factors</b>	<p><i>The Viet Nam General Confederation of Labour is actively implementing the program "Improving the Effectiveness of Dialogue and Collective Bargaining for the Period 2023-2028." This initiative seeks to facilitate collective bargaining across multiple levels with various stakeholders, including enterprises, corporations, and international organizations, to broaden coverage and enhance both the quantity and quality of collective labour agreements.</i></p> <p><i>Furthermore, the ILO's projects focused on collective bargaining and social dialogue, in conjunction with this program, will create a powerful synergy that amplifies the overall impact of these efforts.</i></p>
<b>ILO Administrative Issues (staff, resources, design, implementation)</b>	