

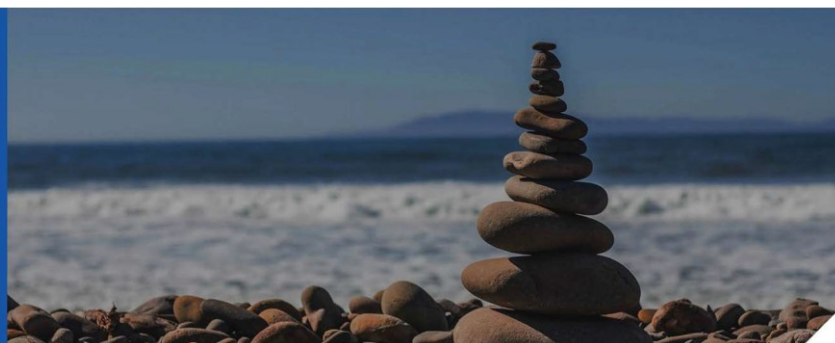


International
Labour
Organization

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Project Title	Resilient, Inclusive and Sustainable Supply Chains (RISSC)
ILO DC Symbol/s	RAS/22/10/JPN
Type of Evaluation	Project
Evaluation Timing	Final
Evaluation Nature	Independent
Countries	Indonesia, Thailand, the Philippines, and Japan
P&B Outcome	Indonesia: Outcome 1.5. Increased capacity of constituents, partners, and stakeholders to implement sectoral International Labour Standards, Code of Practice Guidelines and Tools Thailand: Outcome 4.2. Strengthened capacity of enterprises and their support systems to enhance productivity and sustainability Philippines: Output 2.3 Increased capacity of Member States to make social dialogue more influential and labour relations institutions and processes more effective; Output 3.3. Increased capacity of Member States to formulate and implement policies and strategies for creating Decent Work in rural areas
SDG(s)	SDG 8
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ACRONYMS AND ABBREVIATIONS

APINDO	Indonesian Employers Organization
ASEAN	Association of Southeast Asian Nations
BFAR	Bureau of Fisheries and Aquatic Resources
BHR	Business and Human Rights
CB	Collective Bargaining
CPO	Country Programme Outcome
DWCP	Decent Work Country Programme
DWT	Decent Work Team
DOLE	Department of Labor and Employment (Philippines)
DLPW	Department of Labour Protection and Welfare (Thailand)
ECOP	Employers Confederation of the Philippines
ECOT	Employers Confederation of Thailand
FAO	Food and Agriculture Organization
FOA	Freedom of Association
GSCs	Global Supply Chains
HRDD	Human Rights Due Diligence
ILO	International Labour Organization
ILS	International Labour Standards
M&E	Monitoring and Evaluation
MHLW	Ministry of Health, Labour and Welfare (Japan)
MNE	Multinational Enterprise
NAP	National Action Plan
OECD/DAC	Organisation for Economic Cooperation and Development / Development Assistance Committee
PARDEV	Department of Partnerships and Field Support (PARDEV)
P&B	Programme and Budget
PAC	Project Advisory Committee
RBC	Responsible Business Conduct
RISSC	Resilient, Inclusive and Sustainable Supply Chains Asia Project
ROAP	Regional Office for Asia and the Pacific (ILO)
SDG	Sustainable Development Goal
SECTOR	Sectoral Policies Department (ILO)
TLS 8001–2020	Thai Labour Standard

ToC	Theory of Change
ToR	Terms of Reference
UA Zensen	Japanese Federation of Textile, Chemical, Commerce, Food and General Services Workers' Unions
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group

Executive Summary

The International Labour Organization's Regional Office for Asia and the Pacific (ILO/ROAP) contracted a three-person team of evaluation specialists to carry out an independent final evaluation of the Resilient, Inclusive and Sustainable Supply Chains (RISSC) project prior to its close in March 2026. This report documents the evaluation's key findings, conclusions and recommendations.

Project Background

Launched in 2023, RISSC sought to expand opportunities for decent work and responsible business conduct (RBC) in key export sectors across three ASEAN countries and Japan. It supported stakeholders in understanding evolving supply chain due diligence requirements and in meeting national commitments related to business and human rights (BHR). The project focused on automotive manufacturing in Thailand, electronics manufacturing in Indonesia, and aquaculture production and processing in the Philippines. In Japan, RISSC supported implementation of the National Action Plan and Business and Human Rights. At approval, RISSC was expected to run for three years with a budget of USD 4 million. The implementation period was later extended by six months to March 2026, while the budget was reduced to approximately USD 3.1 million.

RISSC adopted an integrated approach, aiming to generate impact at the enterprise, supply chain, and policy levels. Building on research as its foundation, RISSC used evidence-based insight to guide industry engagement and improvements, offering targeted tools, training, and guidance; strengthening industry platforms and dialogue mechanisms; and advancing policy advocacy to improve the enabling environment for responsible business.

RISSC was technically backstopped by ILO SECTOR in Geneva and administered by the ILO Regional Office in Bangkok, working in close coordination with the ILO Country Offices in Indonesia, Thailand, and the Philippines, as well as the ILO Office for Japan. The project team consisted of one programme and one support staff member in each country, managed by a Bangkok-based project manager.

Evaluation Background

The scope of the evaluation covers all four partner countries and spans project implementation from its inception to early February 2026. Its purpose is to contribute to organizational learning and accountability. The evaluation is framed by six questions set out in the evaluation terms of reference, aligned with OECD DAC criteria (relevance, coherence,

effectiveness, efficiency, sustainability and impact) as well as the project theory of change and logical framework, which sets out four intended outcomes and nine outputs.

The evaluation used a mixed-method design with predominantly qualitative data collection. With support from the project implementation team, evaluation data collection focused on respondents knowledgeable about RISSC's achievements and challenges through their participation in project activities or their policy and oversight roles (purposive sampling). Interviews and discussion groups engaged 179 stakeholders, while surveys gathered feedback from 100 participants across Thailand and the Philippines. In Thailand, 78 respondents participated in surveys related to RISSC's social dialogue training and mentorship programme, and in the Philippines, 22 respondents—including members of the PAC and the Industrial Tripartite Council—provided feedback.¹ Respondents reflected a broadly balanced gender distribution. The evaluators carried out the evaluation in accordance with United Nations Evaluation Group standards and ILO evaluation policies, under the supervision of a certified ILO evaluation manager.

Summary of Findings

Project design soundness and relevance

Finding 1. RISSC had an overall coherent intervention strategy, well aligned with trade agreement labour clauses, evolving supply chain human rights due diligence legislation, and broader sector resiliency concerns in its project countries. The choice of target sector was grounded in a generally clear and logical criteria. However, the project document did not adequately elaborate expected outcomes and pathways to achieve them, with mixed effects on its usefulness. Its open-ended design within a short project cycle increased the risk of weak strategic focus while at the same time allowed the project to be stakeholder-driven and responsive to country and sector needs, thus reinforcing stakeholder ownership and prospects for sustainable results.

Finding 2. Overall, RISSC's focus on priority national industries, its dual emphasis on decent work and competitiveness, and the project's perceived neutrality and effective convening role enabled broad multistakeholder engagement across government, employers and workers. At the same time, ILO constituents and industry stakeholders pointed to project constraints: limited scale and geographic reach, difficulties engaging SMEs, particularly informal businesses and lower-tier supply chain actors; tensions in balancing industry priorities; and perceptions of insufficient collaboration with workers' organizations on

¹ The survey was sent to members of the project advisory council in Indonesia and Thailand as well, but no responses were received. The survey was in English which most likely explains the lack of participation.

worker training programmes and worker organization activities. These factors moderated how well the project met stakeholder expectations and addressed their priorities and needs.

Coherence

Finding 3. RISSC contributed meaningfully to the ILO's global strategic priorities on decent work in supply chains, resilient and productive enterprises, stronger tripartite labour-market institutions and social dialogue, and respect for fundamental principles and rights at work. Gender and inclusion received somewhat limited and uneven attention, shaped by structural and contextual factors—most notably the project's primary emphasis on responsible business conduct in broad terms rather than on gender equality specifically, as well as variations in gender composition across target sectors. Although the depth and scope of alignment varied across ILO priority areas, project contributions were appropriate given its mandate, duration, and resource levels. Project interventions also corresponded closely with national DWCP priorities in Indonesia, Thailand, and the Philippines.

Finding 4. RISSC effectively leveraged partnerships with national institutions to deliver outreach, disseminate research, and implement capacity building activities, enabling wider reach, better contextualization of tools, and cost efficiencies across all four countries (Indonesia, Japan, Thailand, the Philippines). RISSC collaboration with other UN agencies was modest but complementary and broke down institutional silos. This partnership driven approach strengthened alignment with institutional mandates and reinforced policy coherence, but it also introduced trade-offs. The benefits of greater inclusiveness and buy in came with coordination costs, delays, and the need for flexible planning to manage multi actor timelines.

Effectiveness

Finding 5. Outcome one was partially effective in strengthening ILO constituents' capacity to recognize and address decent work challenges in the target sectors through research studies and accompanying communication activities. RISSC completed the planned research in Indonesia, Thailand, and the Philippines, and its quality was generally well appreciated. While research findings informed training, dialogue, and tool development, delays and data gaps limited timeliness and coverage, particularly in Indonesia and the Philippines. Strategic communication and validation workshops enhanced visibility and awareness, though country coverage was uneven and knowledge management tools were reduced in scope due to budget constraints.

Finding 6. RISSC achieved its intended Outcome two outputs, including co-developed tools, tailored training, and technical guidance that supported responsible business and decent work initiatives across Thailand, Indonesia, and the Philippines. The mentoring programme

in Thailand's automotive sector showed strong participant learning and was reported to spur early enterprise-level efforts to apply social dialogue practices and improve workplace cooperation. In the Philippines, the strategic compliance planning workshop led to a follow-up plan for joint inspections, which had been initiated, but not yet fully implemented by February 2026. In Indonesia, the guidance toolkit for SMEs on Responsible Business Conduct, developed collaboratively with the Indonesian Employers Organization (APINDO), has been adopted by APINDO as a guide for its members and as a reference for the Ministry of Human Rights in formulating a new national strategy on BHR.

Finding 7. RISSC delivered planned inputs and made noteworthy contributions toward outcome three objectives on advancing policy reforms and strengthening industry social dialogue forums. Targeted technical inputs informed ongoing national policy revision processes on responsible business conduct and BHR in Indonesia and Thailand, while multistakeholder engagement, particularly through the creation of the Industry Tripartite Council for Aquaculture in the Philippines, helped translate research and dialogue into more coordinated action. Progress was constrained by limitations such as the slow pace of policy reform, contextual factors affecting national level buy in, and institutional constraints and absorptive capacity.

Finding 8. Outcome four activities made modest but useful contributions in enhancing the capacity of Japanese constituents to implement the National Action Plan on Business and Human Rights, with evidence of both tool adoption and strengthened enterprise level practices. Japanese stakeholders valued the practical, sector-focused tools and the ILO's neutral, trusted role. At the same time, they highlighted the need for more tailored, sector-informed analytical support and deeper supply-chain mapping that captures the dynamics of lead firms and their extended value chains, while remaining consistent with ILO's neutral, normative mandate and its system-level engagement approach. Importantly, RISSC fostered new and stronger linkages between several Japanese brands and supply chain actors as well as workers' organisations and ASEAN counterparts, contributing to more coherent and mutually reinforcing actions to promote responsible business practices.

Finding 9. RISSC's gender-related results were concentrated at the level of awareness, with more limited progress in responsiveness and participation quality. Evidence of outcome-level change in gender relations, decision-making roles, or working conditions remains limited, and such changes were not expected within the project's scope and timeframe.

Efficiency

Finding 10: RISSC employed a lean, experienced implementation team, enabling generally timely resource mobilization, collaborative management, and steady overall delivery,

despite delayed staff onboarding in two countries and a reduced budget. Tripartite constituents and participants in project activities generally viewed execution as well-coordinated and technically sound, effectively supported by targeted inputs from ILO specialists.

Finding 11: RISSC’s limited activity budget, further reduced by a 25 per cent budget cut, affected cost-efficiency in mixed ways. It encouraged cost sharing and lower-cost delivery modalities but reduced achievement depth and had mixed effects on visibility. Country-level allocations varied, with Thailand absorbing more activity funds, plausibly due to several factors, including Thailand’s relatively faster start-up phase, comparably higher implementation costs, the strong ‘absorptive capacity’ of local partners, and variations in the strength and timeliness of ILO country office and other stakeholder engagement between countries. Cost-sharing, in-kind contributions from partners and lower cost online modalities enabled delivery of planned outputs despite constraints, but participants and ILO staff noted trade-offs in engagement depth, flexibility, and visibility.

Impact orientation

Finding 12. RISSC demonstrated emerging impact at the enterprise and institutional levels and contributed to ongoing policy reform efforts in Indonesia Thailand and the Philippines. Across all countries, stakeholders reported improvements in awareness, dialogue quality, institutional coordination, and alignment with responsible business and HRDD frameworks. In Thailand, enterprise-level mentoring strengthened confidence and practical application of social dialogue, while revisions to Section 4.12 of the Thai Labour Standard (TLS 8001–2020) reflected substantive normative strengthening aligned with ILO Conventions No. 87 and No. 98. In Indonesia, RISSC inputs strengthened the labour dimensions of human rights within national BHR strategy revision processes and supported enterprise preparedness for anticipated national due diligence requirements. In the Philippines, the formation and operationalisation of the Region XII Aquaculture Industry Tripartite Council created a platform for coordinated labour-market governance and compliance planning. However, systemic sector-wide impacts on working conditions, labour relations, or supply-chain practices remain emergent and uneven, reflecting the project’s short implementation window, limited scale, and the influence of broader economic and regulatory factors beyond project control.

Sustainability

Finding 13. The likelihood that RISSC’s positive results will be sustained is moderately favourable, though contingent on certain conditions. RISSC strengthened institutional readiness, relational trust, and governance platforms among tripartite actors, which

increases the likelihood that dialogue mechanisms, policy discussions, and capacity-building efforts will continue beyond the project period. Sustainability is strongest where project tools and approaches have been embedded within existing institutional structures, such as employer organisations, labour administration bodies, university networks (in Indonesia), or tripartite councils. External drivers—including evolving HRDD legislation, Environmental Social Governance disclosure expectations, and trade-linked labour standards—if they continue to strengthen, further reinforce incentives for continued engagement. However, sustainability risks remain where interventions relied heavily on project-based facilitation, where uptake among Small and Medium Enterprises (SMEs) and lower-tier suppliers was limited, or where policy reforms have not yet been fully operationalised. The durability and scalability of results will therefore depend on continued institutional anchoring, regulatory consolidation, structured follow-up, and alignment with economic incentives at the enterprise and sector levels.

Conclusions

Overall, RISSC was strategically well aligned with international and sectoral contexts shaping responsible business practices in the target sectors. This included a growing body of trading partner due diligence legislation and trade and investment policies linking market access and competitiveness to responsible business practices and HRDD. The project's responsiveness to these contextual factors was effectively communicated using diverse channels, helping align RISSC with ILO constituents and other stakeholder concerns, and contributing to broad-based multistakeholder engagement. Stakeholder engagement could have been strengthened had RISSC made more visible contributions to enterprise upgrading and competitiveness, either by expanding activities that clearly enhance productivity or by better monitoring and documenting the business case for compliant and responsible practices at the enterprise level.

Design factors—including modest human and financial resources spread across four countries and three sectors, a limited timeframe, and the sequencing of some programming elements to follow diagnostics and consultations (completed two-thirds into implementation in two of three countries)—compressed the window for initiating targeted actions to address decent work deficiencies and sector resiliency challenges. Nevertheless, strong project management enabled the achievement of output-level objectives despite start-up delays and a reduced budget. Given the scale of resources and compressed implementation window, delivery of planned outputs and establishment of functioning dialogue and policy platforms indicates satisfactory operational efficiency.

Participative planning and strong institutional partnerships reinforced stakeholder ownership and contextual relevance, but the short implementation window constrained the

depth and scale of results. Variation in sector readiness, the slow pace of national policymaking, and partner capacity further shaped both delivery and outcomes. Project effectiveness was strongest where RISSC succeeded in linking high-level commitments on responsible business conduct and HRDD with practical enterprise-level tools and capacity building. The Thailand mentoring model, HRDD tools developed in Indonesia and Japan, and structured multistakeholder dialogue and coordination mechanisms in the Philippines highlight the project's ability to contribute meaningfully to enterprise and institutional practices in line with higher level policy commitments.

From a coherence perspective, the RISSC model—centred on responsible business conduct, human rights due diligence, and strengthened social dialogue—proved conceptually transferable across sectors. Its core logic of linking labour governance, enterprise competitiveness, and supply-chain resilience was relevant in automotive, electronics, and aquaculture contexts. However, sector heterogeneity significantly influenced the pace, depth, and pathways of implementation. Differences in export orientation, degree of formalisation, union density, regulatory maturity, and supply-chain structure affected how readily project tools and dialogue mechanisms could be institutionalised. In more structured and internationally exposed sectors, uptake was faster and policy linkages clearer, while in more fragmented or domestically oriented sectors, diffusion required greater facilitation and longer time horizons. The multi-sector design therefore demonstrated conceptual coherence, but scalability and cross-sector learning depended on the extent to which tools were adapted, systematised, and embedded within sector-specific governance architectures in each country.

At the time of the evaluation, key RISSC implementation models—such as social dialogue training and mentoring in Thailand's automotive industry, tripartite industry councils for sector upgrading in Region XII of the Philippines, and Indonesia's university business and human rights network and SME focused tools and training in the electronics sector—had not yet been sufficiently consolidated and systematised. While there were signs of strong institutional ownership of project tools and approaches and early evidence of individual and institutional change, further efforts are needed to deepen, replicate, and scale these models. RISSC's inputs for policy-level changes shows promise for influencing BHR and responsible business frameworks, although such reforms are inherently multi-actor processes and are best interpreted through a contribution lens rather than strict attribution. Reforms in Indonesia and Thailand had not yet been fully operationalized, and their scope remained limited in addressing broader systemic constraints affecting sector resilience and decent work. Sustainability prospects are therefore moderately positive but contingent upon regulatory consolidation, institutional anchoring of tools and facilitation functions, and continued engagement beyond the project cycle.

Across all three countries, the project's most durable contribution appears to be the strengthening of institutional readiness to act on the labour dimensions of BHR, relational trust, and governance platforms among tripartite actors, establishing enabling conditions for longer-term reform even where systemic labour market change remains emergent. From a gender perspective, RISSC's contributions were most evident at the level of research and awareness raising and initial inclusion of gender considerations in tool development and participant selection criteria, with more limited progress in responsiveness and little evidence of outcome-level change. In all cases, longer-term and wider impacts will depend on continued efforts by the ILO, its constituents, and individual enterprises.

Recommendations

Recommendation 1. In future projects like RISSC, ILO should avoid overly open-ended project designs while taking steps to preserve RISSC's success in using data and constituent priorities to drive project design. Some ways this may be accomplished include:

- More in-depth diagnostics during the project design phase
- Greater leveraging of existing research versus commissioning new research
- Greater use of participative rapid appraisal methodologies to fill in data gaps
- Longer inception periods for stakeholder consultations followed by more explicit detailing of project objectives, ideally with minimum four-year project implementation periods
- Adopting phased designs that allow earlier pilot implementation while diagnostics are completed to avoid compressing the operational window.

Recommendation 2. Future programming should build on and deepen RISSC's contribution to bridging the gap between high-level BHR commitments and the practical capacity required to implement them at the enterprise level. Examples of ways this might be achieved include:

- Expansion of RISSC's Training-of-Trainers and mentoring models
- Further development of sector-specific HRDD tools with guidance on the operationalization of grievance, response and remedy mechanisms

Recommendation 3. Future projects should look more concrete ways to integrate competitiveness, productivity, and enterprise upgrading directly into BHR and HRDD interventions. This could include developing tools, business cases, and guidance that show how responsible labour practices, including compliance with international labour standards and national laws, practices that strengthen workers' voice and that address workplace

discrimination and harassment, support market access, resilience to shocks, efficiency gains, and long-term business continuity.

Recommendation 4. Future programming should strengthen the targeted integration of gender considerations within existing intervention areas by building on initial awareness-raising and focusing on operationally relevant entry points. This may include:

- Incorporating light-touch gender diagnostics within sector assessments to identify specific constraints affecting women and men in supply chains
- Further embedding gender considerations into existing tools and training modules (e.g. HRDD, workplace compliance) rather than developing standalone components
- Identifying entry points within enterprise-level interventions (e.g. grievance mechanisms, workplace policies) where gender-related risks are already recognized
- Leveraging ongoing dialogue platforms to gradually introduce gender-related issues where relevant, without overextending programme scope
- Introducing a simple participation quality lens within dialogue and training processes to complement participation data, focusing on observable aspects such as active contribution, roles in facilitation or discussion, engagement in decision-making roles, and the extent to which inputs are reflected in outcomes

Recommendation 5. Considering RISSC's overall success in anchoring capacity building with ILO constituents, sectoral associations and lead firms, future project should build on and deepen its partnership model. Ways this may be achieved include:

- Greater engagement of workers' organisations in the development of worker training programmes.
- More joint efforts to follow-up on project training programmes. Thailand's mentoring programme offers a useful model.
- More and better monitoring and documentation of post participant training results, conducted jointly with institutional and enterprise level partners, to inform complementary actions. Consider use of baseline and end surveys to monitor outcomes and business case study development to document positive results on productivity where applicable.

Recommendation 6. Given that RISSC's unplanned budget reduction affected the depth, visibility, and consolidation of results, donors facing similar situations should engage with the ILO at the earliest opportunity to formally recalibrate project scope, sequencing, and expected results so that ambitions remain proportionate to available resources. This may include:

- Establishing an early, structured consultation process in the event of significant budget changes
- Revising results frameworks and implementation plans to reflect the reduced resource envelope (including jointly reviewing which project dimensions should be protected, sequenced, scaled back or deferred)
- Prioritising interventions with the strongest prospects for institutional anchoring, demonstration effects and sustainable follow-up within the available budget

In addition, future ILO projects may benefit from contingency planning to preserve intervention depth if funding conditions change.

- Defining a core intervention package that can be sustained under reduced funding scenarios, with expansion components activated only if full funding is secured.
- Sequencing high-leverage institutional activities early to safeguard foundational outcomes.
- Exploring complementary resource mobilisation opportunities while maintaining institutional neutrality and system-level orientation.

Recommendation 7. Considering the compressed project implementation timeframe in the Philippines, and its early positive results in a sector with growing importance to rural livelihoods and export potential, the ILO Country Office and Department of Partnerships and Field Support (PARDEV) in Geneva should look for additional resources to consolidate and scale its activities in support of enterprise upgrading, formalisation and compliance with production and labour standards in the aquaculture sector. Similar consolidation strategies should be considered in Thailand and Indonesia where demonstration effects have emerged but require sustained engagement for institutional embedding such as Thailand’s social dialogue training and mentoring programme and the nascent University Network on BHR.

Recommendation 8. Considering RISSC’s contribution to policy dialogue and regulatory strengthening, ILO country offices and the regional Decent Work Team as well as future projects should work toward consolidating and operationalising policy-level reforms to ensure that normative improvements translate into practice. Examples of ways that this might be achieved include:

- Supporting development of implementation guidance for revised labour standards and regulatory frameworks
- Facilitating alignment between revised standards and enterprise-level compliance, certification, or inspection mechanisms

- Providing technical assistance to labour administration bodies and sector associations to integrate strengthened provisions into advisory services and training curricula
- In Thailand, supporting operationalisation of strengthened freedom of association and collective bargaining provisions within TLS 8001–2020 through practical guidance to enterprises and certification bodies

Recommendation 9. Considering the uneven uptake of project tools among SMEs and lower-tier suppliers, future projects should adopt more differentiated engagement models tailored to enterprise maturity levels and absorptive capacity. Examples of ways that this might be achieved include:

- Developing simplified and modular HRDD and dialogue tools for SMEs and lower-tier suppliers
- Establishing peer-learning clusters or collective mentoring arrangements to reduce compliance costs for smaller firms
- Aligning engagement strategies with buyer requirements or regulatory incentives to encourage participation beyond voluntary early adopters
- Providing targeted mentoring support to enterprises with limited institutional structures for social dialogue

Recommendation 10 Considering its potential for replication, the ILO should invest more systematically in documentation, modularisation, and cross-country knowledge sharing to enhance the RISSC implementation model’s scalability and coherence. Examples of ways that this might be achieved include:

- Developing structured toolkits that can be adapted across sectors while preserving core responsible business conduct principles
- Systematically documenting demonstration models, including mentoring approaches and sectoral dialogue platforms, to support replication
- Creating formal mechanisms for cross-country exchange among ILO country offices and constituents to strengthen learning and adaptation

Recommendation 11. Recognising that industrial relations reform typically extends beyond standard project timelines, future initiatives should calibrate objectives to what can realistically be achieved within funding cycles while positioning projects as catalysts within longer reform trajectories. By prioritising normative alignment and institutional momentum, time-bound interventions can function as stepping stones within broader

reform processes. The TLS 8001–2020 revision in Thailand demonstrates this catalytic, stepping-stone approach in practice. Examples of ways that this might be achieved include:

- Structuring interventions so that foundational trust-building and institutional capacity development are prioritised within early project phases, even where full structural reform cannot be achieved within a single funding cycle.
- Supporting reform-ready constituencies with practical tools, guidance, and capacity inputs that remain usable beyond project closure.
- Exploring phased or follow-on funding models that allow consolidation of demonstration effects before expanding to new sectors or regions, where feasible within donor frameworks.

I. Introduction

The International Labour Organization's Regional Office for Asia and the Pacific (ILO/ROAP) contracted a three-person team of evaluation specialists to carry out an independent final evaluation of the Resilient, Inclusive and Sustainable Supply Chains (RISSC) project prior to its close in March 2026. This report documents the evaluation's key findings, conclusions and recommendations.

1.1 Project Background

Launched in 2023, the RISSC project sought to expand opportunities for decent work and responsible business conduct in key export sectors across three Association of Southeast Asian Nations (ASEAN) countries and Japan. It supported stakeholders in understanding evolving supply-chain requirements and in meeting national commitments related to business and human rights (BHR). The project focused on automotive manufacturing in Thailand, electronics manufacturing in Indonesia, and aquaculture production and processing in the Philippines. In Japan, RISSC supported implementation of the National Action Plan and Business and Human Rights.

RISSC adopted an integrated approach, aiming to generate impact at the enterprise, supply-chain, and policy levels. Building on research as its foundation, RISSC used evidence-based insights to guide industry engagement and improvements, offering targeted tools, training, and guidance; strengthening industry platforms and dialogue mechanisms; and advancing policy advocacy to improve the enabling environment for responsible business.

RISSC was technically backstopped by ILO SECTOR in Geneva and administered by the ILO Regional Office in Bangkok, working in close coordination with the ILO Country Offices in Indonesia, Thailand, and the Philippines, as well as the ILO Office for Japan. The project team consisted of one programme and one support staff member in each country, managed by a Bangkok-based project manager.

II. Evaluation design and methodology

The scope of the evaluation covers all four partner countries and spans project implementation from its inception to early February 2026. Its purpose is to contribute to organizational learning and accountability. A three-person evaluation team carried out the evaluation in accordance with United Nations Evaluation Group standards and ILO evaluation policies, under the supervision of a certified ILO evaluation manager.

2.1 Key Evaluation Questions

This independent final evaluation answers the evaluation questions proposed in the evaluation terms of reference and reproduced in Exhibit 1.

Exhibit 1 Key Evaluation Questions by Evaluation Criteria

Relevance	1. Are project strategies and activities well aligned with objectives, Theory of Change, and the needs of constituents and beneficiaries? Are they realistic given time and resources?
Coherence	2. Has the project leveraged partnerships and synergies within ILO, the UN system, and external actors? What contextual factors enhanced or constrained results?
Effectiveness	3. To what extent has the project achieved intended outcomes and objectives? What unintended results (positive or negative) occurred? Has it strengthened visibility, stakeholder collaboration, and social dialogue?
Efficiency	4. Were financial, human, and technical resources used effectively? Were the project's management and governance arrangements adequate to achieve the intended results?
Impact	5. Is there evidence of positive, long-term change at beneficiary, enterprise, or policy levels? In what ways has the project advanced responsible business and decent work?
Sustainability	6. Are outcomes likely to be maintained, scaled, or replicated? Has partner capacity and ownership been strengthened for continued impact?

2.2 Methodology

The evaluation used a mixed method, primarily qualitative design for collecting and analysing data from multiple sources to derive evidence-based findings, conclusions, and actionable recommendations. The evaluation was framed by the RISSC Theory of Change and results framework, which sets out four intended outcomes and nine outputs.

Data collection methods

The team conducted a focused review of RISSC project documents, sector-specific research, relevant ILO and constituent policies, and key ILO strategic frameworks, including the Programme and Budget, DWCPs, and guidance on decent work in global supply chains.

The evaluation team collected primary data in all four project countries, Japan, Indonesia, Thailand, and the Philippines, during January to early February 2026. With support from the project implementation team, evaluation data collection focused on respondents knowledgeable about RISSC's achievements and challenges through their participation in project activities or their policy and oversight roles (purposive sampling). In addition to interviews with national-level stakeholders, fieldwork targeted the geographic areas where interventions were most concentrated: Batam and Central Java in Indonesia, the Eastern

Region in Thailand, and Region XII (Mindanao) in the Philippines. As seen in Exhibit 2 and detailed in Annex A, evaluation interviews and discussion groups engaged a total of 179 ILO constituents and other key stakeholders and reflected a broadly balanced gender distribution (49.2% male; 50.8% female).

Exhibit 2 Total Persons Consulted by Stakeholder Group and Country (Totals)

Stakeholder Group	Indonesia	Japan	Philippines	Thailand	ILO Regional/HQ	Total
ILO Staff	4	4	5	2	6	21
Government	8	0	55	11	0	74
EBMOs	5	6	2	4	0	17
Workers' Organization	11	3	2	4	0	20
Enterprises	4	2	4	4	0	13
Workers	0	0	10		0	10
Other	16	1	4	2	0	24
Total	48	16	82	27	6	179
Male	21	9	40	15	3	88
Female	27	7	42	12	3	91

Notes: Counts are sums of Key Informant Interviews (KIIs) and Focus Group Discussions (FGDs).

Evaluation surveys obtained feedback from 78 participants (70.5% male; 28.2% female; ~1.3% other) in RISSC's social dialogue training and mentorship programme in Thailand.² In the Philippines, 22 respondents provided feedback, comprising 15 men (68.2%) and 7 women (31.8%). This group included 6 members of the Project Advisory Committee (PAC) and 16 members of the Industrial Tripartite Council for Aquaculture Region XII. In total, the evaluation surveys collected responses from 100 participants across the two countries. The survey was sent to members of the project advisory council in Indonesia and Thailand as well, but no responses were received. The PAC survey was in English which most likely explains the lack of participation. The evaluators carried out the evaluation in accordance with United Nations Evaluation Group (UNEG) standards and ILO evaluation policies, under the supervision of a certified ILO evaluation manager.

The evaluation applied a gender-responsive lens in line with UNEG and ILO guidance. Data were analysed, where possible, using sex-disaggregated information and attention was given to identifying differential experiences, constraints, and outcomes for women and men across stakeholder groups. While gender was not a primary focus of the project, the

² The gender distribution of survey respondents from RISSC's social dialogue training and mentorship programme in favour of males was likely influenced by the gender distribution of the automobile sector workforce which is approximately 80 per cent male and 20 per cent female. Conversely, the electronics sector in Indonesia has a largely female workforce.

evaluation sought to assess the extent to which project interventions were responsive to gender-specific risks and opportunities within each sector.

2.2.2 Methodological Limitations

Qualitative data collection is subject to known bias risks (selection, social, gender bias). To mitigate bias, the evaluation team interviewed diverse project stakeholders, ensured the confidentiality of their responses and employed triangulation in its data analysis processes: three researchers with diverse expertise collected and analysed data using parallel protocols, while stakeholder diversity allowed cross-checking of perspectives.

III. Findings

3.1 Relevance

This sub-section on relevance assesses the coherence of the project design and RISSC's responsiveness to ILO constituent and other stakeholder needs.

Soundness of RISSC's theory of chain and contextual alignment

Summary Finding 1 RISSC had an overall coherent intervention strategy, well aligned with trade agreement labour clauses, evolving supply chain human rights due diligence legislation, and broader sector resiliency concerns in its project countries. The choice of target sector was grounded in a generally clear and logical criteria. However, the project document did not adequately elaborate expected outcomes and pathways to achieve them, with mixed effects on its usefulness. Its open-ended design within a short project cycle increased the risk of weak strategic focus while at the same time allowed the project to be stakeholder-driven and responsive to country and sector needs, thus reinforcing stakeholder ownership and prospects for sustainable results.

The RISSC project is built on the plausible premise that strategically sequenced and integrated interventions including high quality research, targeted capacity building, evidence-based policy support, and thoughtful integration of human rights due diligence (HRDD) principals would collectively enable governments, employers, workers, and other key stakeholders to strengthen decent work and resilience within key supply chains. RISSC's intervention strategy was broken down into four component:

1. **Research and Awareness Raising:** RISSC began by generating rigorous research and facilitating information sharing across ILO constituents and sector stakeholders. Through studies, dialogues, and awareness raising activities, stakeholders develop stronger knowledge and understanding of decent work challenges and opportunities in their sectors—including gender specific risks. This foundation of shared evidence and problem recognition supports Outcome 1 “ILO constituents and stakeholders

adopt recommendations to address decent work opportunities and challenges and the impact of COVID-19 in selected global supply chains”

2. **Capacity Building, Tools, and Technical Support:** By providing practical tools, guidance, training, and mentorship—rooted in HRDD principles—RISSC strengthens stakeholders’ skills and operational capacity to respond to identified issues. This enables tripartite actors, enterprises, and supply chain partners to design more effective policies, plans, and workplace systems, contributing to Outcome 2: “Tripartite constituents and stakeholders prepare proposals for advancing decent work and promoting gender equality in more resilient, inclusive and sustainable supply chains.”
3. **Policy Development and Application of Good Practice:** When equipped with sound evidence, strengthened skills, and tailored technical advice, stakeholders are better positioned to formulate and implement actions that address decent work deficits. These actions may include new or revised labour policies, improved governance and inspection systems, strengthened industrial relations mechanisms, or the adoption of more responsible business practices by enterprises. This corresponds to Outcome 3: “Tripartite constituents and stakeholders implement policies and measures to build forward better more resilient, inclusive and sustainable global supply chains.”
4. **Promotion of Business and Human Rights frameworks:** The fourth component provided a broad theoretical framework underpinning the interventions and, through stakeholder involvement in Japan, offered potential to leverage the country’s influential position in the supply chain to encourage supplier and trading partner reforms, thus contributing to Outcome 4: “Japanese constituents effectively implement the NAP on business and human rights with a better understanding of and tools to address risks in global supply chains.”

Together, these four outcomes contribute toward the project’s overarching objective: more resilient, inclusive, and sustainable supply chains in target sectors. The project recognises that its contribution unfolds within a broader political, economic, and market environment and cannot achieve systemic change alone.

RISSC was contextually grounded in trends toward more stringent Human Rights Due Diligence (HRDD) requirements and labour related conditionalities in trade and investment regimes at the time of project design.³ In this context, project interventions were responsive

³ For example, in Thailand include the proposed Corporate Sustainability Due Diligence Directive (2022); labour conditionalities under Trade and Sustainable Development provisions in the resumed European Union–Thailand Free Trade Agreement (negotiations relaunched 2023); expanded ESG disclosure

to stakeholder concerns in the four countries about maintaining or expanding market access with trading partners, particularly in Europe and the US. Industry representatives emphasized that credible labour governance is increasingly linked to export market access and investor confidence. In addition, RISSC was designed immediately following the COVID-19 pandemic and was framed by the pandemic period economic losses and recovery needs. Based on end-of-project interviews, the project’s “HRDD to maintain competitiveness” framing remained broadly relevant to project stakeholders even as global trade relations shifted and some legislative drivers softened over the project implementation period.

The choice of target sector was grounded in a generally clear and logical criteria as seen in Exhibit 3. Nevertheless, interviewees highlighted trade-offs. For instance, several national and ILO officials acknowledged the relatively good working conditions in Thailand’s automotive manufacturing industry. Most still considered the choice justified by the industry’s economic importance in Thailand, the threat posed by the rising number and concentration of industrial relations disputes in the Eastern Region—where automotive production is heavily clustered—with the region’s share of national disputes increasing from approximately 52 percent in 2019 to over 67 percent in 2024, and the choice’s potential to create openings for broader ILO engagement on critical labour market reforms, particularly on freedom of association (FOA) and collective bargaining (CB). Indonesia’s electronics industry’s overall share in national employment was likewise noted to be small but still a priority based on the government’s long term industrial development strategy, [Making Indonesia 4.0 Roadmap](#). In the Philippines, the intersection of trade and HRDD was not strong in aquaculture, especially in shrimp production, where domestic consumption outweighed exports, but still aligned with industry leaders and government aspirations to strengthen its position in global seafood export markets. The choice of aquaculture in the Philippines was noteworthy, as the ILO had not previously undertaken sector-focused work there. This opened new opportunities to identify and address decent work deficits in a sector of growing importance to domestic livelihoods. Evaluation team analysis also noted lack of clarity within the broader selection rationale regarding the substantially different characteristics and needs of different tiers of the industry supply chain and how these would be prioritized by RISSC.

requirements by the Thai Securities and Exchange Commission (enhanced sustainability reporting requirements progressively strengthened 2021–2023); and increasingly stringent HRDD expectations in the automotive industry since the late 2010s, aligned with the OECD Guidelines for Multinational Enterprises (updated 2011; revised 2023) and the United Nations Guiding Principles on Business and Human Rights (2011).

Exhibit 3 RISSC Sector alignment with selection criteria

Dimension	Philippines – Aquaculture	Indonesia – Electronics Manufacturing	Thailand – Automotive Manufacturing
Social & Economic Importance	- Employs 250,000-350,000 directly in aquaculture. - Contributes 1.7% to GDP. - Major source of animal protein and rural livelihoods.	- Employs at least 300.000 workers; of which 64% comprised of women workers, specifically at computer, electric and optical products and 40% female in electrical equipment. - 13.5% Share of total Foreign Direct Investment - Over 250 enterprises.	- Employs 850,000 workers; 15-20% women. - Contributed 10% to manufacturing GDP (EEC, 2024). - Export worth US\$29.3 billion, the second largest export industry after electronics (2024).
Decent Work Deficits & Risks	- High informality. - Child labour risks. - Low wages, poor working conditions, limited social protection. - Gender discrimination in post-harvest roles.	- Casualization of workforce and employment insecurity - Low wages, excessive working hours. - Gender inequalities and discrimination. - Skills gaps and shortages, - Compliance gaps related to freedom of association and collective bargaining and occupational safety and health.	- Contract and agency labour common. - Skills mismatch due to tech shift. - Wage stagnation, gender pay gap. - weak social dialogue, (worker) representation and collective bargaining
Japanese Trade & Investment	- Japan is a major importer of seaweed, shrimp, and aquatic plants.	- Japan is a key foreign investor - Active Foreign Direct Investment (FDI) via Indonesia–Japan Economic Partnership Agreement.	- Japan accounts for 31% of FDI in Thailand (2019). - 8 major Japanese auto manufacturers operate in Thailand. - Auto exports to Japan rose from 10.5% (2018) to 12.5% (2020).

Source: RISSC Project document and RISSC research

Project management reported that the RISSC’s original emphasis on *post-COVID-19* resilience—understood primarily in terms of physical supply chain continuity, such as reserve production capacity, supplier diversification, logistics robustness, inventory buffering, and the ability to withstand sudden external shocks—no longer resonated with stakeholders by the time the project was fully operational (2023-2024) but industry/sector resiliency in the face of technological, climate, trade-related and labour market changes strongly aligned with project partners’ concerns. In this evolving context, the resilience dimension of RISSC retained salient, but with a shift in emphasis—from physical shock

absorption toward the resilience of production systems to social and economic pressures, particularly those mediated through labour relations, industrial adjustment, and dialogue capacity.

Strengths and weaknesses in the project design

RISSC's modest overall budget spread over four countries and three industries over three years could only be achieved with a lean project management structure and relatively small activity budgets. From the start, the scope and scale of project activities were therefore constrained by these design-influenced resource constraints. Besides resource implications, the choice to target three distinct industries in three different countries reduced opportunities for knowledge sharing and learning across project countries.

Apart from identifying target sectors, partner countries, a relatively clear intervention logic, RISSC's project document provided limited detail on its specific objectives (which decent work deficits) and how they would be reached (through which change pathways). According to those involved in the design, this lack of specificity was intentional: early-stage research and stakeholder consultations were expected to shape and refine later stage objective setting and related programming decisions. This lack of detail in the project document and dependence on research outputs was arguably risky given the project's short time span, the potential for delayed and/or poor-quality research and the challenges rapidly developing a responsive implementation plan in three countries might pose. An ILO official highlighted that the desire for fresh research was a common design challenge in supply chain projects and needed to be weighed against potential delays in the project acting on needs that were generally already reasonably well understood by ILO and ILO constituents, ultimately limiting time and resources dedicated to delivering more impactful, on the ground interventions.

Perhaps because it sought to let country-level interventions be defined by project research and consultations, RISSC's logical framework was more process than explicitly result oriented.⁴ Outcomes one to three speak broadly about adopting recommendations,

⁴ As articulated in the project document, the current ToC presents a logical progression—diagnostics, tools, capacity-building, and policy embedding—but leaves several intermediate transitions implicit. Making these transitions explicit would have made the ToC stronger and support project evaluability.

Specifically:

- **Diagnostics** can be framed as enabling shared problem recognition among tripartite actors, creating a common evidence base for reform discussions.
- **Tools and guidance materials** can be described as reducing compliance ambiguity and standardizing dialogue and due diligence processes across enterprises.
- **Capacity-building interventions** can be articulated as enhancing negotiation competence, strengthening grievance-handling skills, and increasing institutional confidence among social partners.

preparing proposals, and implementing policies and measures with limited additional explanation. For example, outcome one reads “ILO tripartite constituents and stakeholders adopt recommendations to address decent work opportunities and challenges...”. The statement does not clarify which recommendations, or which aspects of decent work are expected to be addressed (e.g., policy reform, improved compliance practices, strengthened dialogue mechanisms or something else). Second, the outcome uses imprecise language (“adopt recommendations”) that does not define what *adoption* means in practice, whether it refers to endorsement, integration into policy, changes in behaviour at the enterprise level. These weaknesses in the project logical framework reduced the project document’s value as a tool to ensure accountability since success could be defined as completing a process rather than achieving well defined results.

At the same time, one ILO official offered compelling arguments in favour of RISSC’s open-ended design approach. They maintained that many ILO projects are shaped primarily by the mandate of the department in charge, which they characterized as “a solution looking for a problem.” Moreover, they emphasized that RISSC’s approach enabled the design of interventions tailored to each national industry’s opportunities and constraints rather than relying on a “cookie cutter” model. Indeed, the project adopted markedly different strategies in Indonesia, Thailand, and the Philippines. In Thailand, RISSC focused relatively more narrowly at strengthening social dialogue than a broad set of decent work deficits and conducted its interventions more intensively at the enterprise level. In Indonesia, interventions were broader, concentrating on the soon-to-be revised national BHR policy framework and institutional strengthening at the national level rather than sector-specific challenges or enterprise-level improvements. In the Philippines, RISSC adopted a local economic development orientation, and aimed to strengthen convergence across public services in favour of enterprise upgrading and labour law and production standard compliance. Programming decisions relied to different degrees on research findings, stakeholder consultations and other pragmatic factors. For their part, ILO constituents and other national stakeholders expressed appreciation for RISSC’s non-prescriptive, participative design, noting that it created space for interventions to be informed by data and shaped through national stakeholder consultations, thereby increasing relevance and strengthening their sense of ownership.

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- **Policy engagement efforts** can be framed as reinforcing incentives for adoption and embedding dialogue norms within national standards and regulatory systems.

By clarifying these transitions, the ToC becomes a more explicit behavioural and institutional change model rather than a sequence of activities.

Relevance to ILO constituents and other stakeholders' priorities and needs

Summary Finding 2. Overall, RISSC's focus on priority national industries, its dual emphasis on decent work and competitiveness, and the project's perceived neutrality and effective convening role enabled broad multistakeholder engagement across government, employers and workers. At the same time, ILO constituents and industry stakeholders pointed to project constraints: limited scale and geographic reach, difficulties engaging SMEs, particularly informal businesses and lower-tier supply chain actors; tensions in balancing industry priorities; and perceptions of insufficient collaboration with workers' organizations on worker training programmes and worker organization activities. These factors moderated how well the project met stakeholder expectations and addressed their priorities and needs.

RISSC's sector specific focus and dual decent work and competitiveness framing resonated with a wide range of stakeholders, both within and outside traditional ILO constituent organizations. This was evidenced by the project's success in engaging with public and private institutions with diverse mandates and interests including business, trade, investment, agriculture, industrial development, higher learning and human rights in its activities and governance mechanisms. RISSC's reach also extended to sector level industrial associations and workers' groups, most evidently in Thailand but also to some extent in Indonesia and the Philippines. Many of those interviewed by the evaluation team across stakeholder categories thought RISSC's multistakeholder engagement was an important project strength and demonstrated its general relevance to a broad base of stakeholder concerns. From an ILO and ILO constituent perspective, the project's multistakeholder engagement offered opportunities for dialogue and influence outside the labour space.

Project progress reports indicate that engagement with economic development, trade, and investment stakeholders was largely limited to consultations and participation in project or industry events, rather than more substantive joint action. Even in Thailand—where collaboration with National Economic and Social Development Council and industry associations was more intensive—stakeholder feedback suggests deeper engagement was constrained by the project's limited ability to address sector-specific and enterprise-level operating concerns. One automobile industry stakeholder noted that, from an industry perspective, labour rights and social dialogue were not seen as urgent compared to immediate pressures such as weak market demand, sales downturns, and cost challenges affecting business survival. In Indonesia, employer representatives frequently cited overregulation, unsustainable minimum wage levels, and unfair international competition as undermining sector competitiveness. In the Philippines, employers pointed to high input and logistics costs as barriers to aquaculture's global competitiveness. One ILO official observed that future projects could address productivity concerns more directly, noting potential linkages between enterprise upgrading and compliance.

Evaluation analysis of key informant interviews revealed many shared as well as contrasting views on what made the project useful, what could have been improved, and what should be priorities going forward.

Japan-based stakeholder perspectives. Project stakeholder in Japan indicated that the project activities were useful for helping to bridge a persistent gap between BHR policy commitments and their practical implementation. For example, one key informant noted that most Japanese companies don't need more explanation of BHR principles but support with how to implement due diligence practically, especially:

- Within multi-tier supply chains beyond the first tier
- In ways that align with Japanese SMEs' capacity and needs
- That are responsive to trading partners' evolving regulatory frameworks

One MNE participant in RISSC activities highlighted that even large, well-established companies with a human rights policy already in place need guidance on how to translate their global policy on human rights into local contexts and practices.

Government constituents' perspectives in Indonesia, Thailand and the Philippines. Across Indonesia, Thailand, and the Philippines, government partners judged RISSC to be strategically aligned with national priorities on Business and Human Rights (BHR) and industry competitiveness. At the same time, government counterparts shared concerns about RISSC's limited reach to SMEs and lower tier suppliers, whose institutional maturity and absorptive capacity often differ significantly from Original Equipment Manufacturer (OEM)-level firms, affecting the pace, depth and sustainability of project outcomes across supply-chain tiers, and the need for clearer pathways to adopt or scale RISSC interventions in line with national systems. Exhibit 4 below synthesizes what governments considered relevant, where relevance was limited, and practical suggestions they offered to increase future relevance across the three settings. At the same time, government counterparts shared concerns about RISSC's limited reach to SMEs and lower tier suppliers, whose institutional maturity and absorptive capacity often

Exhibit 4 Summary of government feedback on RISSC relevance to their national needs

Country	Relevance to Priorities	Gaps Limiting Relevance	Recommendations on future orientations
Indonesia	Aligned with national BHR/HRDD and responsible business agendas; supported revision of BHR strategy, HRDD guidance; reinforced	Cross-ministerial coordination could be stronger; sectoral focus too narrow; project tools need tighter alignment to national	Broaden sector coverage (mining/critical minerals, palm oil, automotive, semiconductors, tourism); deepen long-

	multi stakeholder coordination.	systems (e.g., PRISMA) and to address enforcement gaps.	term institutional capacity-building.
Thailand	Only project focusing on labour relations in a priority sector; consistent with strategies to strengthen sector competitiveness and the NAP-BHR; aligned with labour administration priorities.	Earlier and broader stakeholder engagement needed on FOA and CB; limited reach to SMEs/lower-tier suppliers; need to raise worker rights literacy beyond representatives.	Provide plain-language FOA and CB guidance and inclusive engagement (incl. security agencies); create explicit uptake pathways (ministerial curricula, inspectorate guidance); scale outreach models to SMEs; maintain automotive anchor but expand to other sectors (e.g., services/food).
Philippines	Contributed to highlighting economic importance of aquaculture sector; supported multi-stakeholder dialogue; aligned with policies to strengthen strategic convergence of DOLE units and programmes, especially in region XII	Deeper engagement with non-labour bodies would aid productivity/competitiveness; outreach to hard-to-reach informal producers still limited; worker organisation mechanisms and outreach require strengthening.	Sustain convergence; deepen OSH and child-labour prevention; provide additional support to align national and local systems with emerging global due-diligence standards; expand support to other regions.

Workers’ perspectives. As seen in Exhibit 5, Across all three countries, workers’ organizations valued RISSC’s role in raising awareness and enabling worker participation in national and enterprise-level social dialogue, as well as in national and industry BHR and HRDD policy forums. At the same time, they noted limitations in the depth and scale of engagement with workers’ organizations, and in the project’s influence on structural factors constraining social dialogue and compliance with international labour standards.

Exhibit 5 Summary of Workers Organization feedback on RISSC relevance to their needs

Country	Relevance to Worker Concerns	Gaps Limiting Relevance	Recommendations on future orientations
Indonesia	Raised awareness on BHR/HRDD; created space for engagement with employers within the revision of the NAP/BHR.	Limited scale of training activities; narrow focus on electronics; limited influence on company willingness to fully engage on worker priorities.	Broader sector coverage; practice-oriented follow-up; training programme expansion with workers’ organisations as a vehicle.
Thailand	Addressed deficits in social dialogue; helped young trade union reps to gain	Training lacked depth; not tailored for advanced leaders; enterprise-level	Advanced targeted training; greater efforts to institutionalize enterprise

	confidence and strengthen skills.	mechanisms not institutionalised.	level social dialogue; co-design worker curriculum with workers' organisations.
Philippines	Recognized challenges in engaging informal enterprises; ensured worker voice in project governance mechanisms.	Weak worker representation in Region 12 council; no support for organizing workers; limited national policy engagement on pathways to formalization; limited geographic focus	Support worker organizing; focus more on formalization agenda; ensure stronger worker representation in future work with tripartite councils; expand to other regions

Employers' perspectives. Across Indonesia, Thailand, and the Philippines, national employers' organizations noted the value of RISSC's alignment with national policy frameworks, as well as its training programmes and development of tools that could be used to reach enterprise level members and translate BHR frameworks into practical guidance. At the same time, they identified opportunities to strengthen relevance, including expanding sectoral and geographic coverage and providing deeper support adapted to SME constraints. The table below summarises employer perspectives by country.

Exhibit 6 Summary of Employers' Organization feedback on RISSC relevance to their needs

Country	Why RISSC was Relevant to Employers	Where Relevance Could Be Stronger	Recommendations on future orientations
Indonesia	Addressed buyer requirements for suppliers in export-oriented enterprises; translated standards into practical, step-by-step guidance; aligned with labour policies and laws in areas including BHR, OSH, working hours, sexual harassment.	Better tailor tools for SME constraints; align more closely with national frameworks such as PRISMA, a national self-assessment tool.	Expand beyond electronics to other high-risk sectors and geographic zones; Strengthen focus on productivity.
Thailand	Social dialogue focus targeted structural weakness in sector; alignment with DWCP; focus on enterprise-level, training and tools usable in existing HR/labour-management frameworks.	Limited coverage in lower-tier suppliers/SMEs; limited focus on broader industry constraints affecting productivity and competitiveness.	Adopt train-the-trainer/community-of-practice models; increase reach to lower tier suppliers; embed dialogue and HRDD competencies in leadership pipelines and employer academies.

Country	Why RISSC was Relevant to Employers	Where Relevance Could Be Stronger	Recommendations on future orientations
Philippines	Capitalized on ECOP's existing Responsible Business Conduct module and network; embedded responsible business conduct themes into DOLE-authorized OSH certification	Scope and scale of interventions too geographically limited	Broaden geographic reach; deeper follow-up to help SMEs internalise practices amid overlapping compliance demands.

3.2 Coherence

This subsection examines how RISSC achieve coherence with ILO policies and priorities. It further examines how the project leveraged partnerships and synergies within the ILO, the UN system, and with external actors to align and advance shared objectives.

Alignment with the ILO's strategic priorities

Summary finding 3 RISSC contributed meaningfully to the ILO's global strategic priorities on decent work in supply chains, resilient and productive enterprises, stronger tripartite labour market institutions and social dialogue, and respect for fundamental principles and rights at work. Gender and inclusion received somewhat limited and uneven attention, shaped by structural and contextual factors—most notably the project's primary emphasis on responsible business conduct in broad terms rather than on gender equality specifically, as well as variations in gender composition across target sectors. Although the depth and scope of alignment varied across ILO priority areas, project contributions were appropriate given its mandate, duration, and resource levels. Project interventions also corresponded closely with national DWCP priorities in Indonesia, Thailand, and the Philippines.

During the RISSC implementation period, the ILO's global strategic priorities (ILO Strategic Plan for 2022–2025, P&B 2022–23 and 2024–25) emphasized inclusive economic growth and full employment, stronger labour market institutions, expanded social protection, and improved working conditions grounded in fundamental principles and rights at work. They underscored the need to strengthen supply chain resilience and productivity, advance formalization and just transition pathways, and reinforce labour market governance systems to address persistent challenges such as labour migration, violence and harassment, and gaps in the ratification and application of core labour standards. These priorities, together with the ILO's global commitments to gender equality and inclusion, social dialogue, tripartism, and coherent support through DWCPs and UN cooperation frameworks, formed the overarching framework within which RISSC was designed and implemented.

As seen in Exhibit 7, A review of RISSC implementation shows that project activities consistently aligned with the ILO's global strategic priorities, with country level interventions

mapping clearly onto the Organization’s emphasis on inclusive growth, stronger labour market institutions, formalization and just transitions, and the promotion of fundamental principles and rights at work. Evidence from the four countries indicates that RISSC operationalized these priorities through concrete policy dialogues, capacity building efforts, and sector specific initiatives that reinforced labour market governance and advanced decent work objectives. The table below illustrates how RISSC interventions corresponded to key priority areas and where notable examples of policy coherence emerged across participating countries.

Exhibit 7 RISSC alignment with ILO strategic priorities

Priority Area	What the Priority Emphasizes	Examples of Coherence
Inclusive economic growth and full employment	Promote diversification, regional integration, and local growth that generates decent jobs; explicit attention to supply-chain resilience and productivity.	• Organized National Industry Dialogues in Indonesia, Thailand, and Indonesia linking BHR and HRDD to industry upgrading, job creation and economic growth. • Supported the convergence of labour and agricultural support programmes including on social security, training, employment, and meeting national and international production standards.
Stronger labour-market institutions and tripartism	Strengthen institutions to protect all workers; address violence/harassment, labour migration, governance, and refugees.	• Formed and consulted with tripartite project advisory committees (Indonesia, Thailand and the Philippines) • Jointly developed capacity building tools and training activities with tripartite partners on social dialogue and HRD (all four countries). • Targeted capacity-building for labour inspectors and labour administration officials (all four countries).
Formalization & just transitions	Support transitions to formality and decent work; focus on platform economy, agriculture, retail, manufacturing, construction; enabling business environment.	• promoted social dialogue as means to manage industry shifts affecting workers associated with EV-transition (Thailand) • Strategic compliance plan integrated pathways for the registration of informal shrimp processing enterprises (Philippines)
Fundamental principles & rights at work	Advance FOA and CB, OSH, labour administration; address lagging ratifications/application gaps; include supply chains.	• Aligned and promoted core labour standards within project tools and guidelines (all four countries). • Collaborated with national human rights organisations and conducted policy dialogues to strengthen the integration of core labour standard in

Priority Area	What the Priority Emphasizes	Examples of Coherence
		national and institutional BHR policy frameworks (all four countries) • Thailand: FOA and CB awareness sessions; social-dialogue tools applied with practitioners. • Policy dialogue and technical inputs on strengthening FOA and CB alignment within revised national voluntary labour compliance framework (Thailand) • Sponsored Department of Labor participation in the FAO-ILO Joint Technical Workshop to update guidelines in addressing child labour and promoting decent work in fisheries and aquaculture, in Rome

Gender and social inclusion as a cross-cutting issue

RISSC integrated Gender Equality and Social Inclusion (GESI) in the project design, implementation and monitoring, but based on ILO feedback and a review of project activities, gender mainstreaming was limited in scope. Project management did not view RISSC as a gender-focused initiative and considered it unrealistic to expect targeted gender strategies within the project's short timeframe and limited resources. This positioning aligned with the project's sectoral focus and donor priorities, which did not emphasize standalone gender-transformative objectives, but was somewhat inconsistent with the explicit gender responsive language in the project log frame.⁵ Nevertheless, RISSC demonstrated general gender sensitivity. Project research highlighted gender-differentiated challenges; tools and training curricula integrated awareness of the core labour standard on non-discrimination; project managers and partners used selection criteria to promote gender balance in project activities.

RISSC interventions aligned with DWCP priorities across Indonesia, Thailand and the Philippines by reinforcing national objectives on social dialogue, labour standards compliance, and improved labour market governance.

⁵ Examples of gender responsive language in the project logical framework include references to awareness raising on decent work opportunities and challenges “with a special focus on the situation of women” (Output 1.2); “prepare proposals for advancing decent work and promoting gender equality” (Objective 2); “New and existing gender-sensitive tools and guidance are updated” (Output 2.1)

- **Indonesia:** Aligned with DWCP Priority 1 on effective social dialogue and Priority 2 on job creation and youth employment by strengthening tripartite engagement and sector level collaboration in support of sustainable business.
- **Thailand:** Reflected DWCP Outcome 1.2 by supporting government and social partners, including SMEs, to strengthen the foundations for participation in the global economy through enhanced compliance with international labour standards.
- **Philippines:** Contributed to DWCP Priority 2 on improved labour market governance through sector-based dialogue and coordinated efforts with labour and agriculture institutions to strengthen compliance and responsible supply chain practices.

Leveraging of project national and UN partnerships for project coherence

Summary finding 4. RISSC effectively leveraged partnerships with national institutions to deliver outreach, disseminate research, and implement capacity building activities, enabling wider reach, better contextualization of tools, and cost efficiencies across all four countries (Indonesia, Japan, Thailand, the Philippines). RISSC collaboration with other UN agencies was modest but complementary and broke down institutional silos. This partnership driven approach strengthened alignment with institutional mandates and reinforced policy coherence, but it also introduced trade-offs. The benefits of greater inclusiveness and buy in came with coordination costs, delays, and the need for flexible planning to manage multi actor timelines.

RISSC strategically leveraged partnerships with national institutions to deliver its outreach, research dissemination, and capacity building activities across all four project countries. Working through employers' and workers' organizations, industry associations, government agencies, universities, and lead firms enabled the project to reach its main target audiences, mobilize strong participation, adapt training materials to national regulatory and business contexts, and generate cost efficiencies. Examples include:

- cobranded responsible business conduct training and a seven-part webinar series with the Indonesian Employers Association (APINDO) in Indonesia
- co-development of the Driving Industry Dialogue toolkit with the Employer Confederation of Thailand (ECOT) and Confederation of Thai Appliances, Electronics, Automobile and Metal Workers, and major automotive firms in Thailand
- cooperation with the Department of Labour and Employment (DOLE) and the Employers' Confederation of the Philippines (ECOP) in Region XII in the Philippines in the formation of a tripartite industrial council for aquaculture and to tailor and deliver aquaculture focused responsible business conduct training; and

- joint development of the Business and Human Rights at Work Checklist with Japan's Ministry of Health, Labor and Welfare (MHLW) and dissemination support from the national employers' organization, Keidanren.

RISSC's partnership-driven model enabled the project to align its activities with the mandates of key institutions by supporting employer organizations' enterprise services and policy work, workers' organizations' education and policy reform objectives, and government responsibilities for labour-market governance and BHR policy advancement. This approach helped reinforce policy coherence across the ILO and its tripartite constituents and increased the likelihood that project tools and approaches would be embedded within national systems.

However, the collaborative approach also presented operational challenges. Coordinating schedules across multiple institutions, each with their own priorities and time constraints proved difficult, led to postponed activities and delays in implementation timelines. These challenges highlight the resource intensive nature of multi-institutional cooperation and the need for flexible planning and sustained engagement to maintain momentum.

Overlapping mandates and shared partners in the BHR and HRDD spaces created an opportunity for the ILO and the UNDP. UN sister agencies, to work together within the RISSC project.

- In Indonesia, RISSC provided technical inputs to the Ministry of Law and Human Rights for the revision of the National Strategy on BHR and on the soon-to-be updated related Presidential Regulation alongside the UNDP. RISSC's contributions were described as sharpening the NAP strategy with the inclusion of enterprise-level indicators defining good working conditions, highlighting FOA and CB as enabling rights, and aligning the government's approach with trading partners' HRDD legislation.
- Similarly in Thailand, UNDP and government officials perceived that RISSC added value to the implementation of the National Action Plan on Business and Human Rights supported by UNDP. The project's access to Japanese companies and suppliers in Thailand was seen as enriching UNDP activities on BHR.
- RISSC worked with the UNDP's Academy on BHR in both Indonesia and Thailand, delivering training on its labour dimensions for export-oriented businesses in the electronics and automotive sector, respectively.

While modest in scale, collaboration with UNDP on BHR contributed to ILO efforts to increase policy coherence among UN agencies by highlighting labour and employment dimensions of human rights, notably:

- Fundamental principles and rights at work as core human rights
- Businesses' obligation to play a positive role in human centred economic development and employment creation
- The role of government in creating an enabling environment for BHR
- Encouragement of multinational enterprises to adopt due diligence throughout their operations and supply chains, including by conducting risk assessments and taking steps to prevent and mitigate adverse human rights impacts.

In the Philippines, RISSC strengthened ILO engagement with the UN Food and Agriculture Organization (FAO) in the aquaculture sector. ILO officials in the Philippines reported that FAO played an instrumental role in outreach to the Department of Agriculture's Bureau of Fisheries and Aquatic Resources (BFAR) and enhanced the credibility of the project-supported National Industry Dialogue on Business and Human Rights through its high-level participation. Its engagement also enabled inter-ministerial collaboration between the Department of Labor and Employment and the Department of Agriculture in the Philippines, with officials from both agencies serving as co-chairs of the Project Advisory Committees, a rare governance arrangement in ILO programming. The inter-ministerial collaboration extended to the sub-national level as well, where BFAR became one of the founding members of the Aquaculture Industry Tripartite Council in Region XII, established with RISSC support, initiating a coordinated labour- and production-related governance mechanism in the sector.

3.3 Effectiveness

This subsection assesses the extent RISSC achieved intended outcomes and objectives and its contributions toward intended outcomes.

Effectiveness delivering outcome one: Research and Communication

Summary Finding 5. Outcome one was partially effective in strengthening ILO constituents' capacity to recognize and address decent work challenges in the target sectors through research studies and accompanying communication activities. RISSC completed the planned research in all three countries, and its quality was generally well appreciated. While research findings informed training, dialogue, and tool development, delays and data gaps limited timeliness and coverage, particularly in Indonesia and the Philippines. Strategic communication and validation workshops enhanced visibility and awareness, though country coverage was uneven and knowledge management tools were reduced in scope due to budget constraints.

Outcome one aimed to strengthen constituents' capacity to recognize and address decent work challenges in the targeted sectors by equipping ILO tripartite constituents and other key stakeholders with the evidence and awareness needed to adopt informed, tripartite recommendations.⁶ The project pursued this by first enhancing knowledge (Output 1.1) through research and validation workshops, while simultaneously increasing awareness (Output 1.2) through strategic communication, including targeted informational materials and an online repository to consolidate tools and resources. Together, these efforts were intended to provide the information base, visibility, and shared understanding necessary for constituents to engage effectively in tripartite dialogue, validate findings, and advance practical solutions to overcome decent work deficiencies and promote economic resiliency in the target sectors.

From a gender perspective, project activities incorporated general awareness of non-discrimination and gender-related issues, particularly through research and training components. However, evidence of more systematic adaptation of interventions to gender-specific constraints or needs remains uneven. These patterns are consistent with gender power dynamics in the sectors, where differences in job roles, unequal opportunities to speak, and workplace norms influence how much women are able to participate and shape discussions, as reflected in sector composition and available participation data. Participation in training and dialogue processes broadly reflected sector composition, but available evidence does not indicate consistent attention to the quality of participation or differentiated benefits for women and men.

Research and data. RISSC developed and disseminated the three planned research reports on decent work and responsible business practices in the target sectors/industries—Thailand's automotive sector (finalized Q1 2024), Indonesia's electronics sector, and the Philippines' aquaculture sector (both finalized Q1 2025), with results shared through validation workshops and dissemination events in each country. Although they reported initiating programming prior to publication of project research, project staff acknowledged they had underestimated the difficulty of securing the dual labour and sector specific expertise and the time required to produce robust research. This led to delays, particularly in Indonesia and the Philippines, where research outputs were not published until 2025, roughly two thirds of the way through implementation.

In Thailand RISSC experienced fewer challenges: research there was completed by early 2024 and was widely regarded as high quality, incorporating strong worker perspectives and a systematic analysis of decent work indicators. Stakeholders in the Thai automotive sector

⁶ Outcome one was "ILO constituents and stakeholders adopt recommendations to address decent work opportunities and challenges and the impact of COVID-19 in selected global supply chains."

noted that evidence on social dialogue deficits was effectively integrated into the project intervention strategy design which as strategically focused on strengthening social dialogue at the enterprise level and strengthening respect for FOA and CB enabling rights at the policy level.

In the Philippines, government constituents also praised the research despite its late completion while noting gaps in critical data owing to limitations in government data and the geographic scope of research. For example, RISSC reported that because of initial data limitations, Region XII was not covered in its research analysis of the aquaculture sector. Despite its exclusion, Region XII became the focus of interventions because of strong local stakeholder interest in engaging with the project. The research examined shrimp and seaweed production processes, but follow-on activities concentrated mainly on more accessible shrimp processing enterprises. The project later commissioned additional research, which was framed as labour market profile, to fill data gaps on the region and to support post project stakeholder activities. These limitations notwithstanding, ILO tripartite constituents appreciated the role played by project research in highlighting the growing significance of the aquaculture sector to both domestic consumption and exports and raising visibility around its associated decent-work challenges. Recommendations from the study subsequently shaped implementation as a focus of stakeholder engagement, strengthening policy conversations, and informing the design of capacity building tools.

In Indonesia, despite challenges in finalizing research, project staff reported that its findings were actively used to inform training content, policy dialogue, and tool development, enhancing both credibility and relevance. Uneven application of FOA and CB rights, gender-based discrimination, and gaps in occupational safety and health protections, along with working conditions such as the use of temporary contracts for long-term employment, emerged as priority concerns. Gaps were seen as most prevalent in SMEs and the lower tiers of the supply chain. These observations were validated through stakeholder consultations and framed the projects' SME focused tools and training activities even while reaching lower tier enterprises was cited as a gap in training programme delivery.

Strategic communication. RISSC's communication activities contributed to increased awareness among tripartite constituents and stakeholders by producing and disseminating multimedia materials through ILO and partner websites, social media channels, and national press outlets. The project further enhanced visibility by participating in regional and national events, both in-person and virtually, which helped amplify messages, leverage resources from other initiatives, and create openings for stronger policy coherence within the broader BHR agenda. Communication activities in Indonesia included a video blog competition in collaboration with APINDO. The competition creatively engaged APINDO

members in creating content on Responsible Business Conduct and resulted in three winning videos. The winning video portrayed the experience of a worker with a disability, showing that physical challenges do not diminish productivity or skill. The second-place entry emphasized workers' rights to take leave without interference, while the audience's reported favourite highlighted opportunities for reskilling and job transition for those affected by occupational accidents.⁷

The project's approach to knowledge management showed some gaps. RISSC created a website with country-specific subsections hosting research, tools, and communication materials, though content was comparatively limited for the Philippines at the time of evaluation. Offline, however, activities in the Philippines were well-documented, with plans to share all materials with PAC members. According to RISSC, planned end-of-project knowledge-sharing tools and activities were reduced in scope because of the budget reduction. Finally, RISSC chose not to develop the planned standalone knowledge repository due to sustainability concerns, but opportunities exist to leverage the [Decent Work in Supply Chains Evidence Hub](#) launched in July 2025.

Effectiveness delivering outcome two: Capacity building and institutional strengthening

Finding 6. RISSC achieved its intended Outcome two outputs, including co developed tools, tailored training, and technical guidance that supported responsible business and decent work initiatives across Thailand, Indonesia, and the Philippines. The mentoring programme in Thailand's automotive sector showed strong participant learning and was reported to spur early enterprise-level efforts to apply social dialogue practices and improve workplace cooperation. In the Philippines, the strategic compliance planning workshop led to a follow-up plan for joint inspections, which had been initiated, but not yet fully implemented by February 2026. In Indonesia, the guidance toolkit for SMEs on Responsible Business Conduct, developed collaboratively with the Indonesian Employers Organization (APINDO), has been adopted by APINDO as a guide for its members and as a reference for the Ministry of Human Rights in formulating a new national strategy on BHR.

Outcome two aimed to support ILO tripartite constituents and other key stakeholders in preparing proposals that advance decent work and economic resilience in the targeted sectors.⁸ Although not well-defined in the project document, the evaluators understand "proposals" to refer to concrete, evidence-based action plans or other practical initiatives to address the sector-specific decent work and competitiveness-related challenges, with emphasis on those identified in the project's research and related consultations. To achieve

⁷ See event highlight [here](#).

⁸ Outcome two reads "Tripartite constituents and stakeholders prepare proposals for advancing decent work and promoting gender equality in more resilient, inclusive and sustainable supply chains."

this objective, the project planned to deliver practical tools and guidance (Output 2.1), technical advice from specialists and practitioners (Output 2.2); and sector and enterprise focused capacity building programmes (Output 2.3).

Practical tools and guidelines. RISSC achieved planned outputs under Output 2.1 through the co-development and dissemination of practical tools with national and industry institutions. The most important among these were the [Driving Industry Dialogue \(DID\) Toolkit](#) created with ECOT, TEAM, and major automotive firms in Thailand and the [Responsible business for decent work in the Indonesian electronics sector: A guide for SMEs](#), developed by the Foundation for International Human Rights Reporting Standards with inputs from ILO and APINDO and bearing their brand. In the Philippines, RISSC supported ECOP in adapting its BHR training curriculum, incorporating field research to tailor content to the specific needs of the aquaculture sector. Also in the Philippines, the project adapted and applied the [ILO Approach to Strategic Compliance Planning for Labour Inspectorates](#) for training in region XII.

Technical advice and targeted capacity building. The project provided a broad range of policy advice, technical assistance and training through project or partner events, training workshops and roundtables which fell under Output 2.2 and Output 2.3. The two outputs, which are not clearly distinguishable either conceptually or in project reporting, are discussed together here; policy advice toward policy and other enabling environment reforms are discussed under Outcome 3. RISSC delivered several training programmes in partnership with employer groups, workers' organizations, universities, and government agencies, with varying degrees of follow-up monitoring of results.

- In Indonesia, RISSC and APINDO jointly delivered capacity building programmes for enterprises in the electronics sector including a seven-part webinar series on Decent Work and responsible business conduct, supplemented by enterprise level training in Batam and separately, UNDP Academy training in Bali. With no follow-up monitoring, the project has limited knowledge of post-training outcomes.
- In Indonesia, RISSC partnered with six leading universities to establish a University Network on Responsible Business Conduct, designed to strengthen public-private dialogue. The initiative seeks to cultivate a new generation of leaders who will champion responsible business conduct and drive its progress into the future.
- In Thailand, RISSC co-organized training on Social Dialogue for Decent Work with ECOT and the Department of Labour Protection and Welfare (DLPW) and delivered a targeted mentoring programme on social dialogue in collaboration with major automotive firms. RISSC's national project coordinator in Thailand reported that the project was unable to document in detail how the training and mentoring programme

was operationalized in participating companies due to company confidentiality policies. Evidence primarily reflects improvements in dialogue functionality and institutional coordination within participating enterprises and sector platforms. These gains are consistent with the project's institutional reform orientation within the automotive supply chain.

- In the Philippines, RISSC collaborated with DOLE Region XII and ECOP to adapt BHR training for aquaculture and organized an ILO specialist led workshop on strategic compliance planning. The BHR training had not yet taken place at the time of the evaluation. Building on training in strategic compliance planning, participants developed a plan for joint compliance visits by social security officers, labour inspectors, and BFAR inspectors, targeting 40 unregistered shrimp processing enterprises. Initial achievements included joint inspections of 8 farms with additional visits still planned post project.

Because its focus, scope and duration were greater than project training programmes in other RISSC countries, the evaluation team gathered more data on the outcomes of the project's training and mentoring programme activities in Thailand. A detailed account of evaluation findings on the training programme are summarised in Box 1 below and in Annex D (project effectiveness).

BOX 1 In-depth analysis of RISSC's Social Dialogue Training and Mentoring Programme in Thailand

RISSC implemented a training and mentorship programme in Thailand's automotive sector focused on strengthening social dialogue, decent work, and due diligence across the automotive supply chain. It included interactive training sessions, mentorship for companies, and bilingual (Thai/English) guidelines designed to help employers and workers integrate social dialogue into everyday workplace processes and prepare enterprises to comply with emerging HRDD requirements.

The mentorship component, implemented between October 2024 and August 2025, engaged over 382 participants across multiple provinces. Participants included company and human resource managers, trade unionists, and industry representatives. It provided structured support on applying social dialogue practices through mentoring sessions that were reportedly tailored to the needs of each participating company or worker group.

The evaluation team's post-participation survey of mentoring and training participants (n=78) shows that respondents recognized the positive role of social dialogue in enhancing business competitiveness and fostering constructive workplace relations, key programme messages. Respondents likewise identified how applying social dialogue concepts might be applied – for example, they affirmed that good management means involving workers in decision-making and that having safe channels for raising grievances was directly tied to

productivity improvements. Across survey questions assessing alignment with these concepts, respondents showed strong agreement, typically exceeding 85–95 per cent.⁹

Nearly all survey respondents perceived the training and mentoring programme to have been highly effective in increasing their knowledge and awareness and building skills to engage in social dialogue. No meaningful differences were observed by gender while differences by affiliation were more evident: worker-affiliated respondents were more likely to rate the intervention as “effective” rather than “very effective”, while employer-side and government respondents expressed stronger levels of enthusiasm.

Differences were also observed by type of engagement. Respondents who participated in both training and mentorship activities were more likely to rate the intervention as “very effective”, while training-only participants more often selected “effective”, suggesting that mentorship adds incremental perceived value by supporting application and reflection.

The three most frequently reported constraints to the application of programme concepts was lack of support from decision-makers or management, followed by time constraints due to workload or production demands and capacity gaps among union representatives.

Open-ended survey responses added nuance to the quantitative findings. Respondents highlighted pedagogical strengths such as practical examples, real-world discussion, interactive methods, and facilitator expertise, while also recommending more training, greater content depth, more applied learning opportunities, and greater involvement of decision makers or management. More analysis of evaluation survey results is included in annex C.

Complementary interviews with ILO tripartite constituents and industry actors added nuance to the survey results. Stakeholders described the programme as contributing to incremental improvements in social dialogue, most evident among better resourced firms supplying North American and European MNEs. Tier-2 and Tier-3 suppliers were seen to have benefited less directly, both because of lower participation and because of structural constraints linked to size and informality, such as firms’ limited resources, skills, time, and incentives.

⁹ The survey assessment showed strong levels of respondent agreement on the following beliefs:

- Social dialogue is critical for building and maintaining good workplace relations.: Strongly agree 81.54%, Agree 16.92% (Total 98.46%).
- Responsible business and competitiveness are positively linked.: Strongly agree 60.94%, Agree 32.81% (Total 93.75%).
- Good management includes mechanisms that enable worker participation in decision making: Strongly agree 72.31%, Agree 23.08% (Total 95.39%).
- Freedom of association and collective bargaining are important enablers of effective social dialogue.: Strongly agree 66.15%, Agree 29.23% (Total 95.38%).
- Safe channels for communicating grievances helps to identify and resolve workplace issues affecting productivity.: Strongly agree 66.15%, Agree 30.77% (Total 96.92%).

Effectiveness delivering outcome three: Policy reforms and tripartite social dialogue

Summary Finding 7. RISSC delivered planned inputs and made noteworthy contributions toward outcome three objectives on advancing policy reforms and strengthening industry social dialogue forums. Targeted technical inputs informed ongoing national policy revision processes on responsible business conduct and BHR in Indonesia and Thailand, while multistakeholder engagement, particularly through the creation of the Industry Tripartite Council for Aquaculture in the Philippines, helped translate research and dialogue into more coordinated action. Progress was constrained by limitations such as the slow pace of policy reform, contextual factors affecting national level buy in, and institutional constraints and absorptive capacity.

Outcome three focused on supporting constituents to implement policies and regulatory measures that contribute to stronger, more resilient supply chains. The project expected that by the end of implementation, up to three new or revised policies would be developed and taken forward by participating institutions. To achieve this, the project provided targeted guidance and technical support (Output 3.1), including assistance to formulate country-specific policies and to mobilize stakeholder groups to take coordinated action. In parallel, the project worked to strengthen social dialogue mechanisms (Output 3.2) by forming multistakeholder PACs, reinforcing existing tripartite social dialogue mechanisms, and support for agenda setting. Through these channels, stakeholders were expected to move from planning and proposal development toward policy reforms and stronger tripartite social dialogue mechanisms.

RISSC contributions to policy and social dialogue mechanisms

Revision of the National Strategy on Business and Human Rights (Stranas BHAM). In Indonesia, RISSC provided strategic inputs for revision of the National Strategy on Business and Human Rights (Stranas BHAM).¹⁰ RISSC supported this process by convening national and regional BHR forums in Indonesia, developing BHR guidelines for SMEs, and proposing 13 priority indicators on workers' rights and freedom of association to be integrated into the regulation. RISSC also supported the development of a Trade Union Position Paper on Responsible Business Practices/Business and Human Rights, which was supported by ten national trade union confederations. ILO's inputs and recommendations will be consolidated in its policy review for integration into the updated strategy and its operational tools.

¹⁰ Stranas BHAM is Indonesia's national framework for integrating human rights principles into business practices. It was formally approved in September 2023 and enacted through Presidential Regulation No. 60 of 2023, which gives the strategy binding legal status and sets obligations for ministries, agencies, local governments, and businesses. The regulation is currently under revision, with the Ministry of Human Rights requesting technical contributions from the ILO and other UN agencies to strengthen its provisions.

Alongside the updated nation strategy, the Government is currently developing regulatory provisions to reinforce enterprise due diligence requirements, and the development of complementary tools to help enterprises operationalise the strategy. Although Indonesia has not yet enacted mandatory HRDD legislation when the evaluation was held, ILO constituents and enterprise partners stated that RISSC-supported activities has helped companies to prepare for the anticipated regulatory developments.

Project efforts contributed to a formal commitment by Indonesian enterprises articulated through the Declaration of Joint Government–Business Commitment on Business and Human Rights, signed in Jakarta on 12 February 2026. The Declaration was signed by the coordinating minister for Economic Affairs, the Minister of Manpower, the Chair of APINDO and the Chair of the Indonesian Chamber of Commerce and Industry.

Revision of the Thai Labour Standard (TLS 8001–2020). At the policy level, RISSC’s contribution in Thailand was indirect but strategically important, achieved through reinforcing norms rather than drafting formal regulations. Through structured engagement with tripartite constituents, sector actors, and labour administration counterparts, the project created practical reference points for operationalizing freedom of association and collective bargaining principles within national labour standards discussions. The revised draft of Section 4.12 of Thai Labour Standard (TLS 8001–2020)¹¹ reflects substantive strengthening, including clearer prohibitions against employer interference and anti-union discrimination, explicit recognition of collective bargaining obligations and good-faith negotiation, and enhanced safeguards for organizational autonomy. These revisions represent a shift from largely declaratory language toward more operationalized, rights-based alignment with ILO Conventions No. 87 and No. 98 (see details in the Annex B). While regulatory reform is inherently multi-actor and attribution must remain proportionate, the close correspondence between the revised provisions and ILO technical guidance suggests that RISSC contributed meaningfully to shaping policy discourse and strengthening institutional alignment with international labour standards.

RISSC also engaged in Thailand’s emerging Human Rights Due Diligence (HRDD) legislative process through participation in multi-stakeholder consultations led by the Ministry of Justice. While its role did not extend to drafting legal provisions, RISSC—together with ILO

¹¹ The Thai Labour Standard (TLS 8001–2020) is a standard issued by Thailand’s Department of Labour Protection and Welfare (DLPW) that serves as a voluntary framework for enterprises to demonstrate labour-related social responsibility, aligning workplace practices with both national labour laws and relevant international standards. Companies can seek certification to show compliance, which signals commitment to labour standards and responsible business practices. The current TLS 8001-2020 was slated to be updated in 2025 to ensure it remained relevant to current laws and regulations and trading partner requirements.

specialists within the regional Decent Work Team and Country Office—provided technical inputs on HRDD concepts, labour rights, and social dimensions of due diligence. Notably, RISSC’s contribution lies in its normative influence, particularly in linking social dialogue, freedom of association, and collective bargaining to HRDD implementation. This upstream engagement is complemented by RISSC’s more substantive role in revising the Thai Labour Standards, where it directly contributed to integrating these principles into national frameworks. Taken together, RISSC’s influence on the HRDD agenda is best understood as catalytic and ecosystem-oriented rather than legislative.

Formation of the Industry Tripartite Council for aquaculture in Region XII. In the Philippines, RISSC facilitated the establishment of the first Industry Tripartite Council for Aquaculture in Region XII as a platform for multi-stakeholder collaboration. It supported the Council in developing a ten-year strategic plan that closely reflects RISSC’s research recommendations (promoting the transition to formalization, improving labour standard compliance with focus on occupational safety and health, strengthening social dialogue, promoting responsible business conduct, and improving data collection) and adding skills development to strengthen productivity and competitiveness. Members mapped their agency mandates, activities and support programmes and agreed on modalities for data sharing, joint inspections, and capacity building, thereby institutionalizing the Council’s function. The evaluation conducted a survey and organized a focus group discussion with Council members to understand their perceptions of project support effectiveness. Survey responses (n=16) and the focus group discussion confirmed high levels of satisfaction with the project’s research, training, and technical support.¹² More information on the formation of the Industry Tripartite Council is provided in Annex D (project good practices).

Effectiveness delivering outcome four: HRD and Japan

Summary finding 8. Outcome four activities made modest but meaningful contributions in enhancing the capacity of Japanese constituents to implement the National Action Plan on Business and Human Rights, with evidence of both tool adoption and strengthened enterprise level practices. Japanese stakeholders valued the practical, sector-focused tools

¹² Survey responses (n=16) indicate strong appreciation for RISSC’s contributions. 13 respondents agreed that RISSC research provided valuable insights into decent work challenges, with 3 respondents expressing partial agreement and none disagreeing. 11 respondents agreed that project tools and support were valuable for addressing sectoral challenges, while five indicated partial agreement. With respect to uptake, 11 respondents reported that their institution had used the RISSC tools, 3 partially agreed, and 2 indicated they had not yet used them. On stakeholder engagement, 10 respondents agreed that the project engaged the most critical actors, 4 partially agreed, while 1 respondent each expressed neutral and disagreeing views. Finally, respondents consistently endorsed the quality of expertise mobilized by RISSC to support them: 12 respondents agreed that RISSC deployed appropriate technical skills, and 4 partially agreed, with no negative responses.

and the ILO's neutral, trusted role. At the same time, they highlighted the need for more tailored, sector-informed analytical support and deeper supply-chain mapping that captures the dynamics of lead firms and their extended value chains, while remaining consistent with ILO's neutral, normative mandate and its system-level engagement approach. Importantly, RISSC fostered new and stronger linkages between several Japanese brands and supply chain actors as well as workers' organisations and ASEAN counterparts, contributing to more coherent and mutually reinforcing actions to promote responsible business practices.

Outcome Four aimed to strengthen the capacity of Japanese constituents to implement Japan's National Action Plan on Business and Human Rights. The first pathway (Output 4.1) focused on raising awareness through knowledge-sharing events and dialogue sessions with government agencies, industry associations, enterprises, and other supply chain actors. These activities sought to build broad understanding of BHR principals, available tools and encourage Japanese enterprises to commit to responsible business conduct. The second pathway (Output 4.2) emphasized institutional capacity-building by supporting the adoption of practical measures to help enterprises identify and address adverse human rights impacts. Together, these outputs were designed to enable Japanese constituents to apply stronger due diligence practices aligned with the National Action Plan (NAP), thereby reinforcing responsible business conduct across Japanese-linked supply chains.

Awareness raising and knowledge platforms. RISSC used high visibility national and regional sector-focused and general enterprise platforms to disseminate BHR guidance and promote institutional awareness on responsible business conduct. Examples include RISSC's annual participation in the Consumers' Good Forum seminar, interventions at Japan Auto Parts Industries Association and Japan Council of Metalworkers' Union events. Participation of Japanese officials and experts (e.g., Seafood Legacy, Japan Electronics and Information Technology Industries Association) in national dialogues in Indonesia, Thailand, and the Philippines and the cross-country bipartite dialogue in Tokyo's electronics sector (jointly sponsored by two Japanese government funded projects) among other high visibility platforms contributed to broader awareness of responsible business conduct expectations. Collaboration with MHLW and Keidanren to disseminate the Business and Human Rights at Work Checklist, including accompanying multimedia explanatory materials, expanded access by a broad range of Japanese companies to practical BHR guidance.

Institutional capacity strengthening. Alongside these broad-based efforts, the project supported enterprise-level capacity building for Japanese multinationals and their suppliers operating in Indonesia, Thailand, and the Philippines. In addition to the tools, it rolled out in Indonesia and Thailand, RISSC contributed to the development and uptake of capacity building instruments in Japan:

- The ILO Business and Human Rights Checklist was developed in collaboration with the MHLW and has been incorporated into Japan's revised 2025 NAP, is available directly on the Ministry website and was diffused by Keidanren, Japan's biggest employer organisation, marking both policy level and institutional diffusion. This formal embedding of the Checklist within the revised NAP indicates that RISSC's contribution extended beyond enterprise-level capacity building to policy-level institutional uptake, reinforcing the normative architecture underpinning HRDD implementation.
- Japanese firms received targeted guidance on establishing and improving grievance mechanisms. Two MNEs interviewed by the evaluation team reported adapting internal policies and using RISSC materials within its supplier outreach activities, indicating some degree of diffusion beyond direct project beneficiaries.
- In response to their requests, RISSC delivering targeted training for government officials and trade unions, both reported to be "firsts" in the context of a Japan funded development cooperation project. RISSC's training programme for members of the Japanese Federation of Textile, Chemical, Commerce, Food and General Services Workers' Unions (UA Zensen), Japan's largest industrial trade union, provided an additional channel for strengthening worker-level understanding of HRDD responsibilities and potentially strengthened the Federation's cross border trade union solidarity programmes, based on Federation official feedback.

Based on their feedback, Japanese participants were satisfied with their collaboration with RISSC while also highlighting areas where activities could have been more tailored to their organizational needs. They also appreciated the practical orientation of RISSC inputs in knowledge sharing events and training activities, pointing to the effective use of case studies presenting real-world examples including of how firms have operationalized HRDD in supply chain partner countries. One business association representative highlighted their appreciation for information about worker perceptions in supply chain countries derived from RISSC's research activities, indicating many Japan based companies mainly got their information from suppliers but seldom from the workers.

At the same time, interviewees requested more systematic information flows between the ILO Tokyo Office and Japanese constituents, emphasizing that they valued the ILO's perceived neutrality, which strengthened the credibility of the information shared. They also called for future ILO research to examine supply-chain risks from the perspective of Japanese lead firms and their extended value chains, while remaining consistent with ILO's system-level and normative mandate, noting that while RISSC's research was highly useful

to constituents in Indonesia, Thailand, and the Philippines, it was of limited relevance to them beyond being generally informative. To increase relevance, they suggested clearer integration of country and sector findings with the obligations of Japanese enterprises. Enterprise representatives likewise requested greater support for peer learning and more tailored enterprise-level guidance within a broader sectoral and system-level framework. Although outside RISSC's remit, several interview participants expressed strong interest in ILO's support to better align foreign worker recruitment systems in Japan with fair recruitment standards in sending countries, highlighting its importance to broader HRDD concerns.

Based on ILO staff feedback in all four countries, to differing extents, RISSC struggled to connect its activities in Indonesia, Thailand and the Philippines with the needs and interests of Japanese firms. Anticipated linkages between Japanese lead firms and suppliers were most tenuous in the Philippines where, despite the importance of aquaculture of exports to Japan, limited traceability in the supply chain and the relatively large number of small processors challenged the project's effort to make meaningful connections between RISSC project interventions in the two countries.

Effectiveness of cross-cutting gender integration

Summary Finding 9: RISSC's gender-related results were concentrated at the level of awareness, with more limited progress in responsiveness and participation quality. Evidence of outcome-level change in gender relations, decision-making roles, or working conditions remains limited, and such changes were not expected within the project's scope and timeframe.

From a gender perspective, RISSC activities incorporated general awareness of non-discrimination and gender-related issues, particularly through research, training, and dialogue processes. However, the extent to which interventions translated into differentiated outcomes for women and men remains limited and uneven. While participation was often balanced or reflective of sector composition, there is limited evidence that training, tools, or dialogue processes systematically addressed gender-specific barriers or enabled distinct outcomes for women workers or entrepreneurs.

These contributions are concentrated at the level of awareness and initial inclusion. Available evidence does not indicate systematic changes in gender relations or differentiated outcomes for women and men. Nonetheless, the incorporation of gender considerations into technical and compliance-oriented discussions represents an important enabling step, particularly in sectors and policy spaces where such issues are not consistently addressed.

Exhibit 8 Levels of gender integration observed in RISSC implementation

Level of Gender Integration	What is assessed	RISSC Performance	Assessment
Level 1: Awareness	Recognition of gender issues (e.g. pay gap, harassment); inclusion in research and training	Gender issues reflected in research and included in training materials; awareness raised among stakeholders	● Achieved
Level 2: Responsiveness	Extent to which interventions adapt to gender-specific constraints and needs	Some inclusion of gender considerations in tools and discussions, but limited evidence of systematic adaptation	● Partially achieved
Level 3: Access & Participation Quality	Ability of women to engage meaningfully (not just participate)	Participation broadly aligned with sector composition; limited evidence on quality or influence of participation	● Partially achieved (evidence limited)
Level 4: Outcome-level Change	Changes in gender relations, decision-making, or working conditions	Not expected within project scope and timeframe	○ Not applicable / Not expected

This assessment is further clarified through a results hierarchy applied to gender integration. As shown in Exhibit 8, RISSC’s contributions are strongest at the level of awareness, with more mixed progress in responsiveness and participation quality, while outcome-level changes in gender equality are not expected within the project timeframe. This indicates that the observed results are broadly consistent with the project’s design, scope, and sector context, rather than indicative of underperformance.

Unintended effects of gender and system-level integration

While not an explicit objective, RISSC generated several positive unintended effects.

Gender unintended effect. The project contributed to increased visibility and initial inclusion of gender-related issues—such as non-discrimination, pay gaps, and workplace harassment—within research, training, and stakeholder dialogue processes. This reflects early-stage integration rather than outcome-level change, consistent with the project’s scope and timeframe.

MNE–ASEAN linkage unintended effect. RISSC also contributed to strengthening linkages between multinational enterprises—particularly Japanese brands—and ASEAN supply chain actors. This included increased interaction among lead firms, suppliers, and workers’ organisations, supporting more coherent and mutually reinforcing approaches to responsible business conduct across supply chains. These effects extend beyond the project’s original scope and reflect RISSC’s broader system-level engagement.

3.4 Efficiency

This sub-section assesses how well RISSC used its human, technical and financial resources. It also assesses the role played by project managers and project oversight in supporting the project management team in the achievement of its intended results.

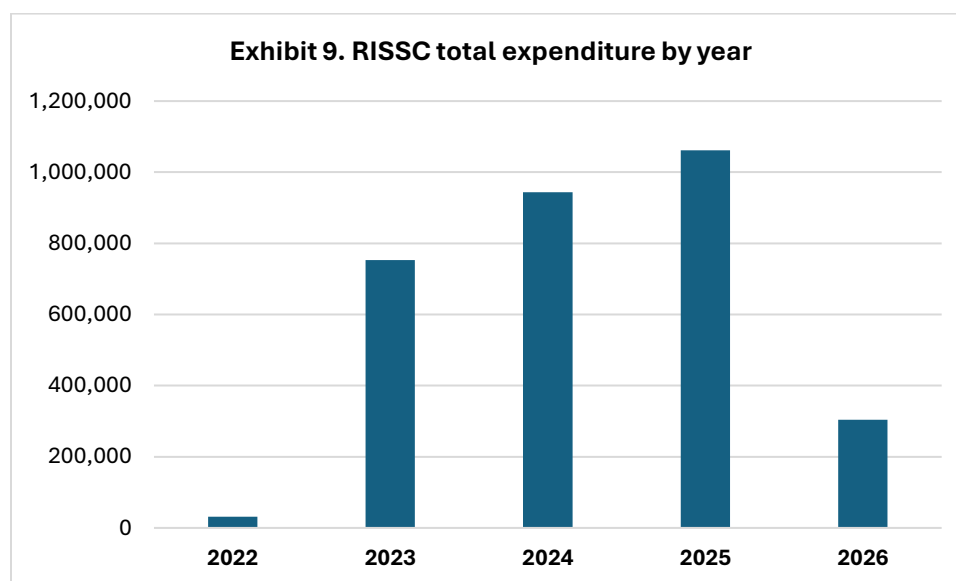
Efficiency and effectiveness of project management and oversight

Summary finding 10: RISSC employed a lean, experienced implementation team, enabling generally timely resource mobilization, collaborative management, and steady overall delivery, despite delayed staff onboarding in two countries and a reduced budget. Tripartite constituents and participants in project activities generally viewed execution as well-coordinated and technically sound, effectively supported by targeted inputs from ILO specialists.

At approval, RISSC was expected to run from late 2022 to August 2025 (three years) with a budget of USD 4 million. The implementation period was later extended by six months to March 2026, while the budget was reduced to approximately USD 3.1 million. Both ILO and the donor reported that the budget reduction was unrelated to project performance. Corroborating this claim, the Government of Japan (MHLW) and the ILO are now discussing a second project phase, likely to involve different sectors and countries but set to follow a similar design. At the same time, there was reportedly little discussion between the ILO and MHLW on the potential consequences of the budget reduction on project achievements or on priorities for the remaining budget and implementation period.

Most RISSC key staff were on board by early 2023 and there were no major changes in key staff positions afterwards, making for a relatively quick start and smooth implementation. The national project coordinators in the Philippines and Japan joined the project later, in May 2023 and mid-2024, respectively. The project’s six months extension partially compensated for these initial delays. Nearly all key management posts, including the project manager, national project coordinators in Indonesia and the Philippines, and support staff, were filled by personnel with substantial prior ILO experience, providing familiarity with the Organization’s mission, tripartite structure, and administrative systems and helping to avoid steep learning curves.

The project's relatively balanced burn rate is indicative of management effectiveness in mobilizing and expending financial resources in an efficient way. As seen in Exhibit 9, most RISSC expenditures occurred from 2023-2025, with a gradual increase each year as all staff were brought on board and programme momentum increased, followed by a short close-out period.



In the Philippines, project activities gained momentum later in the project period, affected both by the later start and the ILO's lack of previous experience in the aquaculture sector. While expressing very high levels of appreciation for the project's achievements within a short timeframe, all six Filipino respondents to the evaluation PAC survey cited the limited duration of project activities as among the most important constraints to RISSC's effectiveness. Several ILO officials noted that, more so than work in Indonesia's electronics sector or Thailand's automotive sector, RISSC's engagement in the aquaculture sector in the Philippines warranted consideration of a second phase to consolidate emerging gains.

Across the four project countries and stakeholder groups, national partners described RISSC as well-managed, citing strong coordination and oversight and the overall timely mobilization of relevant expertise. The project manager brought notable expertise on decent work in supply chains from previous roles, including work under ILO's Better Work programme. He was consistently noted for his collaborative management approach by ILO colleagues, which likely facilitated mobilizing expertise within the ILO to support project objectives.

ILO specialists based in Geneva and Bangkok provided targeted technical support that contributed to project implementation. For example, the Action Plan on Supply Chains specialist in Bangkok delivered training on the ILO's Strategic Compliance Framework in

Region XII in the Philippines, support that constituents appreciated for its quality and relevance, noting her recognized expertise and DOLE's prior adoption of the framework. Additional inputs from ILO technical units included contributions from the Responsible Business Conduct (RBC) team to national processes on the BHR agenda and to project sponsored national dialogues; notably, a Geneva based RBC specialist presented the MNE Declaration and related tools to a audience of over 100 during a RISSC event in Indonesia. The ILO workers' specialist in Bangkok also facilitated communication and coordination between workers' organizations in Thailand and Japan, which was reported to have supported cross border dialogue and labour movement cooperation under the project.

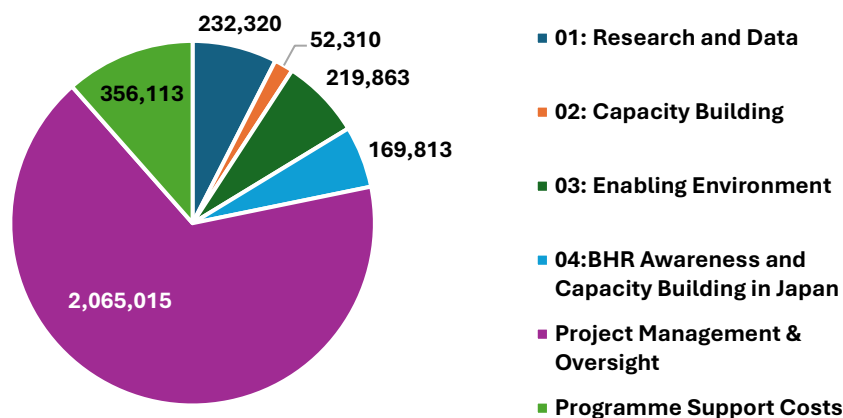
Efficiency and effectiveness of resource utilisation

Summary finding 11: RISSC's limited activity budget, further reduced by a 25 per cent budget cut, affected cost-efficiency in mixed ways. It encouraged cost sharing and lower-cost delivery modalities but reduced achievement depth and had mixed effects on visibility. Country-level allocations varied, with Thailand absorbing more activity funds, plausibly due to several factors, including Thailand's relatively faster start-up phase, comparably higher implementation costs, the strong 'absorptive capacity' of local partners, and variations in the strength and timeliness of ILO country office and other stakeholder engagement between countries. Cost-sharing, in-kind contributions from partners and lower cost online modalities enabled delivery of planned outputs despite constraints, but participants and ILO staff noted trade-offs in engagement depth, flexibility, and visibility.

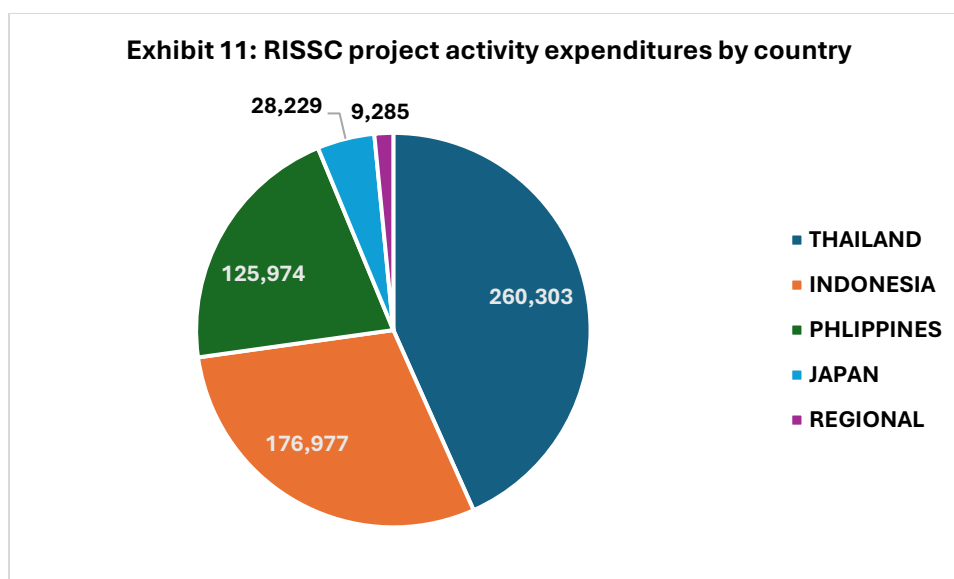
Project activities were delivered under tight and unevenly distributed budgets allocations. Analysis of the breakdown in RISSC's expenditures between management and oversight and activity-related spending (see Exhibit 10) shows that even with its lean project management structure, salaries and administrative costs absorbed two thirds of the project budget. Mandatory project contributions to ILO programme support costs and provision for contingency took up an additional 11.5 per cent.¹³ Project design factors such as the overall size of the budget and decisions to intervene in four different countries and three sectors, more than project management decisions, explain the observed imbalances in project expenditures. Although the project might have saved on management costs if it were implemented with fewer staff from the regional level, past evaluations of regional projects and constituent feedback on the strong coordination and outreach role played by national project coordinators suggest RISSC would have been less effective without country-based managers.

¹³ The large proportion of expenditures on staff, oversight and administration is common in ILO projects, except those with much larger overall budgets. Many budget allocations are driven by UN and ILO policies outside the project management's control.

Exhibit 10. Distribution of RISSC expenditures by project outcome, project management, and program support costs



As seen in Exhibit 11, project expenditures were also unevenly distributed by country, with Thailand spending relatively more of the project’s activity budget than the other project countries. RISSC intended to distribute the activity budget equally among Thailand, Indonesia and the Philippines but factors such as how quickly project activities started and the absorptive capacity of project counterparts affected the allocation of resources between countries. For example, a constituent in Thailand noted its automotive industry partners had significant existing organisational capacity, both in terms of human and financial resources, plausibly making it easier to quickly advance project activities there than in Indonesia and the Philippines, where industry partners were much less structured and to support project implementation. Project management cited other plausible factors affecting resources allocations such Thailand’s comparably higher implementation costs than Indonesia and the Philippines and variations in the strength and timeliness of ILO country office and other stakeholder engagement between countries.



Budget limitations were reported to have had mixed effects on project cost effectiveness. As a result of tight activity budgets, RISSC actively pursued costs-sharing opportunities and lower cost delivery modalities, such as mobilizing in-kind contributions, use of online formats and embedding itself in partner events and institutional platforms as an alternative to organizing standalone activities. As noted in the previous section, these approaches enabled delivery targets to be met despite resource constraints. Nevertheless, ILO staff and participants indicated negative trade-offs in terms of implementation flexibility, depth of engagement, and project visibility. For example, ILO staff reported being constrained by partners' limited availability when co-organizing events. While joint training activities or online modalities (such as Indonesia's webinar series) reduced costs, both ILO staff and their partners perceived that these activities required greater follow-up, particularly at the enterprise level, than project resources allowed. Participation in other organizations' events also had mixed implications for visibility, expanding reach while sometimes limiting RISSC's profile as a distinct initiative.

3.5 Impact Orientation and Sustainability

Summary finding 12. RISSC demonstrated emerging impact at the enterprise and institutional levels and contributed to ongoing policy reform efforts in Indonesia Thailand and the Philippines. Across all countries, stakeholders reported improvements in awareness, dialogue quality, institutional coordination, and alignment with responsible business and HRDD frameworks. In Thailand, enterprise-level mentoring strengthened confidence and practical application of social dialogue, while revisions to Section 4.12 of the Thai Labour Standard (TLS 8001–2020) reflected substantive normative strengthening aligned with ILO Conventions No. 87 and No. 98. In Indonesia, RISSC inputs strengthened

the labour dimensions of human rights within national BHR strategy revision processes and supported enterprise preparedness for anticipated national due diligence requirements. In the Philippines, the formation and operationalisation of the Region XII Aquaculture Industry Tripartite Council created a platform for coordinated labour-market governance and compliance planning. However, systemic sector-wide impacts on working conditions, labour relations, or supply-chain practices remain emergent and uneven, reflecting the project's short implementation window, limited scale, and the influence of broader economic and regulatory factors beyond project control.

This subsection assesses both sustainability and impact orientation. Impact orientation assesses evidence of individual, organisational or systemic change. Given the project's sequencing, where at least the first half of implementation was dedicated to diagnostic and strategy development, the focus is on early and emerging impact rather than mature systemic transformation. Analysis of sustainability examines the likelihood of sustained outcomes, conditions required for continuation and institutionalisation and risks to sustainability.

Evidence of individual, organisational or systemic change

Evidence of individual, organisational, and systemic change was uneven and still emerging in the final months of project implementation, reflecting both the early timing and limitations of evaluation data collection as well as the diverse and varied depth of intervention strategies.

Individual and relational levels. Across all four countries where RISSC intervened, participants reported that project research, events, and training played a positive role in raising awareness of decent work deficits and increasing knowledge of BHR concepts and due diligence processes. This was seen as foundational to the project's BHR agenda but unlikely to immediately result in more concrete change. Evidence of impacts on participants' skills and behaviours was limited overall and likely varied depending on the intensity of training and the extent of follow-up support to operationalize concepts.

The clearest signs of individual change emerged from Thailand's social dialogue training and mentoring programme, where respondents described improved ability to articulate and address workplace concerns in structured ways. Early evidence of trust-building also appeared among enterprises that engaged more intensively, with respondents noting more predictable interactions, greater transparency in sharing operational information, and reduced defensiveness in discussions. These shifts—such as more structured communication channels, improved meeting discipline, and clearer articulation of negotiation issues—were accompanied by greater mutual confidence that engagement would occur in good faith. While trust remains at an early and fragile stage, these relational

changes suggest that RISSC's influence helped translate awareness and knowledge into tangible improvements in enterprise dynamics.

A similar pattern is observed from a gender perspective. RISSC's contributions were primarily at the level of awareness and initial inclusion of gender considerations, including increased visibility of issues such as non-discrimination, pay gaps, and harassment. This contributed to shifts in how such issues are understood and discussed among stakeholders. However, consistent with the broader findings above, there is limited evidence of changes in gender relations, decision-making roles, or working conditions, which would not be expected within the project's scope and timeframe.

Organisational change. There is also relatively limited information on how engagement in RISSC activities changed the organisations that were involved. Again, it can be expected that differences in the intensity of project interactions affected impact. The evaluation found early but visible examples of emerging impact from project activities supporting the Industrial Tripartite Council for Aquaculture in Region XII in the Philippines and project interventions to support at least one brands initiatives to strengthen responsible business conduct among its suppliers in Indonesia.

In region XII in the Philippines there are emerging signs of public institutions acting in a more coordinated and strategic way to tackle both production and labour compliance challenges, which were increasingly understood to be linked. This is seen in the participation of DOLE and Department of Agricultural officials in the Industry Tripartite Council, and in Council members, including representatives of different services within DOLE and BFAR, mapping and planning how to maximise their resources through joint action. Follow-up discussions with beneficiaries of Council initiatives highlighted two small but meaningful actions to leverage existing public programmes to support employment and enterprise upgrading. One initiative utilized an existing employment programme offering short-term on-the-job training to individuals from low-income communities, placing 100 participants in shrimp processing enterprises for 90 days. As a result, 25 participants gained fulltime formal employment. Another initiative enabled four small shrimp processing enterprises to receive grants from a DOLE administered fund for enterprise improvements. These are incremental steps toward more coordinated public services but with significant potential to improve impact if sustained.

Prospects that early positive outcomes will continue post project are favourable given the integration of the Industry Tripartite Council by national institutions. The Council's establishment is fully supported by [Resolution No.05 Series of 2024 by the DOLE Regional](#)

[Tripartite Industrial Peace Council in Region XII](#). Moreover, DOLE funds its regular meetings and have assigned personnel to oversee the implementation of the strategic plan of action.

For example, participation in the RISSC project enhanced the firm's capacity to align local operations with global corporate RBC expectations and anticipated national regulatory developments. After attending one of RISSC's Training of Trainers sessions, the company updated its supply chain and labour policies and shared RISSC's SME BHR toolkit with 40–50 Indonesia-based vendors and suppliers. It also highlighted the value of RISSC's support in establishing a direct relationship with the Ministry of Human Rights, which is set to enact mandatory HRDD requirements for companies operating in Indonesia in 2026—a potentially early step toward dynamic public–private partnerships on labour market governance issues.

Systemic change. Across Indonesia, Thailand and the Philippines, most ILO constituents and industry leaders perceived it was too early to observe widespread, systemic impacts on sector dynamics and decent work indicators. Nevertheless, through its integration of responsible business conduct and decent work into ongoing national policy processes, RISSC positioned the ILO to further systemic reforms.

Likelihood of sustained outcomes

Summary Finding 13. The likelihood that RISSC's positive results will be sustained is moderately favourable, though contingent on certain conditions. RISSC strengthened institutional readiness, relational trust, and governance platforms among tripartite actors, which increases the likelihood that dialogue mechanisms, policy discussions, and capacity-building efforts will continue beyond the project period. Sustainability is strongest where project tools and approaches have been embedded within existing institutional structures, such as employer organisations, labour administration bodies, university networks (in Indonesia), or tripartite councils. External drivers—including evolving HRDD legislation, ESG disclosure expectations, and trade-linked labour standards—if they continue to strengthen, further reinforce incentives for continued engagement. However, sustainability risks remain where interventions relied heavily on project-based facilitation, where uptake among SMEs and lower-tier suppliers was limited, or where policy reforms have not yet been fully operationalised. The durability and scalability of results will therefore depend on continued institutional anchoring, regulatory consolidation, structured follow-up, and alignment with economic incentives at the enterprise and sector levels.

Evidence of conditions required for sustained impact. Through its integration of responsible business conduct and decent work into ongoing national policy processes, ILO tripartite institution's institutional structures, mandates, and priorities, and established social dialogue mechanisms, RISSC adopted implementation modalities that increase the likelihood of RISSC's contributions enduring beyond the project period. Sustainability prospects are further enhanced considering project activities were generally not resource

intensive, even while the ILO played an important convening role and helped ease partner capacity constraints.

- The Industry Tripartite Council model leverages the existing DOLE industrial tripartite social dialogue mechanism and reportedly aligned with national policies seeking greater convergence of DOLE services and use of strategic compliance planning to set shared priorities. This alignment with existing policy directives and institutional mechanisms favours sustainability by avoided creating another project dependent ad hoc committee and increased the probability of institutional support for continuing and even scaling project approaches. Indeed, one national government official reported looking to the next budget process for ways to continue activities in Region XII and expand to other important aquaculture producing regions.
- In Thailand, sustainability prospects are anchored in the institutionalisation of the [Driving Industry Dialogue toolkit](#) within established tripartite and industry platforms, as well as in the ongoing revision process of Thai Labour Standard (TLS 8001–2020). The DID toolkit provides a structured and replicable framework for social dialogue training and supply-chain mentoring that can be continued by employer organisations, sectoral unions, and labour administration counterparts beyond the project lifecycle. Stakeholders expressed interest in extending training activities, and the integration of strengthened freedom of association and collective bargaining provisions within TLS discussions provides a potential regulatory anchor for sustained impact. By embedding dialogue practices within existing certification standards and industry governance mechanisms rather than creating standalone project structures, RISSC increased the likelihood that its contributions will endure and potentially scale within the automotive sector.
- In Indonesia, representatives of six universities members of *University Network on Business and Human Rights* declared their commitment to continue and build on RISSC project BHR work. Early signs of sustained action include network participants’ integration of BHR themes in university research programmes and teaching curriculum. This early-stage institutionalization creates a more sustainable structure by embedding HRDD knowledge creation and training activities within academic institutions instead of relying on short term project funding. See box 2 and Annex D (project good practices) for more details.

Box 2. Creation of the University Network on Business and Human Rights On 18 February 2026, a major sustainability milestone was reached at Universitas Indonesia where six universities formally endorsed a “Consensus on the Establishment of the University Network on Business and Human Rights.” The consensus recognizes persistent decent work deficits in supply chains, the need to advance Responsible Business Conduct and HRDD, the

relevance of the ILO MNE Declaration and UN Guiding Principles as normative anchors, and the role of universities under the Tri Dharma mandate (research, teaching, community service) in strengthening decent work.

Through this network, universities committed to integrating RBC and HRDD into curricula, developing multidisciplinary research, providing outreach and advisory services to enterprises and policymakers, and supporting implementation of emerging HRDD regulatory frameworks. This development moves sustainability beyond individual academic champions toward a structured national platform, transforming project-supported awareness and Training of Trainers activities into an institutionalized knowledge ecosystem. Unlike short-term project partnerships, the February 2026 consensus establishes a self-sustaining academic anchor capable of generating research aligned with regulatory changes, producing graduates with HRDD competencies, informing policy debates, and serving as a neutral convening space between government, employers, and workers.

Structural challenges. Several structural and contextual constraints limited the depth of RISSC’s impact and threaten the sustainability of its positive results. In all three countries, SMEs and lower-tier suppliers faced systemic barriers—such as thin profit margins, volatile demand, and dependence on lead firms—that pushed them to focus on short-term survival rather than investing in responsible business initiatives or reforming internal systems. This restricted their uptake of project tools and practices, resulting in impacts being concentrated among better-resourced firms and institutions. Impacts on workers—particularly women and informal workers—remained largely indirect, reflecting deeper structural challenges such as informality in aquaculture, weak union presence, and limited enforcement capacity in electronics and automotive value chains.

For example, trade union leaders in Thailand highlighted contextual dynamics that will shape whether RISSC’s impact pathways are sustained or undermined by trends in industrial relations. They cited:

- Shifts in economic conditions affecting wage demands and benefits negotiations
- Increasing instances of employers unilaterally adjusting employment conditions
- Persistent knowledge asymmetries between worker representatives and rank-and-file workers

These dynamics underscore how sectoral constraints—economic volatility, weak institutional enforcement, and uneven bargaining power—limit the ability of firms and workers to embed responsible business practices, even when awareness and tools are available.

The sustainability of gender-related results will depend on whether gender considerations are further institutionalised within partner systems, including training curricula, labour inspection practices, and enterprise-level policies. While some elements have been

introduced, their systematic application—particularly in addressing constraints faced by women in different segments of supply chains—will require continued attention beyond the project period.

IV. Conclusions

Overall, RISSC was strategically well aligned with international and sectoral contexts shaping responsible business practices in the target sectors. This included a growing body of trading partner due diligence legislation and trade and investment policies linking market access and competitiveness to responsible business practices and HRDD. The project’s responsiveness to these contextual factors was effectively communicated using diverse channels, helping align RISSC with ILO constituents and other stakeholder concerns, and contributing to broad-based multistakeholder engagement. Stakeholder engagement could have been strengthened had RISSC made more visible contributions to enterprise upgrading and competitiveness, either by expanding activities that clearly enhance productivity or by better monitoring and documenting the business case for compliant and responsible practices at the enterprise level.

Design factors—including modest human and financial resources spread across four countries and three sectors, a limited timeframe, and the sequencing of some programming elements to follow diagnostics and consultations (completed two-thirds into implementation in two of three countries)—compressed the window for initiating targeted actions to address decent work deficiencies and sector resiliency challenges. Moreover, strong project management enabled the achievement of output-level objectives despite start-up delays and a reduced budget. Given the scale of resources and compressed implementation window, delivery of planned outputs and establishment of functioning dialogue and policy platforms indicates satisfactory operational efficiency. Moreover, strong project management enabled the achievement of output-level objectives despite start-up delays and a reduced budget. Given the scale of resources and compressed implementation window, delivery of planned outputs and establishment of functioning dialogue and policy platforms indicates satisfactory operational efficiency.

Participative planning and strong institutional partnerships reinforced stakeholder ownership and contextual relevance, but the short implementation window constrained the depth and scale of results. Variation in sector readiness, the slow pace of national policymaking, and partner capacity further shaped both delivery and outcomes. Project effectiveness was strongest where RISSC succeeded in linking high-level commitments on responsible business conduct and HRDD with practical enterprise-level tools and capacity building. The Thailand mentoring model, HRDD tools developed in Indonesia and Japan, and

structured multistakeholder dialogue and coordination mechanisms in the Philippines highlight the project's ability to contribute meaningfully to enterprise and institutional practices in line with higher level policy commitments.

From a coherence perspective, the RISSC model—centred on responsible business conduct, human rights due diligence, and strengthened social dialogue—proved conceptually transferable across sectors. Its core logic of linking labour governance, enterprise competitiveness, and supply-chain resilience was relevant in automotive, electronics, and aquaculture contexts. However, sector heterogeneity significantly influenced the pace, depth, and pathways of implementation. Differences in export orientation, degree of formalisation, union density, regulatory maturity, and supply-chain structure affected how readily project tools and dialogue mechanisms could be institutionalised. In more structured and internationally exposed sectors, uptake was faster and policy linkages clearer, while in more fragmented or domestically oriented sectors, diffusion required greater facilitation and longer time horizons. The multi-sector design therefore demonstrated conceptual coherence, but scalability and cross-sector learning depended on the extent to which tools were adapted, systematised, and embedded within sector-specific governance architectures in each country.

At the time of the evaluation, key RISSC implementation models—such as social dialogue training and mentoring in Thailand's automotive industry, tripartite industry councils for sector upgrading in Region XII of the Philippines, and Indonesia's university business and human rights network and SME focused tools and training in the electronics sector—had not yet been sufficiently consolidated and systematised. While there were signs of strong institutional ownership of project tools and approaches and early evidence of individual and institutional change, further efforts are needed to deepen, replicate, and scale these models. RISSC's inputs for policy-level changes shows promise for influencing BHR and responsible business frameworks, although such reforms are inherently multi-actor processes and are best interpreted through a contribution lens rather than strict attribution. Reforms in Indonesia and Thailand had not yet been fully operationalized, and their scope remained limited in addressing broader systemic constraints affecting sector resilience and decent work. Sustainability prospects are therefore moderately positive but contingent upon regulatory consolidation, institutional anchoring of tools and facilitation functions, and continued engagement beyond the project cycle.

Across all three countries, the project's most durable contribution appears to be the strengthening of institutional readiness to act on the labour dimensions of BHR, relational trust, and governance platforms among tripartite actors, establishing enabling conditions for longer-term reform even where systemic labour market change remains emergent. From a gender perspective, RISSC's contributions were most evident at the level of research and

awareness raising and initial inclusion of gender considerations in tool development and participant selection criteria, with more limited progress in responsiveness and little evidence of outcome-level change. In all cases, longer-term and wider impacts will depend on continued efforts by the ILO, its constituents, and individual enterprises.

V. Recommendations

Recommendation 1. In future projects like RISSC, ILO should avoid overly open-ended project designs while taking steps to preserve RISSC’s success in using data and constituent priorities to drive project design. Some ways this may be accomplished include:

- More in-depth diagnostics during the project design phase
- Greater leveraging of existing research versus commissioning new research
- Greater use of participative rapid appraisal methodologies to fill in data gaps
- Longer inception periods for stakeholder consultations followed by more explicit detailing of project objectives, ideally with minimum four-year project implementation periods
- Adopting phased designs that allow earlier pilot implementation while diagnostics are completed to avoid compressing the operational window.

Responsible Units	Priority	Time implications	Resource implications
Project design teams	High	Variable	Moderate

Recommendation 2. Future programming should build on and deepen RISSC’s contribution to bridging the gap between high-level BHR commitments and the practical capacity required to implement them at the enterprise level. Examples of ways this might be achieved include:

- Expansion of RISSC’s Training-of-Trainers and mentoring models
- Further development of sector-specific HRDD tools with guidance on the operationalization of grievance, response and remedy mechanisms

Responsible Units	Priority	Time implications	Resource implications
Project design teams	High	Variable	Moderate

Recommendation 3. Future projects should look more concrete ways to integrate competitiveness, productivity, and enterprise upgrading directly into BHR and HRDD interventions. This could include developing tools, business cases, and guidance that show

how responsible labour practices, including compliance with international labour standards and national laws, practices that strengthen workers' voice and that address workplace discrimination and harassment, support market access, resilience to shocks, efficiency gains, and long-term business continuity.

Responsible Units	Priority	Time implications	Resource implications
Project design teams	Medium	Variable	Variable

Recommendation 4. Future programming should strengthen the targeted integration of gender considerations within existing intervention areas by building on initial awareness-raising and focusing on operationally relevant entry points. This may include:

- Incorporating light-touch gender diagnostics within sector assessments to identify specific constraints affecting women and men in supply chains.
- Embedding gender considerations into existing tools and training modules (e.g. HRDD, workplace compliance) rather than developing standalone components.
- Identifying entry points within enterprise-level interventions (e.g. grievance mechanisms, workplace policies) where gender-related risks are already recognized.
- Leveraging ongoing dialogue platforms to gradually introduce gender-related issues where relevant, without overextending programme scope.
- Introducing a simple participation quality lens within dialogue and training processes to complement participation data, focusing on observable aspects such as active contribution, roles in facilitation or discussion, engagement in decision-making roles, and the extent to which inputs are reflected in outcomes.

Responsible Units	Priority	Time implications	Resource implications
Project design teams	Medium	Variable	Low to moderate

Recommendation 5. Considering RISSC's overall success in anchoring capacity building with ILO constituents, sectoral associations and lead firms, future project should build on and deepen its partnership model. Ways this may be achieved include:

- Greater engagement of workers' organisations in the development of worker training programmes.
- More joint efforts to follow-up on project training programmes. Thailand's mentoring programme offers a useful model.

- More and better monitoring and documentation of post participant training results, conducted jointly with institutional and enterprise level partners, to inform complementary actions. Consider use of baseline and end surveys to monitor outcomes and business case study development to document positive results on productivity where applicable.

Responsible Units	Priority	Time implications	Resource implications
Project design teams	Medium	Variable	Variable

Recommendation 6. Given that RISSC’s unplanned budget reduction affected the depth, visibility, and consolidation of results, donors facing similar situations should engage with the ILO at the earliest opportunity to formally recalibrate project scope, sequencing, and expected results so that ambitions remain proportionate to available resources. This may include:

- Establishing an early, structured consultation process in the event of significant budget changes
- Revising results frameworks and implementation plans to reflect the reduced resource envelope (including jointly reviewing which project dimensions should be protected, sequenced, scaled back or deferred)
- Prioritising interventions with the strongest prospects for institutional anchoring, demonstration effects and sustainable follow-up within the available budget

In addition, future ILO projects may benefit from contingency planning to preserve intervention depth if funding conditions change.

- Defining a core intervention package that can be sustained under reduced funding scenarios, with expansion components activated only if full funding is secured.
- Sequencing high-leverage institutional activities early to safeguard foundational outcomes.
- Exploring complementary resource mobilisation opportunities while maintaining institutional neutrality and system-level orientation.

Responsible Units	Priority	Time implications	Resource implications
Donor, project implementation team and technical backstopping unit	High	Low	Low

Recommendation 7. Considering the compressed project implementation timeframe in the Philippines, and its early positive results in a sector with growing importance to rural livelihoods and export potential, the ILO Country Office and Department of Partnerships and Field Support (PARDEV) in Geneva should look for additional resources to consolidate and scale its activities in support of enterprise upgrading, formalisation and compliance with production and labour standards in the aquaculture sector. Similar consolidation strategies should be considered in Thailand and Indonesia where demonstration effects have emerged but require sustained engagement for institutional embedding such as Thailand’s social dialogue training and mentoring programme and the nascent University Network on BHR.

Responsible Units	Priority	Time implications	Resource implications
ILO Country Office, PARDEV	High	Variable	Variable

Recommendation 8. Considering RISSC’s contribution to policy dialogue and regulatory strengthening, ILO country offices and the regional Decent Work Team (DWT) as well as future projects should work toward consolidating and operationalising policy-level reforms to ensure that normative improvements translate into practice. Examples of ways that this might be achieved include:

- Supporting development of implementation guidance for revised labour standards and regulatory frameworks
- Facilitating alignment between revised standards and enterprise-level compliance, certification, or inspection mechanisms
- Providing technical assistance to labour administration bodies and sector associations to integrate strengthened provisions into advisory services and training curricula
- In Thailand, supporting operationalisation of strengthened freedom of association and collective bargaining provisions within TLS 8001–2020 through practical guidance to enterprises and certification bodies

Responsible Units	Priority	Time implications	Resource implications
ILO country offices, DWT, project design teams	High	Variable	Variable

Recommendation 9. Considering the uneven uptake of project tools among SMEs and lower-tier suppliers, future projects should adopt more differentiated engagement models tailored to enterprise maturity levels and absorptive capacity. Examples of ways that this might be achieved include:

- Developing simplified and modular HRDD and dialogue tools for SMEs and lower-tier suppliers
- Establishing peer-learning clusters or collective mentoring arrangements to reduce compliance costs for smaller firms
- Aligning engagement strategies with buyer requirements or regulatory incentives to encourage participation beyond voluntary early adopters
- Providing targeted mentoring support to enterprises with limited institutional structures for social dialogue

Responsible Units	Priority	Time implications	Resource implications
Project design teams	High	Variable	Variable

Recommendation 10. Considering its potential for replication, the ILO should invest more systematically in documentation, modularisation, and cross-country knowledge sharing to enhance the RISSC implementation model’s scalability and coherence. Examples of ways that this might be achieved include:

- Developing structured toolkits that can be adapted across sectors while preserving core responsible business conduct principles
- Systematically documenting demonstration models, including mentoring approaches and sectoral dialogue platforms, to support replication
- Creating formal mechanisms for cross-country exchange among ILO country offices and constituents to strengthen learning and adaptation

Responsible Units	Priority	Time implications	Resource implications
Project design and implementation teams	High	Variable	Low to moderate

Recommendation 11. Recognising that industrial relations reform typically extends beyond standard project timelines, future initiatives should calibrate objectives to what can realistically be achieved within funding cycles while positioning projects as catalysts within longer reform trajectories. By prioritising normative alignment and institutional momentum, time-bound interventions can function as stepping stones within broader reform processes. The TLS 8001–2020 revision in Thailand demonstrates this catalytic, stepping-stone approach in practice. Examples of ways that this might be achieved include:

- Structuring interventions so that foundational trust-building and institutional capacity development are prioritised within early project phases, even where full structural reform cannot be achieved within a single funding cycle.
- Supporting reform-ready constituencies with practical tools, guidance, and capacity inputs that remain usable beyond project closure.
- Exploring phased or follow-on funding models that allow consolidation of demonstration effects before expanding to new sectors or regions, where feasible within donor frameworks.

Responsible Units	Priority	Time implications	Resource implications
Project design teams	High	Variable	Variable

Annex A Persons Consulted

RISSC Project Stakeholder List - Final Evaluation

ILO Staff

Key Informant Interviews

Organisation / Name	Title	Stakeholder Group	Country	Count by Sex		
				M	F	TTL
Casper Edmonds	Head of EEM Unit ILO HQ – SECTOR	ILO Staff	All	1	0	1
David Williams	RISSC Project Manager Bangkok	ILO Staff	All	1	0	1
Noppavut Pravat	RISSC Coordinator (Thailand)	ILO Staff	Thailand	1	0	1
Jittima Srisuknam	Country Coordinator	ILO Staff	Thailand	0	1	1
Khalid Hassan	Country Director	ILO Staff	Philippines	1	0	1
Stephanie Jaurigue	Programme Assistant	ILO Staff	Philippines	0	1	1
Minette Rimando	Senior Communication & Information Management Assistant	ILO Staff	Philippines	0	1	1
Ana-Liza Valencia	RISSC Coordinator (Philippines)	ILO Staff	Philippines	0	1	1
Ednalyn Gulane	RISSC Finance and Admin	ILO Staff	Philippines	0	1	1
Tauvik Muhamad	RISSC Coordinator (Indonesia)	ILO Staff	Indonesia	1	0	1
Julia Lusiani	National Officer - Backstopping	ILO Staff	Indonesia	0	1	1
Dede Sudono	RealGains Coordinator (previously METI Officer)	ILO Staff	Indonesia	0	1	1
Simrin Singh	Country Director	ILO Staff	Indonesia	0	1	1

Organisation / Name	Title	Stakeholder Group	Country	Count by Sex		
				M	F	TTL
Hironori Honsho	RISSC Coordinator (Japan)	ILO Staff	Japan	1	0	1
Ryusuke Tanaka	Project Coordinator Fostering an Enabling Environment for MSMEs to Promote Responsible Value Chains	ILO Staff	Japan	1	0	1
Yuki Kobayashu	Building Responsible Value Chains in Asia Coordinator	ILO Staff	Japan	0	1	1
Mami Kamoshita	Building Responsible Value Chains in Asia Programme and Operations Officer	ILO Staff	Japan	0	1	1
Ravi Samithadasa	Workers' Specialist, DWT-Bangkok	ILO Staff	All	1	0	1
Yuki Otsuji	Workers Specialist, DWT-Bangkok/Delhi	ILO Staff	All	0	1	1
Josée Laporte	Specialist, RBC-MULTII Geneva	ILO Staff	All	0	1	1
Valkyrie Hanson	Coordinator, AP/Supply Chains ROAP-Bangkok	ILO Staff	All	0	1	1
Total number of ILO staff interviewed				9	12	21
Regional and HQ				3	3	6
Indonesia				1	3	4
Japan				2	2	4
Thailand				1	1	2
Philippines				1	4	5
Percentage breakdown by sex				43	57	

Thailand Stakeholders

Key Informant Interviews

Organisation / Name	Title	Stakeholder Group	Country	M	F	TT L
Ms Chalothorn Liewchavalit	Director, International Cooperation Division, Ministry of Labour (OPS)	Government	Thailand	0	1	1
Ms Sunisa Phiwnoul	Director, Labour Standards Development Bureau, DLPW	Government	Thailand	0	1	1
Ms Kanogwan Sompophkarin	Expert on Labour Standards, DLPW	Government	Thailand	0	1	1
Ms Nongnud Yodyoy	Director, Labour Standards Certification Group, DLPW	Government	Thailand	0	1	1
Ms Nattakan Singka	Director, Labour Standards System Development Group, DLPW	Government	Thailand	0	1	1
Mr. Chumpol Pairoj Sombat	Labour Relations Officer, Labour Relations Division, DLPW	Government	Thailand	1	0	1
Mr. Teerawut Wikitsang	Labour Relations Officer, Labour Relations Division, DLPW	Government	Thailand	1	0	1
Mr Suriyon Thankijjanukij	Senior Plan and Policy Advisor, NESDC	Government	Thailand	1	0	1

Organisation / Name	Title	Stakeholder Group	Country	M	F	TT L
Ms Pataraporn Laowong	Expert in Social Development Investment, NESDC	Government	Thailand	0	1	1
Mr Sutamma Dharmasakti	Director, National Competitiveness & Industrial Development Strategy Subdivision, NESDC	Government	Thailand	1	0	1
Mr Ongart Rukkhawattanakul	Plan and Policy Analyst (Professional Level), NESDC	Government	Thailand	1	0	1
Ms Thitipat Dokmaithet	Manager, Entrepreneur Development Division, Thai Automotive Institute (TAI)	Employers' Organization	Thailand	0	1	1
Mr Ukrish Kanchanaketu	Senior Advisor, Employers' Confederation of Thailand (ECOT)	Employer and Business Membership Organization	Thailand	1	0	1
Mr Ampol Hompleum	Secretary, APIC; Vice President, Denso (Thailand)	Employer and Business Membership Organization	Thailand	1	0	1
Ms Isaraporn Prakitchaiwatana	Secretary to APIC	Employer and Business Membership Organization	Thailand	0	1	1
Mr Chakrit Promsith	Senior HR Manager, AutoAlliance (Thailand)	Enterprise	Thailand	1	0	1
Mr Bundit Soonthornamornrat	Manager, AutoAlliance (Thailand)	Enterprise	Thailand	1	0	1
Mr Tribodee Sukkawong	HR Specialist & former Workers'	Enterprise	Thailand	1	0	1

Organisation / Name	Title	Stakeholder Group	Country	M	F	TT L
	Organization Leader, Thai International Die Making Co., Ltd.					
Mr Thavee Techateeravat	President, Thai Trade Union Congress (TTUC), (FGD)	Workers' Organization	Thailand	1	0	1
Ms Neeranuch Jitsom	Vice Secretary-General, SERC, (FGD)	Workers' Organization	Thailand	0	1	1
Mr Winai Tintanod	Vice President, TEAM, (FGD)	Workers' Organization	Thailand	1	0	1
Mr Kittisak Preangkratok	Vice President, TEAM (FGD)	Workers' Organization	Thailand	1	0	1
Ms Tarinee Suravoranon	BHR/RBC Manager, UNDP Thailand	Other (UN Agency)	Thailand	0	1	1
Ms Sirijunyaporn Jeangthonglang	HR Specialist, Sango Thai Engineering & Manufacturing	Enterprise	Thailand	0	1	1
Mr Larey Yoopensuk	President, Foundation for Workers	Other (Civil Society / NGO)	Thailand	1	0	1
Total Number of participants in KII				14	11	25
Government				5	6	11
EBMOs				2	2	4
Workers' Organization				3	1	4
Enterprise				3	1	4
Other (UN agency, Civil Society/NGO)				1	1	2
Percentage breakdown by sex				56	44	-

Focus Group Discussion

Groups	Participants	Stakeholder Group	Country	M	F	TTL
Workers' Organizations	Mr Thavee Techateeravat, President, Thai Workers' Organization Congress (TTUC)	Workers' Organization	Thailand	1	0	1
	Ms Neeranuch Jitrsom, Vice Secretary-General, SERC	Workers' Organization	Thailand	0	1	1
	Mr Winai Tintanod, Vice President, TEAM	Workers' Organization	Thailand	1	0	1
	Mr Kittisak Preangkratok Vice President, TEAM	Workers' Organization	Thailand	1	0	1
Total number of participants in FGD				3	1	4
Workers' Organization				3	1	4
Percentage breakdown by sex				75	25	

Japan Stakeholders

Key Informant Interviews

Organisation / Name	Title	Stakeholder Group	Country	M	F	TTL
Yasuo Ariga	Director, International Labour and Cooperation Office, International Affairs Division	Other (Donor)	Japan	1	0	1
The Consumer Goods Forum		Employer and Business Membership Organization	Japan	4	0	4
JP Mirai	Japan Platform for Migrant Workers towards Responsible and Inclusive Society					
Yasaku Uchida, Suntory	Human Rights and Sustainability Mmgt. System					
Tatsuya Yoshino, Nichirei Foods Inc.	Sustainability Promotion Department					

Organisation / Name	Title	Stakeholder Group	Country	M	F	TTL
Yasuo Shiraki, Japanese Consumers' Coop Union	Sustainability Secretary					
Mr Takuma Orii + Female Executive	Mr Takuma Orii Mitsubishi Corporation, Food Sector	Enterprise		1	1	2
Ms Saki Tashiro + Female Executive	Labor Legislation Bureau, Japan Business Federation (KEIDANREN)	Employer and Business Membership Organization		0	2	2
Ms Hitomi Akiyama + One male and one female executive	International Affairs Bureau (2) Policy and Political Office (1) UA Zensen	Workers' Organization		1	2	3
Total number of KII participants distributed by sex				7	5	12
Employer and Business Membership Organizations				4	2	6
Workers' Organization				1	2	3
Employer				1	1	2
Other				1	0	1
Percentage breakdown by sex				58	42	

Indonesia Stakeholders

Key informant interviews

Name	Stakeholder Group	Country	Count by Sex		
			M	F	TTL
Ms. Sofia Alatas, Director for Human Rights Instrument Development and Evaluation - Ministry of Human Rights	Government	Indonesia	0	1	1
Ms Sri Sugiati, Coordinator Development of Industrial Relations Ms Esther, Ahli Muda Ministry of Manpower Governments – Ministry of Manpower	Government	Indonesia	0	2	2

Name	Stakeholder Group	Country	Count by Sex		
Mr, Dr. Surya Tjandra, Lecturer - Catholic University of Atma Jaya	Other (University)	Indonesia	1	0	1
Ms. Lany Harjianti, Regional Programme Implementation Manager for ASEAN - GRI Ms. Dewi Tio, Indonesia Country Manager - GRI	Other (NGO)	Indonesia	0	2	2
Mr. Unang Mulkan, Senior BHR and ESG Specialist - FIHRSSST Mr. Ali Rakhmadi, CSRS, Operation Director - FIHRSSST Ms. Putri Ananda Putri, SH, LLM, Programme Coordinator Business and Human Rights - FIHRSSST	Other (NGO)	Indonesia	2	1	3
Mr.Dr.Darmo Lesmono, Head of LPPM – Parahyangan University Ms Hana, Team Member - Parahyangan University Ms Maria Hana, Team Member - Parahyangan University	Other (University)	Indonesia	1	2	3
Mr. Dr. Tatok Djoko Sudiarto, Dean - Philoshopy and Civilization Faculty – Paramadina University Ms Dr. Shishka Prabawaningtyas , Director – PGSD – Paramadina University	Other (University)	Indonesia	1	1	2
Mr Edward Marpaung, Chairperson of Electronic Sectoral Union KSBSI LOMENIK	Workers' Organization	Indonesia	1	0	1
Ms. Ely Rosita Silaban, President of Confederation Ms Maria Emeninta, Deputy of Confederation KSBSI	Workers' Organization	Indonesia	0	2	2
Ms Fifien Sitorus, IPSM Batam	Other (Human Resource Network)	Indonesia	0	1	1
Mr. Hari Wibowo, Director Mr. Adityo Anggoro, Head of Operation Support Ms Vivi Laras, Legal Division Mr. Budisila Hutasuhut, HRD Panasonic Manufacturing Indonesia (Jakarta & Batam)	Enterprise	Indonesia	3	1	4
Mr. Darwoto, Chairperson of APINDO for Manpower Ms. Myra Hanartani, Head of Manpower	Employer and Business	Indonesia	3	2	5

Name	Stakeholder Group	Country	Count by Sex		
Mr. Agus, Regulation Division Ms. Leshia Erza, SMEs Division (online) Mr. Rafki Rasyid, Chairman of APINDO Batam (online)	Membership Organization				
Total number of KII participants distributed by sex			12	15	27
Government			0	3	3
Employer and Business Membership Organization			3	2	5
Workers' Organization			1	2	3
Enterprise			3	1	4
Other			5	7	12
Percentage breakdown by sex			44	55	

Focus Group Discussions

Organisation / Name	Department/Division	Stakeholder Group	Country	Count by Sex		
				M	F	TTL
Universitas Padjajaran	Cooperation Division	Other (University)	Indonesia	0	4	4
Coordinating Ministry of Economic Affairs	Manpower and Productivity Development Ecosystem	Government	Indonesia	3	2	5
Panasonic Workers Union Federation	Varied division (members outreach, publication, social media, finance, etc)	Workers' Organization	Indonesia	5	3	8
Total number of FGD participants distributed by sex				8	9	17
Workers' organization				5	3	8
Government				3	2	5
Other (University)				0	4	4

Philippines Stakeholders

Key Informant Interviews

Organisation / Name	Stakeholder Group	Country	M	F	TTL
Francis M. Penaflor and Winsor A. Gaudario, Department of Trade and Industry (DTI) and Board of Investments (BOI)	Government	Philippines	2	0	2
Julius Cainglet, Vice President for Research, Advocacy and Partnerships Federation of Free Workers (FFW)	Workers' Organization	Philippines	1	0	1
Undersecretary Drusila Esther Bayate, Department of Agriculture (DA)	Government	Philippines	0	1	1
Maria Abegail A. Albaladejo, Bureau of Fisheries and Aquatic Resources (BFAR), DA	Government		0	1	1
Joel M Gonzales, Former regional director Region 12, Department of Labor and Employment (DOLE)	Government	Philippines	1	0	1
Dang Snyder Sheila Marie Ramos, Employers' Confederation of the Philippines	Employer and Business Membership Organization	Philippines	0	2	2
Susanita Tesiorna, Alliance of Workers in the Informal Economy/Sector (ALLWIES)	Workers' Organization	Philippines		1	1
Total number of KII participants distributed by sex			4	5	9
Government			3	2	5
Workers' Organization			1	1	2
Employer and Business Membership Organization			0	2	2
Percentage breakdown by sex			40	60	

Focus Groups

Group	Participants	Stakeholder Group	Country	M	F	TTL
Civil Society Groups	Tambuyog Development Center	Other (NGOS)	Philippines	2	2	4

	ThinkAqua – COAST Philippines Project					
DOLE National Level Officials	-Bureau of Working Conditions (BWC) -Bureau of Labor Relations (BLR) -Bureau of Local Employment (BLE) -Bureau of Workers with Special Concerns (BWSC) -National Wages and Productivity Commission (NWPC) -Institute of Labor Studies (ILS) -Occupational Safety and Health Center (OSHC) -Technical Education and Skills Development Authority (TESDA)	Government	Philippines	8	6	14
DOLE Region 12 Officials	Regional Director and key staff	Government	Philippines	2	4	6
Industrial Tripartite Council for Aquaculture Government Representatives	-DA-BFAR -DTI Region 12 -Labour Inspection Region 12 (DOLE) -TESDA Region 12 -DOLE Social Security System (SSS) -Philippine Health Insurance, Inc (PhilHealth) -Home Development and Mutual Fund (PAG-IBIG) 12 -Representatives of local government unit, General Santos City	Government	Philippines	21	9	30
Enterprises Recipients of DOLE enterprise		Enterprises		1	3	4

improvement grants						
Workers Participants in Employment programme		Workers		1	9	10
Total number of FGD participants distributed by sex				35	33	68
Other				2	2	4
Government				31	19	50
Enterprises				1	3	4
Workers				1	9	10
Percentage breakdown by sex				52	48	

Annex B

Alignment of TLS 8001–2020 with ILO Conventions 87 and 98: Normative and Procedural Assessment

Annex Z provides a structured technical assessment of proposed revisions to Section 4.12 of the Thai Labour Standard (TLS 8001–2020) in relation to international labour standards, specifically ILO Conventions No. 87 (Freedom of Association) and No. 98 (Right to Organise and Collective Bargaining).

The annex serves three analytical purposes:

1. Normative Comparison (Exhibit 12)

Presents a side-by-side comparison between the pre-existing TLS provisions and the revised draft text. It assesses the degree of substantive alignment with C87/C98 and identifies the indicative contribution of the RISSC project to each area of normative strengthening.

2. Quantified Compliance Shift (Exhibit 13)

Applies a scored compliance matrix (0–3 scale) to illustrate the magnitude of alignment before and after revision. The scoring demonstrates a marked structural shift from largely declaratory provisions (17% alignment) to operationalized, rights-based compliance (92% alignment).

3. Procedural and Institutional Traction (Exhibit 14)

Assesses the stage of adoption within the formal TLS revision process, distinguishing between technical proposal submission, deliberation, and confirmed textual consolidation.

Taken together, Annex Z documents both the *substantive normative upgrading* of FOA and CB provisions and the *procedural progress* within the institutional review process. It provides evidence relevant to evaluating policy-level influence, normative transfer, and institutional uptake associated with RISSC technical engagement.

Exhibit 12: Comparative Assessment of Section 4.12 of the Thai Labour Standard (TLS 8001–2020) Against ILO Conventions No. 87 and No. 98, with Indicative RISSC Contribution

Compliance Dimension (C87 / C98)	Pre-existing Standard (Section 4.12)	Revised Standard (Section 4.12)	Compliance Assessment & Substantive Change	Degree of RISSC Contribution
Right to establish and join organizations	General recognition of the right to establish or join	Explicit recognition of the right to establish or join	Strengthened alignment with Convention 87 language on	Moderate – reflects direct alignment with standard ILO

Compliance Dimension (C87 / C98)	Pre-existing Standard (Section 4.12)	Revised Standard (Section 4.12)	Compliance Assessment & Substantive Change	Degree of RISSC Contribution
of own choosing (C87, Art. 2)	an organization, without reference to free choice.	organizations of <i>their own choosing</i> .	worker autonomy and free choice.	formulation commonly promoted through RISSC technical guidance.
Protection against interference in union activities (C87, Art. 3)	Vague prohibition on interference, lacking precision and operational clarity.	Clear obligation to refrain from interference or obstruction of lawful activities of workers or their organizations.	Moves from declaratory principle to actionable obligation consistent with ILO jurisprudence.	Moderate – refinement and clarification consistent with ILO/RISSC normative advice.
Facilities and access for workers’ representatives (C87, Art. 3)	Requires facilitation of “convenience” for representatives, without scope or safeguards.	Requires reasonable access and necessary facilities, with protection against prejudice or hindrance.	Introduces operational detail and safeguards enabling effective representation.	Moderate – reflects RISSC emphasis on practical enabling conditions for representation.
Protection against anti-union discrimination (C98, Art. 1)	Prohibits “unfair action” without definition or examples.	Explicitly prohibits dismissal, demotion, transfer, threats, and discrimination, including for refusal to join a union.	Substantial strengthening and clear alignment with Convention 98 and ILO supervisory interpretations.	High – detailed articulation strongly indicative of ILO-led normative transfer.
Recognition of collective bargaining (C98, Art. 4)	No reference to collective bargaining or negotiation processes.	Explicit obligation to recognize workers’ organizations for collective	Introduces a core Convention 98 obligation previously	High – represents a new policy area closely associated with RISSC

Compliance Dimension (C87 / C98)	Pre-existing Standard (Section 4.12)	Revised Standard (Section 4.12)	Compliance Assessment & Substantive Change	Degree of RIISC Contribution
		bargaining and engage in good-faith negotiation.	absent from the standard.	objectives and technical input.
Promotion of social dialogue mechanisms (C87/C98 – enabling conditions)	No reference to social dialogue or structured engagement mechanisms.	Requires fostering social dialogue mechanisms or appropriate discussion channels.	Shifts framework toward governance-oriented labour relations.	High – aligns strongly with RIISC’s social dialogue and supply-chain governance approach.
Protection against employer-dominated unions (C98, Art. 2)	No provision addressing employer domination or interference.	Explicit prohibition of employer-controlled or employer-supported worker organizations.	Closes a critical compliance gap frequently highlighted by the ILO.	High – technical specificity suggests direct influence of ILO/RIISC standards.
Autonomy of workers’ organizations (C87, Art. 3)	Not addressed.	Explicit recognition of rights to adopt constitutions, elect representatives, and manage activities freely.	Achieves full alignment with core Convention 87 institutional guarantees.	High – comprehensive inclusion reflects ILO supervisory body doctrine promoted through RIISC.
Overall alignment with C87/C98	Partial, principle-based, and largely declaratory.	Comprehensive, rights-based, and operationalized.	Marks a shift from nominal to substantive compliance with international labour standards.	High (aggregate) – cumulative changes are consistent with RIISC’s normative and technical contribution.

Exhibit 13: Comparative Compliance Matrix of Section 4.12 of the Thai Labour Standard (TLS 8001–2020) Against ILO Conventions No. 87 and No. 98

Compliance Dimension (C87 / C98)	Pre-existing Standard Score	Revised Draft Score	Rationale for Score Change
Right to establish and join organizations of own choosing (C87, Art. 2)	1	3	Revised text explicitly affirms free choice (“of their own choosing”), removing ambiguity and aligning with Convention language.
Protection against interference in union activities (C87, Art. 3)	1	3	Shift from general non-interference to explicit prohibition of obstruction, consistent with ILO supervisory interpretations.
Facilities and access for workers’ representatives (C87, Art. 3)	1	2	Specifies access and protection from prejudice; implementation modalities remain employer-determined.
Protection against anti-union discrimination (C98, Art. 1)	1	3	Detailed enumeration of prohibited acts (dismissal, demotion, threats, etc.) reflects Convention 98 requirements.
Recognition of collective bargaining (C98, Art. 4)	0	3	Introduces explicit obligation to recognize worker organizations and negotiate in good faith.
Promotion of social dialogue mechanisms (Enabling condition, C87/C98)	0	2	Introduces obligation to foster dialogue; effectiveness depends on downstream implementation.
Protection against employer-dominated unions (C98, Art. 2)	0	3	Explicit prohibition of employer domination or financial control closes a major compliance gap.
Autonomy of workers’ organizations (C87, Art. 3)	0	3	Incorporates institutional autonomy safeguards consistent with ILO jurisprudence.
Aggregate Compliance Score	4 / 24 (17%)	22 / 24 (92%)	Represents a structural shift from largely declaratory provisions to operationalized, rights-based alignment with Conventions 87 and 98.

Note: Scoring Scale

- **0** = Not addressed

- **1** = Partially addressed (principle stated, weak operationalization)
- **2** = Largely aligned (clear obligations, some implementation gaps)
- **3** = Fully aligned (explicit, operational, consistent with ILO jurisprudence)

Exhibit 14: Staged Assessment of Procedural Adoption and Institutional Traction in the TLS 8001–2020 Revision Process (FOA/CB Provisions)

Level	Description	Status	Assessment
Level 1	Proposal formally recorded and included in official review agenda	 Green – Achieved	ILO proposals documented, translated, and incorporated into Working Group deliberations
Level 2	Substantive technical discussion and review of proposed amendments	 Amber – In Progress	Detailed FOA/CB deliberations scheduled; advance consultations planned
Level 3	Normative strengthening and alignment with C87/C98 reflected in revised text	 Red – Pending	No confirmed textual revision or elevation of normative provisions to date

Note: FOA = Freedom of Association; CB = Collective Bargaining; C87/C98 = ILO Conventions No. 87 and No. 98.

Annex C. Survey Findings Summary (RISSC Training & Mentorship)

A. Sample and Data Integrity

The survey captured 78 submissions from RISSC training and mentorship participants. The respondent pool was predominantly male (70.5% male; 28.2% female; ~1.3% other/unclear¹⁴), reflecting the sectoral composition of industrial supply chains. Respondents represented employer-side stakeholders (45.6%), worker-affiliated stakeholders (39.2%), other stakeholders (10.1%), and government (3.8%).

In terms of type of engagement in the RISSC project, the majority of respondents participated in mentorship activities (60.8%), followed by those who participated in both training and mentorship (17.7%), and training-only participants (15.2%). A small proportion reported no participation in the listed activities (5.1%) or provided an unclear response (1.3%). This distribution indicates that the survey largely reflects experiences of participants who had more sustained or intensive engagement, particularly through mentorship.

IP analysis shows a high concentration of responses from a single subnet (19.12.34.*), accounting for approximately 44% of submissions, suggesting access via a shared institutional or organisational network (e.g. company office or facilitated setting). To assess robustness, a sensitivity analysis excluding this subnet was conducted. Findings below report primary results, with sensitivity implications noted where relevant.

B. Knowledge, Understanding, and Alignment with Social Dialogue

Across items measuring knowledge, understanding, and perceived importance of social dialogue, respondents demonstrated strong alignment, with agreement or strong agreement typically exceeding 85–90%. This pattern remains stable after sensitivity analysis, indicating that gains in conceptual understanding and normative alignment are robust learning outcomes of the intervention and not driven by clustered responses.

Disaggregation by type of engagement suggests that respondents who participated in both training and mentorship were more likely to express strong agreement, particularly on items related to confidence and practical understanding, compared with training-only participants. This indicates that mentorship appears to reinforce and consolidate learning beyond initial training.

C. Perceived Effectiveness of Training and Mentorship

¹⁴ The male-dominated composition of respondents reflects sectoral employment patterns in industrial supply chains; no systematic gender differences were observed in key outcome measures.

Overall perceived effectiveness was very high, with approximately 97% of respondents rating the training and mentorship as effective or very effective. After excluding clustered IP responses, effectiveness remains high (approximately 94%), though the proportion selecting “very effective” declines modestly. The overall positive direction of findings is unchanged.

No meaningful differences were observed by gender. Differences by affiliation were more evident: worker-affiliated respondents were more likely to rate the intervention as “effective” rather than “very effective”, while employer-side or implementation-proximate respondents expressed stronger enthusiasm.

Differences were also observed by type of engagement. Respondents who participated in both training and mentorship were more likely to rate the intervention as “very effective”, while training-only participants more often selected “effective”, suggesting that mentorship adds incremental perceived value by supporting application and reflection.

D. Obstacles to Application

Respondents could select up to three obstacles. The most frequently reported constraint was lack of support from decision-makers or management (25.6%), followed by time constraints due to workload or production demands (15.4%) and capacity gaps among labour representatives (12.8%). Other constraints were cited less frequently.

Constraint / barrier	All responses	Excluding 19.12.34.*
Lack of support from decision-makers / management	25.6%	29.5%
Time constraints due to workload / production	15.4%	13.6%
Insufficient knowledge/skills of workers or worker reps	12.8%	11.4%
Insufficient knowledge/skills of employees / employee reps	10.3%	9.1%
Insufficient knowledge/skills of management	6.4%	6.8%
Other (specified)	2.6%	2.3%

Sensitivity analysis excluding clustered IP responses results in a higher proportion identifying lack of decision-maker support (29.5%), while other constraints remain broadly stable or decline slightly. This suggests that respondents from shared institutional networks were less likely to report authority-related barriers, possibly reflecting more supportive workplace contexts or more cautious reporting environments.

E. Strengths, Weaknesses, and Implications for Programme Design

Open-ended responses provide important nuance to the quantitative findings. Respondents most frequently identified conceptual and pedagogical strengths, including

improved understanding of social dialogue (38%), practical examples and real-world discussion (27%), interactive and participatory methods (23%), and facilitator expertise (19%).

Reported strength	% of respondents
Improved understanding of social dialogue concepts	38%
Practical examples and real-world discussion	27%
Interactive and participatory learning methods	23%
Quality and expertise of facilitators	19%
Safe space for dialogue and experience sharing	15%
Relevance to workplace context	13%
Networking among participants	10%

At the same time, recommendations for improvement consistently focused on depth and application rather than dissatisfaction with content. Respondents most often called for more practical or advanced content (42%), longer duration or additional time for discussion (31%), stronger support for workplace application and follow-up (27%), and greater involvement of decision-makers or management (18%).

Weakness / recommendation	% of respondents
More practical, in-depth, or advanced content	42%
Longer duration / more time for discussion	31%
Stronger focus on workplace application and follow-up	27%
Better tailoring to different experience levels	22%
Greater involvement of decision-makers / management	18%
Clearer tools, guidelines, or step-by-step methods	16%
More sector-specific examples	12%

Differences by type of engagement are notable: training-only participants more frequently emphasised the need for deeper and more applied content, while mentorship and combined participants more often highlighted institutional constraints—particularly decision-maker engagement—suggesting that application-level challenges become more visible with sustained engagement.

Taken together, these responses indicate that RISSC activities were widely perceived as a strong foundation for building shared understanding, but not sufficient on their own to overcome structural and institutional barriers to applying social dialogue in practice.

F. Integrated Interpretation

Overall, the survey indicates that the RISSC training and mentorship were highly effective in strengthening knowledge and normative alignment on social dialogue, with consistently positive perceptions across respondent groups. The dominance of mentorship participants in the sample and their stronger effectiveness ratings suggest that mentorship plays a critical role in deepening impact. Sensitivity analysis further indicates that primary results may understate, rather than overstate, structural barriers—particularly the role of decision-maker support. Respondents’ recommendations point clearly toward the need for sequenced programming that combines training with mentorship, longer engagement, follow-up support, and stronger involvement of workplace decision-makers to translate learning into durable change.

Annex D. Detailed Lessons Learned and Good Practices

ILO Detailed Lesson Learned #1

Project Title: Resilient, Inclusive and Sustainable Supply Chains (RISSC)

Project TC/SYMBOL: RAS/22/10/JPN

Name of Evaluator: Sandy Wark

Date: 23 March 2026

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

LL Element	Text
Brief description of lesson learned (link to specific action or task)	Lesson learned: Project designers need to balance the benefits of research and consultation led project designs for contextualization and ownership with the value of clearly articulated and measurable outcomes for accountability. The RISSC project document articulated a coherent implementation model but did not clearly define expected results. As a multi-country, multi-sector initiative with shared design features—sectoral focus, a supply chain approach, and the promotion of responsible business conduct as an overarching objective—it was implemented in highly diverse settings. Establishing a common process across countries and sectors was therefore useful to create a unified project structure, while still allowing adaptation to different contexts and needs. On the other hand, establishing a common process did not eliminate the need to articulate measurable results tailored to the opportunities, needs, and context of each country and sector. According to those involved in the design, this lack of specificity was intentional: early-stage research and stakeholder consultations were expected to shape and refine later objectives and programming decisions. However, this dependence on research and consultation outputs was arguably risky, given the potential for delays or poor-quality inputs and the challenge of rapidly developing a responsive implementation plan across three countries within a three-year timeframe. Moreover, the project document’s vaguely worded outcomes reduced its value as an monitoring and evaluation tool. In future projects like RISSC, ILO should avoid overly open-ended project designs while taking steps to preserve RISSC’s success in using data and constituent priorities to drive project design. Some ways this may be accomplished include: • More in-depth diagnostics during the project design phase • Greater early leveraging of existing research versus commissioning new research • Greater use of participative rapid appraisal methodologies to fill in data gaps • Longer inception periods for stakeholder consultations followed by more explicit detailing of project objectives, ideally with minimum four-year project implementation periods

	Adopting phased designs that allow earlier pilot implementation while diagnostics are completed to avoid compressing the operational window.
Context and any related preconditions	Perhaps because it sought to let country-level interventions be defined by project research and consultations, RISSC's logical framework was more process than explicitly result oriented. The project theory of change clearly identified a coherent process to be followed – conducting diagnostics, developing tools and guidance materials, capacity building activities and policy work – but the project document's definition of expected results was vague. Outcomes speak broadly about adopting recommendations, preparing proposals, and implementing policies and measures with limited additional detail/contextualization. These weaknesses in the project logical framework reduced the project document's value as a tool to ensure accountability since success could be defined as completing a process rather than achieving well defined results. At the same time, RISSC's open-ended design approach created space for interventions to be informed by data and shaped through national stakeholder consultations, thereby increasing relevance and strengthening national constituents and other key stakeholders' sense of project ownership.
Targeted users / Beneficiaries	Project Designers. Project implementation teams.
Challenges /negative lessons - Causal factors	The project's intention to be led by fresh research and in-depth consultations needed to be weighed against potential delays within an already short project duration that would limit time and resources dedicated to delivering more impactful, on the ground interventions. Indeed, the finalization of research happened 2/3 into the project implementation period in two out of three countries.
Success / Positive Issues - Causal factors	RISSC's approach enabled the design of interventions tailored to each national industry's opportunities and constraints rather than relying on a "cookie cutter" model. Indeed, the project adopted markedly different strategies in Indonesia, Thailand, and the Philippines. In Thailand, RISSC focused relatively more narrowly at strengthening social dialogue and conducted its interventions more intensively at the enterprise level. In Indonesia, interventions were broader, concentrating on the soon-to-be revised national BHR policy framework and institutional strengthening at the national level rather than sector-specific challenges or enterprise-level improvements. In the Philippines, RISSC adopted a local economic development orientation, and aimed to strengthen convergence across public services in favour of enterprise upgrading and labour law and production standard compliance.

ILO Administrative Issues (staff, resources, design, implementation)	N/A
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ILO Emerging Good Practice # 1

Project Title: Resilient, Inclusive and Sustainable Supply Chains (RISSC)

Project TC/SYMBOL: RAS/22/10/JPN

Name of Evaluator: Maria Epik Pranasari **Date:** 23 March 2026

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

GP Element	Text
Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	Sustaining project contributions to business and human rights policies and practices through the creation and strengthening of university networks The RISSC project supported the creation of the University Network on Business and Human Rights, a network of higher education institutions committed to embedding business and human rights and responsible business conduct topics in its teaching, research and policy support activities. The creation of the network represents a good practice in institutionalization -- embedding RISSC objectives and activities in national institutions -- with potential to amplify project messages and sustain some of its support activities. In Indonesia, representatives from six universities within the emerging University Network on Business and Human Rights formally committed to advancing and sustaining the work initiated under the RISSC project. On 18 February 2026, these institutions endorsed a “Consensus on the Establishment of the University Network on Business and Human Rights.” The consensus acknowledges persistent decent work deficits in supply chains; the need to strengthen Responsible Business Conduct (RBC) and Human Rights Due Diligence (HRDD); the importance of the ILO Multinational Enterprise Declaration (MNE Declaration) and the United Nations Guiding Principles as normative foundations; and the role of universities—under the <i>Tri Dharma</i> mandate of research, teaching, and community service—in promoting decent work. Through this network, the participating universities commit to integrating responsible business conduct principles and HRDD into curricula, developing multidisciplinary research agendas, delivering outreach and advisory services to enterprises and policymakers, and supporting implementation of emerging HRDD regulatory frameworks. This development moves sustainability beyond reliance on individual academic champions toward a coordinated national platform, potentially transforming project-supported awareness raising and training of trainers efforts into an institutionalized knowledge ecosystem.

	Unlike short-term project partnerships, the February 2026 Consensus establishes a potentially self-sustaining academic anchor capable of generating research aligned with regulatory developments, producing graduates equipped with HRDD competencies, informing policy dialogue, and serving as a neutral convening space for government, employers, and workers.
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	RISSC engaged universities through training workshops, seminars, and discussions. According to one university respondent, the RISSC Project provided a platform for dialogue between academia, international organizations, and other stakeholders on Business and Human Rights. The idea of establishing stronger networks among universities, including potential centers of study on HRDD, was identified as a promising avenue for collaboration. RISSC initially planned to confer the delivery of some of its capacity building activities to members of the network but was unable to because of donor budget cuts. Some network participants highlighted that limited start-up funding, the short duration of ILO engagement and limited development of network management mechanisms posed risks to the network meeting its objectives. There is limited evidence on the extent that the project facilitated network connections with private sector actors and the Government, actions also important for network effectiveness. According to University partners, the initiative was strategically relevant, given Indonesia's increasing focus on Business and Human Rights and the growing role of universities in supporting research, training, and policy dialogue. Engagement with the ILO was viewed as reinforcing the credibility and relevance of academic involvement in national and international Business and Human Rights discussions.
Establish a clear cause-effect relationship	Project inputs (convening role, training, dialogue sessions) led directly to the creation of the Network.
Indicate measurable impact and targeted beneficiaries	Early signs of the impact of the Network include network participants' integration of BHR themes in university research programmes and teaching curriculum. University participants perceived potential long-term impact could be increased opportunities for networking among universities, curriculum integration, embedding project outcomes within institutional structures, academic programs, and longer-term partnerships rather than stand-alone activities.
Potential for replication and by whom	The same conditions that supported the creation of a university network on Business and Human Rights could be similarly harnessed in other ILO work areas such as enhancing social protection or strengthening occupational safety and health.
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	Aligned with Indonesia DWCP Priority 1 on effective social dialogue and Priority 2 on job creation and youth employment by strengthening tripartite engagement and sector level collaboration in support of sustainable business.

Other documents or relevant comments	See ILO joins forces with Indonesian government and university to promote Responsible Business Conduct and Decent Work
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ILO Emerging Good Practice # 2	
Project Title: Resilient, Inclusive and Sustainable Supply Chains (RISSC) Project TC/SYMBOL: RAS/22/10/JPN Name of Evaluator: Dr. Thamana Lekprichakul Date: 23 March 2026 The following emerging good practice has been identified during the course of the evaluation. Further text can be found in the full evaluation report.	
GP Element	Text
Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	FROM TRAINING TO PRACTICE: LEVERAGING ENTERPRISE MENTORING TO EMBED SOCIAL DIALOGUE RISSC implemented an integrated training and mentoring approach in Thailand's automotive sector to strengthen social dialogue, decent work, and due diligence in the automotive supply chains. The approach combined interactive training with structured, enterprise-level mentoring, supported by bilingual (Thai/English) guidance materials. While training focused on building awareness and knowledge, the mentoring component provided tailored, hands-on support to help enterprises and worker representatives apply social dialogue in real workplace contexts, including grievance handling, worker engagement, and communication mechanisms. The mentorship component, implemented between October 2024 and August 2025, engaged over 382 participants across multiple provinces. Participants included company and human resource managers, trade unionists, and industry representatives. It provided structured support to apply social dialogue practices through mentoring sessions tailored to the needs of each participating company or worker group. Follow-up participant surveys conducted by the project and the independent evaluation team found the programme to have been effective in increasing participant knowledge, awareness, and practical skills related to social dialogue. The distinguishing feature of this approach lies in its ability to bridge the gap between knowledge and practice. By combining interactive training with structured mentoring, the intervention not only builds awareness, but also supports the application of social dialogue in real workplace contexts. The approach addresses both cognitive and relational dimensions of change—shifting attitudes and strengthening trust—thereby enabling more sustained and practical adoption of social dialogue practices. This positions the approach as a practical model for translating labour standards into enterprise-level practice.

Relevant conditions and Context: limitations or advice in terms of applicability and replicability	Efforts to replicate the good practice should consider the use of adult learning approaches, including practical examples, real-world discussion, interactive methods, and facilitator-led discussion, which participants identified as key strengths. The evaluation findings indicate that the depth and intensity of the training/mentoring programme are important determinants of effectiveness. Based on survey results, participants exposed to both training and mentoring were more likely to rate the intervention as “very effective”, compared to those receiving training alone, suggesting that mentoring adds value by supporting the application of learning in workplace contexts. At the same time, systemic constraints limit the uptake of programme concepts. The three most frequently cited barriers include lack of support from decision-makers or management, followed by time constraints due to workload or production demands and capacity gaps among union representatives. These findings indicate that training alone is insufficient without complementary measures that engage decision-makers, strengthen worker representation, and institutionalize social dialogue mechanisms at the enterprise level. Programme effects were also uneven across the supply chain. Improvements in social dialogue were more evident among better-resourced firms supplying North American and European MNEs, while Tier-2 and Tier-3 suppliers benefited less due to lower participation rates and structural constraints such as limited resources and incentives. This suggests that adapted approaches are needed for lower-tier enterprises and that outcomes depend in part on the support of buyers and lead firms. Taken together, these findings point to several critical conditions for replication: integrating mentoring with training, ensuring sufficient intensity of engagement, securing management buy-in and worker representation capacity, and aligning with supply chain incentives. These conditions indicate that effectiveness depends not only on programme design, but also on the broader institutional and market environment in which enterprises operate.
Establish a clear cause-effect relationship	Building on these findings, the evaluation team’s post-participation survey of mentoring and training participants (n=78) shows that respondents recognized the positive role of social dialogue in enhancing business competitiveness and fostering constructive workplace relations, key programme messages. Respondents likewise identified how applying social dialogue concepts might be applied – for example, they affirmed that good management means involving workers in decision-making and that having safe channels for raising grievances was directly tied to productivity improvements. Across survey questions assessing alignment with these concepts, respondents showed strong agreement, typically exceeding 85–95 per cent. These findings suggest that the intervention contributed not only to increased knowledge and understanding, but also to shifts in participants’ attitudes towards social dialogue (mindset), including greater recognition of its value for both workers and enterprises. Participants also reported

	improvements in trust between employers and workers, reflected in greater openness to communication and engagement. Taken together, these cognitive (mindset) and relational (trust) shifts appear to have functioned as enabling conditions for behavioural change, supporting the application of social dialogue practices in workplace settings. The mentoring component likely reinforced this process by providing structured opportunities for reflection, context-specific problem-solving, and practical application, thereby helping to translate knowledge into practice. This is consistent with established theory, which suggests that changes in attitudes and perceived norms influence behaviour (Ajzen, 1991¹⁵), and that trust facilitates cooperation and effective workplace relations (Mayer et al., 1995¹⁶). Together, these findings provide a coherent explanation of how the intervention translated into observed changes in behaviour and workplace practices.
Indicate measurable impact and targeted beneficiaries	The intervention reached over 382 enterprise-level stakeholders, including company managers, human resource personnel, trade union representatives, and industry actors in Thailand's automotive supply chain. Post-participation survey results (n=78) show strong understanding of key concepts, with 85–95 per cent of respondents linking social dialogue to improved workplace relations and productivity. Participants also reported enhanced capacity to apply these practices in areas such as worker engagement and grievance handling. While broader workplace-level outcomes remain emerging, there is evidence of incremental improvements in communication, engagement, and trust, particularly among enterprises participating in both training and mentoring. These results suggest that the intervention contributed not only to capacity development, but also to changes in how workplace actors perceive and engage in labour–management relations, helping to shift workplace dynamics towards more constructive, cooperative, and dialogue-based practices.

¹⁵ Ajzen, I. (1991). The theory of planned behavior. *Organizational Behavior and Human Decision Processes*, 50(2), 179–211. [https://doi.org/10.1016/0749-5978\(91\)90020-T](https://doi.org/10.1016/0749-5978(91)90020-T).

¹⁶ Mayer, R. C., Davis, J. H., & Schoorman, F. D. (1995). An integrative model of organizational trust. *Academy of Management Review*, 20(3), 709–734. <https://doi.org/10.5465/amr.1995.9508080335>.

Potential for replication and by whom	The training/mentoring programme approach is readily replicable in ILO and partner programmes that aim to translate labour standards and responsible business practices into enterprise-level application. It is particularly suited to interventions requiring a shift from awareness to practical application. The approach can be implemented by tripartite actors and partner institutions, including employers' organizations, trade unions, industry associations, and technical agencies engaged in enterprise-level capacity building. It may also be adapted to other thematic areas, such as occupational safety and health. Successful replication depends on combining training with structured mentoring, ensuring sufficient intensity of engagement, and securing support from enterprise leadership and supply chain actors to enable the application of learning.
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	This good practice contributes directly to ILO strategic priorities on strengthening social dialogue and promoting fundamental principles and rights at work, particularly freedom of association and collective bargaining. At the enterprise level, the approach supports the operationalization of these principles by strengthening dialogue processes, improving communication practices, and enhancing trust between employers and workers, which are critical enabling conditions for effective labour-management relations. The approach also aligns with the ILO's Strategic Programme Framework outcomes on responsible business conduct and decent work in supply chains, by linking social dialogue mechanisms with emerging human rights due diligence (HRDD) and ESG expectations faced by enterprises. At the country level, the intervention is consistent with Decent Work Country Programme (DWCP) priorities to strengthen labour market institutions and industrial relations systems, particularly in sectors where dialogue mechanisms remain unevenly institutionalized across supply chain tiers. This demonstrates that social dialogue can serve not only as a labour rights framework, but also as a practical governance mechanism for improving enterprise performance and strengthening supply chain resilience.
Other documents or relevant comments	See Results from the Driving Industry Dialogue (DID) toolkit rollout in the Thai automotive sector

ILO Emerging Good Practice # 3

Project Title: Resilient, Inclusive and Sustainable Supply Chain #s (RISSC)

Project TC/SYMBOL: RAS/22/10/JPN

Name of Evaluator: Sandy Wark

Date: 23 March 2026

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

GP Element	Text
Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	Anchoring actions toward industry upgrading and compliance improvements in regional tripartite industry coordination and dialogue bodies In the Philippines, RISSC facilitated the establishment of the first Industry Tripartite Council for Aquaculture in Region XII as a platform for multi-stakeholder collaboration toward expanding opportunities for decent work and responsible business conduct. It supported the Council in developing a ten-year strategic plan with objectives that reflect recommendations found in the project report Decent work and responsible business practices in the Philippine aquaculture sector (promoting the transition to formalization, improving labour standard compliance with focus on occupational safety and health, strengthening social dialogue, promoting responsible business conduct, and improving data collection). After creating the Council, members mapped their agency mandates, activities and support programmes and agreed on modalities for data sharing, joint inspections, and enterprise support and extension programme convergence, thereby institutionalizing the Council's function. The Council's establishment was confirmed by Resolution No.05 Series of 2024 by the DOLE Regional Tripartite Industrial Peace Council in Region XII. Moreover, DOLE funds its regular meetings and has assigned personnel to oversee the implementation of the strategic plan of action. The establishment of the Aquaculture Industry Tripartite Council in Region XII represents a good practice in institutional anchoring and cross-agency coordination. By embedding project objectives within an existing sectoral governance platform and aligning mandates across labour administration, skills institutions, sector regulators and social protection bodies, the Council model demonstrates how project-driven interventions can transition into system-level coordination mechanisms.

Relevant conditions and Context: limitations or advice in terms of applicability and replicability	The Industry Tripartite Council model leverages an existing Department of Labour and Employment (DOLE) industrial tripartite social dialogue mechanism. According to DOLE officials, the multistakeholder body and emphasis on joint action aligned with Department policies seeking greater convergence of DOLE internal services and use of strategic compliance planning to set shared priorities. This alignment with existing policy directives and institutional mechanisms favoured political buy-in for project activities and increased the probability of institutional support for continuing and scaling project approaches. Besides capitalizing on a supportive policy environment, the RISSC project reported strong sector and regional DOLE leadership buy-in for the project in Region XII. RISSC did not initially plan to focus on Region XII, and its research did not gather data there. However, when sector leaders in the region heard about the project, they contacted the ILO and asked RISSC to come and work in the region, highlighting the importance of aquaculture in the local economy. The DOLE regional director also championed the project and led efforts to capitalize on existing DOLE enterprise and employment support programmes to advance the implementation of Council action plan objectives. The regional director's direct engagement helped overcome initial challenges of participation and coordination. Similarly, the regional director of the Department of Agriculture Bureau of Fisheries and Aquatic Resources (BFAR) was likewise supportive of inter-governmental cooperation in the sector, which was bolstered by project advocacy for Department of Agriculture involvement at the national level. To foster effective action, the Region XII Industry Tripartite Council for Aquaculture was the primary beneficiary of project capacity building activities which included a specialist led workshop on strategic compliance planning and Employers' Confederation of the Philippines (ECOP) responsible business conduct training.
Establish a clear cause-effect relationship	In region XII in the Philippines there are emerging signs of public institutions acting in a more coordinated and strategic way to tackle both production and labour compliance challenges, which were increasingly understood to be linked. This is seen in the active participation of different DOLE services and Department of Agricultural officials in the Industry Tripartite Council and emerging joint action.

Indicate measurable impact and targeted beneficiaries	The evaluation conducted a survey and organized a focus group discussion with Council members to understand their perceptions of how project support affected their capacity to address decent work deficits in the sector. Respondents indicated that RISSC research provided valuable insights into decent work challenges, that project tools and support were valuable for addressing sectoral challenges, with most affirming that their institution had used the RISSC tools. On stakeholder engagement, most respondents agreed that the project engaged the most critical actors and consistently endorsed the quality of expertise mobilized by RISSC to support them. Follow-up discussions with beneficiaries of Council initiatives highlighted two small but meaningful actions to leverage existing public programmes to support employment and enterprise upgrading. One initiative utilized an existing employment programme offering short-term on-the-job training to individuals from low-income communities, placing 100 participants in shrimp processing enterprises for 90 days. As a result, 25 participants gained formal full-time employment. Another initiative enabled four small shrimp processing enterprises to receive grants from a DOLE administered fund for enterprise improvements.
Potential for replication and by whom	There is strong potential for the replication of the Industry Tripartite Council model in other industries and regions given its alignment with national strategies, anchoring in public institutions and relatively low resource requirements.
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	Aligns with ILO priorities on strengthening social dialogue and building the capacity of tripartite labour market institutions. Aligns with the Philippines DWCP Outcomes under priority two: Improved Labour Market Governance. Also contributed to Country Programme Outcome PHL 129 and Output 2.3 PHL 129 Effective social dialogue and tripartite processes at the different levels toward better-informed and consensus-driven policies and decisions on social and economic matters Output 2.3. Increased capacity of Members States to make social dialogue more influential and labour relations institutions and processes more effective
Other documents or relevant comments	