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Sustainable supply chains to build forward better: Decent work in five global supply chains of key importance to the European Union for a fair, resilient, and sustainable COVID-19 crisis recovery

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This evaluation has been conducted according to ILO's evaluation policies and procedures. It has not been professionally edited, but has undergone quality control by the ILO Evaluation Office.

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EXECUTIVE SUMMARY

Summary of the project purpose, logic, and structure

The Sustainable Supply Chains to Build Forward Better (SSCBFB) project was developed by ILO and the EC's Directorate General for Employment (DG-EMPL) under its Employment and Social Innovation (EaSI) programme to address key decent work-related challenges in a number of specific supply chains and countries. The SSCBFB project is implemented from January 2021 until July 2023, with a budget of € 1.546.734 (1.793.075 USD), of which € 1,4 million (1.612.265 USD) was contributed by the EU.

ILO and the DG-EMPL shared a common concern to address impacts of COVID-19 on decent work in selected global supply chains. The selected sectors in the SSCBFB project are key to the five countries' economies and continued growth and development, and the EU is an important market for all of them. The five selected sectors in the SSCBFB project are: Coffee production in Colombia; Textiles manufacturing in Madagascar; Rubber gloves production in Malaysia; Fisheries in Namibia; and Electronics manufacturing in Viet Nam.

The SSCBFB project is composed of three closely inter-related outcome areas:

1. Analysis and research on selected supply chains, including in five countries and further tiers of the supply chains, and the impact of COVID-19;
2. Tools, policy advice and training; and
3. Support to national, sectoral, regional and global constituents and stakeholders along the supply chains taking steps to advance decent work in the supply chains as part of their response to the COVID-19 crisis.

Present situation of the project

The SSCBFB project at the time of this evaluation, is in its final period of implementation until its end date of 30 June 2023, including a three-months no-cost extension phase from April to June 2023. The project has finalised deep dive and rapid assessment studies in all five sectors and countries. Numerous events, training courses, tools and other communication products have been delivered, with outreach activities at the level of the EC and EU-level stakeholders still planned for the remaining period.

Purpose, scope, and clients of the evaluation

The main objective of this evaluation is to provide an objective assessment of the accomplishment of SSCBFB project activities during its implementation period. This evaluation has examined the project intervention from January 2021 to December 2022, the moment of implementation of this evaluation, with six months to go the end of the project at the end of June 2023. The geographical coverage of the assessment includes the deliverables and products at global level and in five countries and their value chains.

Gender equality, non-discrimination, international labour standards, social dialogue, and a just transition to environmental sustainability have been addressed as crosscutting themes in this evaluation.

The key users of this evaluation are ILO's constituents, national and international partners, including national ministries of labour and other line ministries, sectoral social partners, enterprises, and EU actors in the five countries. Furthermore, the findings of this final evaluation will be used by ILO's management and its policy portfolio departments as well as ILO regional offices and field offices covering concerned countries. Another important user of this evaluation is the donor, the European Commission's DG-Employment's EaSI programme.

Methodology of Evaluation

This evaluation was based on a mixed approach to ensure that forward and backward perspectives in the analysis can be combined. Furthermore, it has focused on utility of conclusions and recommendations for the future phase of the project. And also, lessons learned were generated from the research. Within the short-term framework and limited budget for this evaluation, the evaluator has tried to maximise participation of evaluation stakeholders to ensure that their views were properly taken into account.

In total 71 key informants were interviewed, and an additional 19 stakeholders have provided inputs through a multi-lingual survey. In two countries, Malaysia and Viet Nam field work was done to meet with internal and external stakeholders at the country and sector level, in two four-day country visits.

At country and global level briefing and debriefing meetings were organised with ILO officers and EC representatives. The research approach and methodology were prepared during an inception phase and agreed upon among the key stakeholders in this evaluation, the EC-EaSI and ILO.

Main findings and conclusions

The SSCBFB project of ILO has been relevant to respond to challenges and opportunities in promoting decent work, responsible business behaviour and due diligence principles in the selected five global supply chains.

SSCBFB has applied a country focus in its implementation, mainly due to the limited two-year time frame and the modest available budget for this project, not allowing for systematic actions along the supply chains at global level. The project's results framework developed at the start of the project prioritised actions at the country level, with a modest number of actions addressing the global and EU-level to be realised in the final months of the project duration. As a result, SSCBFB has not yet fully met its original ambition to address building forward better challenges at the global supply chain level.

ILO as the implementing actor of the SSCBFB project has been relevant as an impartial convener and bringing in its highly valued international expertise. ILO has facilitated national partners to come together more easily around sector level challenges, than they otherwise would have done.

The project set-up has been ambitious in considering five different supply chains in five different countries, across three continents. While in specific countries at specific sectors relevant outcomes have been achieved, the SSCBFB project, at the time of this evaluation has not yet had substantial outreach to supply chain leading companies and other stakeholders in the EU

At the country level, key outputs foreseen in the original SSCBFB project planning have largely been achieved, though with some delay. In Colombia and Namibia, the SSCBFB project has achieved significant outcome level changes in terms of sectoral and regional tri-partite commissions on decent work in coffee and fishery respectively. In Malaysia, the SSCBFB has been able to align and follow up on Malaysia's National Action Plan on Forced Labour in the specific sector of rubber gloves. In all SSCBFB countries, trust has been built among national and sectoral tri-partite partners and regular social dialogue has been established at the sector level.

An important bottleneck in achieving sector level changes in social dialogue on decent work in global supply chains, is the fact that organisational capacities of workers' organisations in specific countries and sectors are not as strongly developed and presence of trade unions at specific sector and company level is sometimes weak, which is causing imbalances in social dialogue and CBA processes.

The COVID-19 pandemic has had a big influence on specific supply chains addressed in the SSCBFB, and its effects have been quite diverse in kind and timeframe. These different contexts and timeframes of change processes have influenced the speed and perspective to reach longer-term outcomes and institutional

changes in the framework of the SSCBFB. While countries and sectors show recovery from COVID-19 challenges in 2022, new supply-chain challenges are emerging to global high inflation rates leading to increased food and energy prices and regional re-ordering of supply chains, particularly in Asia.

While social dialogue and collective bargaining in the SSCBFB countries at the sector level contribute to addressing decent-work challenges, solving these decent-work challenges comes with costs. Companies at the country level express concern that these costs of improving decent work conditions are mainly absorbed at the country and at specific company level, with lead actors in supply chains pushing these costs to the upstream level in the supply chains. Employers and workers organisations at the country and international level call for a fairer distribution of these costs across the international supply chain.

Against the modest external EC-contribution, ILO has provided a significant contribution in cash and in kind to complement these external resources to allow effective and efficient implementation at the country level. Additionally, the SSCBFB project was designed as project to be implemented in close alignment and synergy with other ILO interventions in the countries of implementation. This has allowed the SSCBFB project to bank upon previous deliverables and expertise in other ILO projects.

The tripartite sectoral commissions established in the coffee and fishery sector in Colombia and Namibia and first joint-inspections in the fishing sector in Namibia provide proof of emerging impact of the SSCBFB project with good potential for sustainability with the formal establishment and recognition of these commissions and practices. In Malaysia, the SSCBFB project has been able to link initiatives in the rubber glove sector to the National Action Plan on Forced Labour and among companies in the sector there is wide commitment to further work on improvements. Perspectives for institutional changes that can be sustained without further support by ILO are not as strong in Viet Nam and Madagascar than in the other SSCBFB countries.

Women have been considered in project design and implementation of activities, mostly in research and training activities that include systematic attention to gender equality and women's empowerment. In Malaysia, specific attention for inclusion of migrant workers, as a vulnerable group, was provided. Environmental aspects of building forward better of the specific supply chains have not been considered systematically in the SSCBFB research reports and activities.

Main recommendations

1. ILO-SECTOR is recommended to move beyond the current country-focus in SSCBFB and consider a stronger international approach to address decent work challenges in global supply chains in a possible follow up project to the SSCBFB. This includes an increased focus on the EU and EU-stakeholders at the downstream level of the supply chains and also by securing a closer involvement of international and sector level employers' and workers' organisations. This international approach should match available time and resources in the choice of sectors and number of countries;
2. ILO-SECTOR and EC-EaSI are recommended to discuss possibilities to establish a longer-term time frame for implementation of the next supply chain project. In addition, ILO-SECTOR and EC-EaSI should explore possibilities to mobilise support from decentralized EU delegations in relevant project countries and from possible other EU sources and ILO-SECTOR should actively explore other sources of internal and external funds to complement the EC-EaSI funds;
3. ILO-SECTOR and EC-EaSI are recommended to establish a closer link between the next SSCBFB project-phase and the EC's Due Diligence Directive preparation and implementation to achieve more synergy between ILO's actions on International Labour Standards (ILS) and EU's enforcement of Human Rights Due Diligence to achieve lasting improvements in decent work conditions across global supply chains;
4. ILO-SECTOR is recommended to explore cooperation with relevant other actors, including relevant other ILO projects, offices, and departments in other relevant countries, to address upstream challenges in specific supply chains that require actions in countries where sourcing of inputs is done or

- in countries that compete in the same supply chains. This requires an international focus across sourcing countries;
5. ILO is recommended in the follow up on the current SSCBFB project to strengthen ILO cluster approaches to look at structural features of social dialogue and collective bargaining mechanisms and institutions that exist at the country, sector, and company level;
 6. ILO-SECTOR is recommended in the next generation of the decent work in supply chains project to establish more direct cooperation with relevant Global Union Federations (GUFs), who are active in specific supply chains and reach out to social partners across the global supply chain;
 7. ILO-SECTOR is recommended to systematically include attention to gender, inclusion, and environmental sustainability aspects, during all phases of project implementation and to systematically include dedicated sections in its plans, reports, and communication deliverables.

Main lessons learned and good practices

- Selection of sectors and countries in SSCBFB was based on ILO's contacts and experiences in these countries. This has enabled ILO to quickly liaise with the relevant partners in the countries and time for trust-building with local partners could be rationalized. And additionally, the SSCBFB could be linked with other ILO interventions;
- ILO has pooled resources from ILO and other ILO projects with the available resources of the SSCBFB project enabling cost-effective production of training- programmes and tools and guidelines to address decent work principles in SSCBFB;
- The sector and supply chain level identified in the SSCBFB project design and implementation as a key entry point to improve decent work conditions has proven to be valid because specific partners and stakeholders can be brought together around concrete and tangible problems and challenges;
- The design, preparation and sourcing of sectoral research is time-consuming, and this presents a clear risk in situations where conditions in supply rapidly change, sometimes in less than two years that it took to finalize these research projects. Quick and flexible approaches are required to produce these supply chain research reports to ensure that they can feed into policy development and development of new up-to-date interventions;
- Tackling decent work challenges in global supply chains require, in addition to national actions, also an international approach, as problems and causes for specific poor performance or incompliance with decent work principles are both national and international. A country focus alone is insufficient to address effectively key governance and management challenges in supply chains both at the upstream and downstream level;
- A global supply chain project, such as SSCBFB, requires a long-term timeframe and a considerable budget to produce lasting changes at the outcome and impact level and at the level of global supply chains;
- While COVID-19 has had a pronounced impact on direction and speed of changes in supply chains, the structural challenges to improve decent work in specific supply chains have remained largely the same. A consistent approach to improve decent work in international supply chains requires a combination of working on legal frameworks and enforcement and voluntary actions.

ACRONYMS

ACTRAV	Bureau for Workers' Activities
ACTEMP	Bureau for Employers' Activities
CO	Country Office (ILO)
COVID-19	Coronavirus SARS-CoV-2
DG-EMPL	Directorate General Employment (EC)
DDGP	Deputy Director General Policies (ILO)
EaSI	Employment and Social Innovation
EC	European Commission
EFI	Ethical Fashion Initiative
EQ	Evaluation Question
EU	European Union
FAQ	Frequently Asked Questions
FNC	National Coffee Federation (Colombia)
FWF	Fair Wear Foundation
GEWE	Gender Equity and Women's Empowerment
GUF	Global Union Federation
HQ	Head Quarters
ILC	International Labour Conference
ILO	International Labour Organisation
IOE	International Employers Organisation
IOM	International Organisation for Migration
ITF	International Transport Federation
ITUC	International Trade Union Confederation
KI	Key Informant
KII	Key Informant Interview
M	Million
M&E	Monitoring and Evaluation
MARGMA	Malaysian Rubber Glove Manufacturers Association
MEF	Malaysian Employers' Federation
MOLISA	Ministry of Labour, Invalids and Social Affairs (Viet Nam)
MRC	Malaysian Rubber Council
MSC	Marine Stewardship Council
MNE	Multi-National Enterprise
MTUC	Malaysian Trade Union Congress
NAPFL	National Action Plan on Forced Labour (Malaysia)
OECD/DAC	Organisation for Economic Co-operation and Development / Development Assistance Committee
OSH	Occupational Safety and Health
RA	Rainforest Alliance
RBA	Responsible Business Association
RGA	Responsible Glove Association
SDG	Sustainable Development Goal
SECTOR	Sectoral Policies Department of ILO

SENA	Servicio Nacional de Aprendizaje (National Learning Service)
SSCBFB	Sustainable Supply Chains Building Forward Better
TA	Technical Assistance
ToC	Theory of Change
ToR	Terms of Reference
TUCNA	Trade Union Congress of Namibia
UN	United Nations
UNEG	United Nations Evaluation Group
USD	US Dollar
VCCI	Viet Nam Chamber of Commerce and Industry
VEIA	Viet Nam Electronics Industries Association
VGCL	Viet Nam General Confederation of Labour

1. INTRODUCTION

1.1. Context and background of the Evaluation

The Terms of Reference of this evaluation state that “With support of the European Commission, the ILO promotes decent work in global supply chains¹ of key importance to the EU. Failures at all levels within global supply chains have contributed to decent work deficits in the areas of occupational safety and health, wages, working time, among others. This includes challenges of governments to implement and enforce national law, as well as challenges of enterprises to comply with national laws and regulations. As was stated in the resolution and conclusions concerning decent work in global supply chains (“Conclusions”), adopted by the International Labour Conference (ILC) in June 2016, these challenges have contributed to the undermining of labour rights, particularly freedom of association and collective bargaining. Informality, sub-standard forms of employment and the use of intermediaries are common. The presence of child labour and forced labour in some global supply chains is acute in upstream segments of the chain. Migrant workers and homeworkers are found in many global supply chains and may face various forms of discrimination and limited or no legal protection. In this regard, decent work deficits in both domestic and global supply chains tend to be more acute where governments have limited capacity and resources to effectively monitor and enforce compliance with laws and regulations.” (ToR, 2022.p 3).

The Sustainable Supply Chains to Build Forward Better (SSCBFB) project was developed by ILO and the EC’s Directorate General for Employment (DG-EMPL) under its Employment and Social Innovation (EaSI) programme to address these challenges in a number of specific supply chains and countries. The SSCBFB project is implemented from January 2021 until July 2023, with a budget of € 1.546.734 (1.793.075 USD), of which € 1,4 million (1.612.265 USD) was contributed by the EU, and an initial cash financial contribution from ILO of 180.810 USD. While the project was originally designed with the concept of ‘building back better’ and the original project documents refer to this concept, it is important to recognize that after the inception phase, in 2021 the name of the project was changed to incorporate a more innovative concept to address decent work challenges in international supply chains. This has resulted in a new name of the project “Sustainable Supply Chains to Build Forward Better” (SSCBFB) to better illustrate the innovation aspects in the project approach.

As the SSCBFB project has entered its final stage of implementation, it is now subject to an independent end-of-project evaluation.

¹ Global Supply Chain refers to the “the cross-border organization of the activities required to produce goods or services and bring them to consumers through inputs and various phases of development, production and delivery. This definition includes foreign direct investment (FDI) by multinational enterprises (MNEs) in wholly owned subsidiaries or in joint ventures in which the MNE has direct responsibility for the employment relationship. It also includes the increasingly predominant model of international sourcing where the engagement of lead firms is defined by the terms and conditions of contractual or sometimes tacit arrangements with their suppliers and subcontracted firms for specific goods, inputs and services.” ILO, Decent Work in Global Supply Chains, Report IV, International Labour Conference, 105th session, Geneva, 2016, p.1. Within the ILO, the term has come to be used synonymously with “global value chains” and “global production networks” (ILO, 2019. ILO Decent Work interventions in global supply chains (p. 1)

1.2. The evaluation assignment

This evaluation was commissioned by ILO's Sectoral Policies Department (ILO/SECTOR) and managed by an internal certified evaluation manager. The evaluation was conducted by an individual senior consultant in the period October 2022 until February 2023. This evaluation is a final project evaluation, and the contents of the inception and final evaluation report are developed under the final responsibility of the external and independent evaluator.

1.3. Context and background of the SSCFBF project

The effects of the COVID-19 crisis have affected and are expected to affect the global economy still for years to come. At the same time, governments, employers, and workers in all sectors of the economy and across the globe are calling for decent work to be part of the response to the COVID-19 pandemic. The need for fairer, more resilient, and sustainable global supply chains is part of national, regional, and global discussions on how the world of work can build forward better.

Initial disruptions in global supply chains started on the supply side with factory closures in China imposed to slow the spread of COVID-19. This led to shortages of parts and equipment downstream supply chains, and quickly reverberated in many other countries, causing some enterprises to slow production, move production capacity elsewhere or cease operations altogether. Very quickly, similar disruptions began to affect different sectors from agricultural commodities to industrial goods, as national lockdowns and restrictions on cross-border movement spread around the globe in 2020 and 2021. Lockdowns and other measures also led to a collapse in demand, which seriously impacted employment in a range of sectors and countries. Unsurprisingly but regrettably, to date the COVID-19 crisis has had disproportionate negative impacts on those most vulnerable to discrimination, including migrants, women, disabled workers, informal workers, many of whom lack social protection.

A global crisis such as the COVID-19 pandemic, requires responses from multiple actors in the global economy and across global supply chains. The ILO and its constituents – governments, workers, and employers – play a crucial role in combatting the social and economic impacts of the outbreak, ensuring safety of individual workers, and sustainability of businesses and jobs. Social dialogue involving governments and representative organisations of employers and workers is becoming increasingly important to find collective solutions that take into account the need of enterprises and workers and that contribute to stability and public confidence.

As much of the world continues to struggle with control of the pandemic and its economic and social effects, the world of work continues to be highly volatile. Governments, employers, and workers continue to navigate an increasingly uncertain future of work transformed not only by the pandemic, but also by climate change, demographic shifts, geopolitics, automation, digitalisation and, more recently, global inflation and rise of energy and food prices. Decisions and actions of governments and the social partners as well as national and multinational enterprises and other key global supply chain stakeholders will have major consequences for the future of a number of sectors and countries. As global efforts to build forward better intensify, there is a unique opportunity to ensure that decent work remains at the forefront of policies, decisions, and actions to build forward better and that it is effectively applied in bringing about fairer, more resilient, and sustainable supply chains.

ILO and the European Commission's Directorate General for Employment (DG-EMPL) under its Employment and Social Innovation (EaSI) programme shared a common concern to address these negative impacts of COVID-19 on decent work in global supply chains and discussed possibilities to design a specific project intervention to address this concern in a number of specific global supply chains and in a number of specific countries. After initial discussions and explorations in 2020, ILO developed the Sustainable Supply Chains

Building Forward Better (SSCBFB) project in close consultation with the DG-EMPL and EaSI to ensure relevance of the project in the light of priority supply chains that extend to the European Union. The SSCBFB started in January 2021 with a three-months inception phase, after which in April project implementation was initiated. The project implementation period was originally scheduled to end in March 2023, though at the time of realisation of this evaluation, EC EaSI had approved a no-cost extension of three months until the end of June 2023.

1.4. Key Characteristics of the SSCBFB Project

The SSCBFB project document (ILO, 2020) explains the choice of countries and sectors for the project. It is observed that Colombia, Madagascar, Malaysia, Namibia, and Viet Nam, as part of their national development plans and strategies, have committed to attaining decent work as well as other Sustainable Development Goals (SDGs) of the 2030 Agenda for Sustainable Development. In these five countries, workers, employers, and governments face key decent-work related challenges, such as limited capacity of governments and social partners to implement and enforce and comply with national laws; weak systems of labour inspection; and high levels of informality in the national economy.

The selected sectors in the SSCBFB project are key to the five countries' economies and continued growth and development, and the EU is an important market for all of them. But the five sectors are, generally speaking, also low-wage, low-skill sectors that are characterized by decent work deficits, in part related to limited government resources and capacities to implement the fundamental ILO conventions and other international labour standards into law and practice, and of enterprises to comply with national law, particularly in lower tiers of the supply chains and in the informal economy. The COVID-19 crisis has highlighted both new and existing challenges and opportunities for the five countries and further tiers of the supply chains to advance decent work as part of building forward better. The five selected sectors, linked to the EU market, are:

- Coffee production in Colombia;
- Textiles manufacturing in Madagascar;
- Rubber gloves production in Malaysia;
- Fisheries in Namibia; and
- Electronics manufacturing in Viet Nam.

For implementation of the SSCBFB project, ILO uses its unique tripartite structure, normative framework and convening power to inform and strengthen the capacity of the tripartite ILO constituents. The original project document considered actions both at the international and national level working with ILO's tri-partite constituencies in global supply chains. In the further design and planning of the project, a phased approach was introduced, based on ILO's presence on the ground and historical engagement with national-level partners, with an initial strong focus on national level interventions in the selected global supply chains, to be complemented at a later stage with international interventions at the global supply chain level and within the EU. The global supply chain thus has been chosen as an entry point to advance ILO's decent work principles and to work on national level legislation, social dialogue, and industrial relations among specific stakeholders at the national and sector level in the specific SSCBFB countries.

By generating and sharing knowledge about the impact of COVID-19 on five supply chains in five countries, and by raising awareness and providing tools, guidance, technical assistance and capacity-building support, ILO constituents and key stakeholders are better equipped to integrate decent work and sustainability into current and emerging policies and practices, and potentially better able to identify areas for collective action based on their respective roles and responsibilities. This helps these actors to mitigate or minimize the social and economic impact during and after the pandemic and to seize new paths and opportunities that may arise to advance decent work in fairer, more resilient, and sustainable global supply chains.

The SSCBFB project is composed of three closely inter-related modules:

1. Analysis and research on selected supply chains, including in five countries and further tiers of the supply chains, and the impact of COVID-19;
2. Tools, policy advice and training; and
3. Support to national, sectoral, regional, and global constituents and stakeholders along the five supply chains taking steps to advance decent work in the supply chains as part of their response to the COVID-19 crisis.

As stated in the SSCBFB project document, the project is implemented across two dimensions, “global” (or “horizontal”) and “specific”:

1. The first dimension comprises awareness-raising or assistance on universal topics related to decent work challenges and opportunities in global supply chains in the context of the COVID-19 pandemic. The project has worked on the adaptation of existing and development of new tools, guidance, technical assistance, and policy advice, until the moment of this evaluation mostly at national level, in line with existing global policy frameworks;
2. The second dimension includes analysis, research, tools, guidance, technical, policy advice and capacity development for constituents and stakeholders in five selected countries (Colombia, Madagascar, Malaysia, Namibia, and Viet Nam) and further tiers of the supply chains. The focus is on decent work challenges and opportunities across five commodities and products, which are strongly integrated into global supply chains.

Social dialogue and stakeholder engagement have been at the core of the SSCBFB project implementation and were an integral element of the strategy and of all outcomes, outputs, and activities. The project engaged with tripartite constituents and other global supply chain stakeholders to ensure decent work remains at the forefront of decisions throughout the pandemic and when building forward better.

1.5. Intervention logic of the SSCBFB project

Based on the revised logical framework of the SSCBFB project, prepared by the project team in April 2021, an overall intervention logic and generic Theory of Change (ToC) can be derived, as presented below:

Table 1: Intervention Logic of the SSCBFB project

IMPACT	Fairer, more resilient and sustainable global supply chains are attained through policies and measures by ILO constituents and stakeholders to achieve decent work in the context of COVID-19.						
OUTCOME	Enhanced knowledge & understanding of decent work deficits & opportunities of selected supply chains among policy makers, social partners & stakeholders to facilitate development of evidence-based & gender-sensitive policies & measures to advance decent work		Tripartite constituents and stakeholders are better equipped to advance decent work in fairer, more resilient and sustainable supply chains			Tripartite constituents and stakeholders further develop and implement policies and measures to build forward better fairer, more resilient and sustainable supply chains	
OUTPUT	Tripartite constituents & stakeholders are better informed about impact of COVID-19 & decent work challenges & opportunities in selected supply chains	Increased awareness of tripartite constituents & stakeholders about impact of COVID-19 & decent work challenges & opportunities in selected global supply chains	New & existing tools & guidance produced & adapted to context of COVID-19 crisis	Policy advice & technical assistance provided, including on application ILS & compliance with national laws & regulations	Training for tripartite constituents & stakeholders to promote decent work in fairer, more resilient & sustainable supply chains	Policies & measures to build better fairer, resilient & sustainable global supply chains developed by tripartite constituents & stakeholders	Social dialogue mechanisms are in place to support development of policies & measures
	Review existing literature & available data	Prepare gender-responsive awareness-raising campaign	Review existing tools and guidance	Organise (online) webinars,	Conduct a needs assessment on	Provide guidance or support for the formulation of	Enhance capacity of constituents in selected countries

ACTIVITY	- Design / adjust gender-sensitive research methodology	- Develop & produce multi-media content, including printed materials, infographics & videos, with participation constituents & stakeholders	- on specific sectors and countries, global supply chains and responsible business conduct.	- workshops, roundtables and other events at the national as well as sectoral, regional and global level for tripartite constituents and other stakeholders (including meetings to address specific needs of different stakeholders)	- the training areas based on the research findings	- policies/ strategies and measures supported by tripartite constituents and other stakeholders that address specific decent work challenges and opportunities in the selected supply chains.	- & sectors to use social dialogue to jointly identify & implement policies & measures to build forward better
	- Carry out gender-sensitive rapid assessments about COVID-19 impact & decent work challenges & opportunities	- Create & regular update Action webpage(s) to disseminate information	- Design and adapt specific tools for different stake-holder groups (in collaboration with Better Work and Vision Zero Fund)	- Provide policy advice to decision-makers on application of international labour standards	- Review of available training materials.	- Engage with other multilateral organisations on shared priorities to promote policy coherence and explore synergies	- Support dialogue among constituents & MNEs guided by MNE Declaration and Bureaus of Employers & Workers
	- Organise tripartite workshops in each country to validate findings & discuss recommendations	- Promote media coverage through regular interaction with media outlets through media advisories, press releases & conferences, participation in media events & interviews, etc.	- Publish & disseminate tools broadly		- Production of training materials adjusted to COVID-19 context.		- Facilitate or strengthen tripartite or multi-stakeholder social dialogue mechanisms, building or reinforcing existing structures & processes at global, regional, national & sectoral levels aiming at building forward better
	- Publish & disseminate reports & analysis	- Organise/ participate in webinars, tripartite workshops etc. to raise awareness on COVID-19 impact & decent work challenges & opportunities			- Conduct tailor-made webinars and (on-line) training workshops		
	- Present research findings in national seminars & other events with stakeholders at global, regional & national levels						

Source: ILO/SECTOR. Revised Logical Framework of SSCBFB project, April 2021

The intervention logic presented above shows that the project’s ambition at the overall impact level is to change behaviour and arrangements in the global supply chains in the five countries and sectors covered by the SSCBFB project. The analysis of outcomes, outputs, and activities of SSCBFB in the table above show that its implementation has had a strong country-level focus; 25 of the 27 activities in the project were country-level actions and the two activities focusing on the EU still need to be realised in the final months of the project duration. This focus on the one hand was based on ILO’s strength in using global supply chains as an entry point to bring its national constitutions together in the SSCBFB countries and work on decent work challenges in the prioritised supply chains. On the other hand, the country focus was needed because of the limited available budget and time for SSCBFB implementation. As a result of this country focus, the impact, particularly at the global supply chain level, as specified in the original SSCBFB project’s intervention logic is beyond the reach of the project, at least during its original two-year implementation timeframe.

The intervention logic diagram, presented above, shows three areas of intervention that are implemented in parallel, although the actions, outputs, and outcomes under the final two intervention areas are to a significant extent dependent on prior results under the first intervention area that focuses on research and generation of data and knowledge. The extent to which these sequential relations between actions under the different intervention areas were established and their effects at the outcome and impact level are further discussed in chapter 3 of this evaluation report.

1.6. Analysis of key stakeholders in the SSCBFB project

Based on the analysis of the SSCBFB project document and its annual report on 2021, a preliminary stakeholder analysis is presented in this section.

The following stakeholder groups are identified and included in the stakeholder map (figure 1) below:

EU (green in the map below): Within the EU, it is particularly the DG Employment and the Employment and Social Innovation (EaSI) programme that is holding a stake in the project as the key donor of the project. Furthermore, the EU representations in the countries of SSCBFB are stakeholders in the project. On the one hand these delegations have an interest in due diligence and compliance of companies and governments to decent work and human rights standards and on the other hand these delegations have an interest in facilitating international trade between these countries and the EU;

ILO (blue): ILO is a key stakeholder in the SSCBFB project, being the implementing agency of the project. At the ILO HQ level, the Sectoral Policies Department (SECTOR), due to its crosscutting policies expertise, was asked to implement this project. ILO's regional and national representations are also stakeholders, particularly in the countries of project implementation. At this level, ILO is concerned with alignment and complementarity of its different national and regional interventions and to secure synergy among them;

National Governments (light green): The Governments in the SSCBFB countries are stakeholders, particularly the respective Ministries of Labour and on some occasions, there are also more sectoral and geographical government entities involved in project implementation;

Employers' Organisations (grey): Employers' organisations at national and sector level are key stakeholders in the project implementation and are actively involved in project activities. Globally, the International Employers Organisation (IOE) is also holding a stake, vis-à-vis ILO, the EU and at supply chain level;

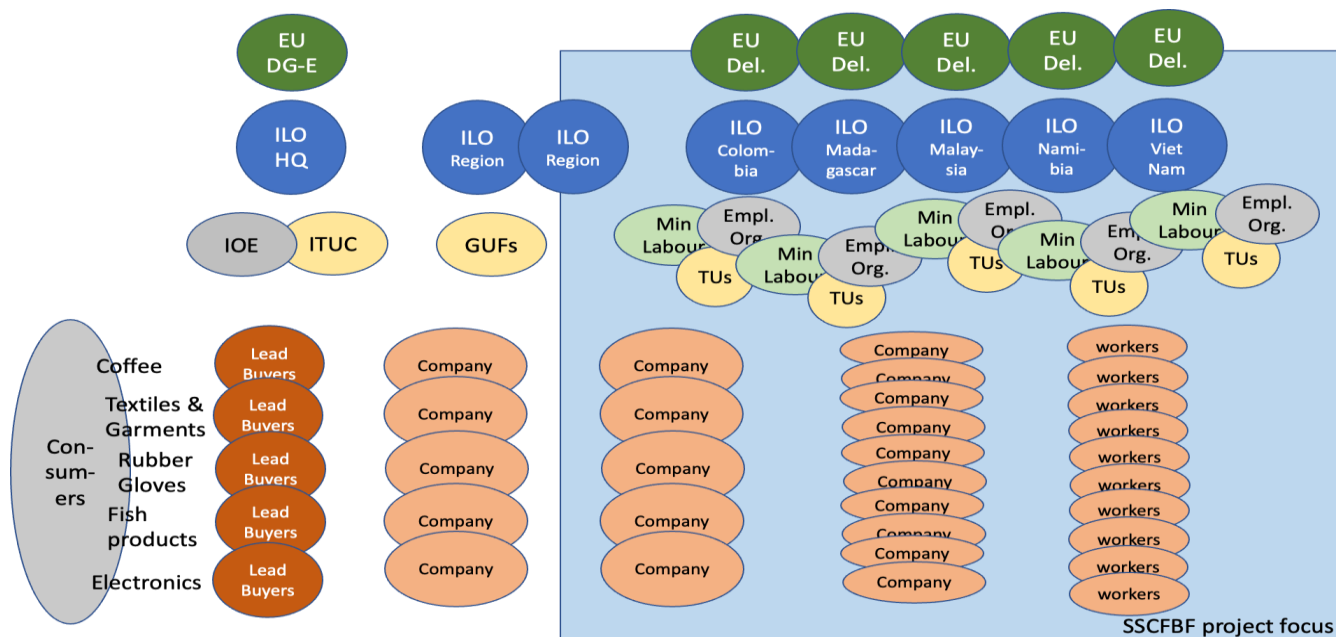
Workers' Organisations (yellow): Trade Unions are involved, depending on national contexts, at the company, sector, and national level. In the SSCBFB the trade unions are mostly actively involved at national and sector level, though less at company level. At international level Trade Unions have a stake in their sector Global Union Federations (GUFs) and in the International Trade Union Confederation (ITUC);

Specific companies (and associations) in specific global supply chains (orange): Companies active in the specific supply chains and sometimes their sectoral associations (e.g., the Malaysian Rubber Glove Manufacturers Association (MARGMA) in Malaysia and the National Coffee Federation (FNC) in Colombia) are important stakeholders in the project, as they are responsible to adhere to decent work principles in their specific supply chains;

Consumers in the EU (grey): Consumers in the EU are also stakeholders in this project as they are ultimately buying the goods that are produced in the global supply chains and therefore consumers bear an interest in the conditions under which these goods are produced.

The figure below, presents the stakeholder groups in a schematic way. The figure illustrates that the focus of implementation of the project has been mostly at the sector level in the five specific SSCBFB countries.

Figure 1: Stakeholder map of the SSCBFB project of ILO



Source: developed by the evaluator, based on SSCBFB project document and annual report on 2021

All stakeholder groups presented in the table above, expect the consumers in the EU, have been included as participants and contributors to this evaluation (see interview list in Annex 2).

2. EVALUATION PURPOSE, APPROACH AND METHODOLOGY

2.1. Evaluation Purpose and objectives

This final independent evaluation of the SSCBFB project serves summative and formative purposes. The main objective of this evaluation is to provide an objective assessment of the accomplishment of project activities in terms of coherence, relevance, efficiency, effectiveness, impact, and sustainability. This evaluation, furthermore, focuses on:

- Assessment of the extent to which the project has achieved its stated objective and expected results regarding the different target groups, while identifying the supporting factors and constraints that have led to them, including implementation modalities chosen and partnership arrangements;
- Identification of unexpected positive and negative results of the project;
- Assessment of the relevance of the project design and implementation strategy in relation to the ILO, UN and SDGs and national development frameworks;
- Assessment of the extent to which the project outcomes can be sustainable;
- Provision of recommendations to project stakeholders to promote sustainability and support further development of the project outcomes;
- Identification of lessons learned and good practices to inform the key stakeholders (especially national stakeholders, the donor and ILO) for future similar interventions.

2.2. Evaluation Scope

This evaluation has examined the project intervention from January 2021 to December 2022, the moment of implementation of this evaluation, with six months to go to the end of the project at the end of June 2023.

The geographical coverage of the assessment includes the deliverables and products at global level and in five countries and their value chains. Desk reviews and interviews were used to collect information on the five countries and value chains. Field missions in Malaysia and Viet Nam have provided further data through site observations, focus-group meetings, and interviews.

Gender equality, non-discrimination, international labour standards, social dialogue, and a just transition to environmental sustainability have been addressed as crosscutting themes in this evaluation.

2.3. Evaluation users

The key users of this evaluation are ILO's constituents, national and international partners, including national ministries of labour and other line ministries, sectoral social partners, enterprises, and EU actors in the five countries. Furthermore, the findings of this final evaluation will be used by ILO's management and its policy portfolio departments as well as ILO regional offices and field offices covering concerned countries. Another important user of this evaluation is the donor, the European Commission's DG-Employment's EaSI programme.

The knowledge generated by this evaluation will also benefit other stakeholders that may not be directly targeted by the project's intervention, such as key government institutions, civil society organisations, donors, UN agencies, international organisations that work in relevant fields, and other units within the ILO.

2.4. Key evaluation questions

The Terms of Reference (ToR) of this evaluation (see Annex 1) presents in total 15 specific evaluation questions organised under the following evaluation criteria:

- Relevance and strategic fit (3 questions)
- Validity of project design (2 questions)
- Effectiveness of the project in relation to the expected results (3 questions)
- Efficiency of the resources used (2 questions)
- Impact and sustainability of the project (3 questions)
- Cross-cutting issues (2 questions)

During the inception phase these evaluation criteria and questions were further finetuned, operationalized and reorganised in a detailed evaluation matrix that is presented in Annex 4. In this process some evaluation criteria and questions were combined to enable a more concise analysis and presentation of evaluation findings in the following chapter 3. Five evaluation criteria and 11 evaluation questions remained at the end of the inception phase:

- Relevance and strategic fit of project design (3 questions)
- Effectiveness of project implementation (3 questions)
- Efficiency of the resources used (1 question)
- Perspectives for Impact and sustainability (2 questions)
- Cross-cutting issues (2 questions)

2.5. Evaluation approach and methodology

The evaluation approach was based on the following pillars:

- **Theory-based analysis** to allow analysing change processes and results against the original planning, Theory of Change, and intervention logic;
- **Utilisation-focus** to ensure that credible findings and recommendations feed into strategic decision-making for the continued efforts;
- **Ensuring Ownership** by considering vested interests and expectations of partners and stakeholders in the SSCBFB project and its evaluation and by involving these stakeholders at key points in the evaluation process;
- **Organising and presenting useful data** with the intended users in mind;
- **Gender and inclusion sensitive approach** to ensure that gender and inclusion aspects and environmental aspects are included in the data-collection, analysis, and reporting;
- **Participatory approach** to ensure that opinions and interests of key stakeholders are captured in data collection and represented in the evaluation findings and in briefing and debriefing meetings with ILO teams in the countries and with ILO and the EC in Europe at the start of the inception phase and after the end of the field-work phase of this evaluation.

Evaluation methodology and tools

The following data collection methods and tools were used in this evaluation (for details, see Annex 5):

- **Desk review:** The following documents were consulted: Project planning and reporting; Project budgets and expenditures; ILO and EU strategic and policy documents; Contextual documents on SSCBFB countries and sectors; and specific documents provided by specific project partners. For the list of documents that were consulted, see Annex 3 of this report.
- **Key Informants Interviews (KIIs):** In the evaluation process 71 interviews were realised distributed among: ILO HQ: EC; stakeholders in Malaysia and Viet Nam; Project managers and tri-partite constituency in Madagascar, Malaysia, and Namibia; ITUC, IOE and GUFs and corporate responsibility business networks. For the interview list see Annex 2 and the interview checklist, see Annex 5.
- **Email survey to SSCBFB stakeholders in all five countries:** Emails were sent out to all key stakeholders in the SSCBFB database. The survey was administered in English, French and Spanish. In total 19 survey responses were received corresponding to an overall response rate of 28%, which was higher than the 25% anticipated in the inception report. For the email survey format, see Annex 5. And for the analysis of email results, see Annex 7;
- **In country visits:** field visits were conducted in Malaysia (6-9 December 2022) and to Viet Nam (12-15 December 2022). For the programmes of the country visits, see Annex 6;
- **Quality insurance:** through frequent communication with ILO’s evaluation manager, during all stages of the evaluation.

2.6. Limitations of this evaluation and their mitigation

Table 2: limitations encountered during the evaluation and mitigation measures

Limitation	Mitigation
The timing of the evaluation, close to the end of 2022, has limited availability of key informants and stakeholders to participate in the evaluation process in face-to-face meetings, during the fieldwork of this evaluation. Two KIIs identified for Madagascar could not be	The evaluator mitigated this limitation through extending the period of meetings beyond the field-visit period only. During this period an additional number of online meetings and email questionnaires could be realised with specific stakeholders. All stakeholder groups at international and national level, as specified in the stakeholder mapping in section 1.6 could be included in the research phase, with the exception of Madagascar where only ILO CO staff and a representative from a workers’ organisation could be involved (the latter through email). The tri-partite partners view on the SSCBFB project in this country therefore could

reached, limiting the tri-partite constituency's view on the project	not be fully taken into account in this evaluation. To some extent this could be compensated with one additional survey response from Madagascar.
The opportunities to see tangible results of the project at outcome and impact level are limited due to the short duration of the project and the evaluation-timing at the end of 2022.	This limitation was tackled by changing the focus of the evaluation criterion from impact and sustainability to perspectives for impact and sustainability. Some outcomes reported in the project and recognized by stakeholders, still take time to transform into the form of institutional changes. If and when multiple KIIs showed confidence that these outcomes were likely to result in further changes, these were included outcome and impact analysis.
The research reports only became available at a very late stage, during the evaluation process. The research report on Malaysia was not available at the time of this evaluation	The late availability of the reports in itself is an evaluation finding that is discussed in the report. The non-availability of the research report on Malaysia could be largely compensated by the fact that this country was included in the fieldwork and that evaluator has spoken with a large number of persons and organisations that have contributed to this research and the contents of the report.
The annual narrative report and financial statement of SSCBFB in 2022 was only available after the submission of the draft evaluation report	The evaluator has used an updated results matrix (January 2023) and preliminary financial reporting data (December 2022) that were provided by the SSCBFB team specially for this evaluation process. These documents, in combination with the frequent status reports over time and KIIs have provided sufficient data to come to a complete analysis and assessment of the SSCBFB project implementation until the end of 2022. Financial data have been revised in the final evaluation based on the financial statement that was made available in February 2023 and the results matrix was verified against the annual report on 2022 that was made available in the same month.
The survey responses remained limited to 19 responses only. This is a response rate of 28 % on the emails provided to the evaluators (which were not all valid). No responses were received from Viet Nam	During the inception phase it was already foreseen that survey response rate was likely to remain low and in fact the response of 28% is more or less according to expectation. Expecting low response rates, the survey has focused on qualitative in-depth questions and not on quantitative responses, as the number of respondents would be too limited to provide reliable quantitative data. The qualitative survey responses have been helpful to obtain more perspectives on the SSCBFB project particularly in Colombia. In other countries, except in Vietnam, they could provide additional stakeholder views and perspectives that could be used in triangulation of data. Due to language challenges, there were no responses from Viet Nam, but this could be mitigated during field visit, through the realisation of KIIs.
The available budget and timeframe for this evaluation were limited	During the inception phase an approach and scope matching the available time and budget of this evaluation were agreed upon. This included in-depth work in two SSCBFB countries and a limited number of interviews complemented with a survey in the other countries

3. KEY FINDINGS

The findings in this section are presented along the evaluation criteria and questions presented in the evaluation matrix of this evaluation (see Annex 4)². The bold headings respond to the que questions under the specific evaluation criteria, and additional explanations and proof is provided in the narratives below each bold heading. This section summarizes findings from the Key Informant Interviews (KIIs, see Annex 2), desk review (see Annex 3) and findings from the two country visits realised to Malaysia and Viet Nam (see Annex 6) and the survey administered to tripartite stakeholders in all SSCBFB countries (see Annex 7).

3.1. Relevance & Strategic Fit of Project Design

The SSCBFB project has been generally consistent with national government and sector priorities, needs and requirements of social partners at the sector level, though alignment and strategic fit with actors at the international global supply chain level and in the EU has been less strong. (EQ 1)

ILO staff at HQ and country level in Key Informant Interviews (KIIs) confirm that the original set up of the SSCBFB projects in five specific sectors and countries was quite ambitious in the light of available resources (1.4 M € external contribution by the European Commissions' (EC) Employment and Social Innovation (EaSI) program) and the short two-year timeframe of the project. According to these Key Informants (KIs), during the inception phase it was decided to provide a strong country-level focus to the project implementation and link this implementation closely with other ILO projects and ILO's available expertise at country level.

The selection process of countries and sectors has been thorough and was done in close consultation between ILO and the DG-Employment and EaSI at the EC. A long list was established by both parties representing specific interests of both partners. Subsequently, a short list of countries and sectors was established based on criteria of feasibility and relevance of specific sectors at the country level and in the EU. According to KIs in ILO and in EC, the final selection of countries, reflects the interest of the EC in all sectors and particularly the sector of rubber gloves in Malaysia was considered relevant by the EC in the light of the exploding demand for rubber gloves in the EU because of the COVID-19 pandemic. The other sectors were also relevant to the EC, as import volumes in the EU from the countries in specific sectors were considerable, although not always the most important; in imports particularly from textile and fish, Madagascar and Namibia were not among the EU's largest trade partners. On the other hand, in all source countries, the sectors that were selected represented key export sectors to the EU. And additionally, coffee in Colombia, rubber gloves in Malaysia and electronics in Viet Nam are key sectors at the global market, with large experts also to USA and Canadian markets. An additional criterion for selection has increased relevance for the source countries and this was the potential for employment creation. In all five countries the sectors chosen represent labour intensive industries. In all five countries these labour-intensive sectors were strongly impacted by the COVID-19 pandemic, though in very different ways and with variety in timeframes. While in Colombia, Madagascar and Namibia employment decreased by temporary decreases in production and exports, in Malaysia and Viet Nam production capacity and, as a consequence, employment boomed. In Malaysia this increase was a direct effect of increased demand for rubber gloves in the EU (and elsewhere) related to the COVID-19 crisis; and in Viet Nam this increase was a result of international electronics companies withdrawing their production capacity in electronics from China, due to restrictive COVID-19 related policies and an increase of labour costs in China.

While the COVID-19 pandemic has had a big influence on all supply chains in the project, the approach, and interventions in the SSCBFB project have generally addressed more structural challenges in securing decent work conditions in supply chains at the country level instead of responding directly to the COVID-19 crisis. This approach, during the project implementation has proven to be relevant according to KIs and

² To avoid repetition in this chapter, EQs 10 and 11 under the evaluation criterion 5 of Cross-Cutting issues were integrated in the responses provided to the EQs under the first four evaluation criteria.

respondents to the survey, because the conjunctural effects of the Pandemic are gradually dissolving and structural challenges in the respective supply chains increase in importance. The attention to structural challenges to secure and improve decent work conditions in supply chains has allowed for continuity and consistency of actions in the project over time.

The original set-up of SSCBFB was aimed at addressing challenges in global supply chains. During the set-up and inception of the project, SSCBFB was operationalised as a five-country project with a focus on specific sectors in these five countries. This choice was made recognising the strengths and experience of ILO in these specific sectors and countries and at the same time recognising limitations in time and available resources that did not permit working systematically at global supply chain level, from the up-stream to the down-stream level. Exposure and interaction with international actors in the global supply chain, including international and sectoral employers' and workers' organisations and stakeholders and lead buyers in the EU has remained limited until the time of this evaluation. Exchange has occurred with international business networks (RBA and RA) and in Viet Nam synergy was established with a project of ILO with Apple Inc. to work on decent work conditions in the electronics sector in Viet Nam. International exchange and cooperation at the level of global supply chains in the context of SSCBFB implementation beyond these examples were limited, though a number of meetings with stakeholders in the EU and in the EC are still planned until the end of this project. This exchange of knowledge is becoming increasingly relevant in the context of increasing adherence of national governments and the EU to mandatory due diligence. This can also be seen in Japan's interest in providing funding to ILO for an Asian version of the SSCBFB project in specific Asian supply chains.

KIs from ILO indicate that in the remaining period of the project until March 2023, still a number of activities will be realised, such as the production of an SSCBFB synthesis report of all country research and two meetings with stakeholders in the EU. However, throughout the project implementation until the moment of this evaluation, international alignment and systematic cooperation with EC and EU-level stakeholders, has been limited. Stakeholders consulted in KIIs have indicated this as an aspect that is limiting the relevance of the SSCBFB project vis-à-vis its original ambition to reach out to the global supply chains as a whole. KIs of EC and ILO indicate that the international dimension of the supply chain work of ILO should feature more strongly in a follow-up project that is already agreed upon between the EC's EaSI programme and the DG Employment and ILO and during the remaining no-cost extension period until July 2023. The follow-up project agreed upon between EC-EaSI and ILO will continue activities around decent work in global supply chains in the coffee sector in Colombia and in the rubber glove sector in Malaysia and possibly in the Fishery sector in Namibia. This follow-up project will likely start in the second half of 2023.

The SSCBF project has been complementary with other projects and efforts, particularly within ILO's own project portfolio in different countries and ILO's strategy on decent work in supply chains. Complementarity and cooperation with other partners, with a few exceptions (such as the cooperation with Apple Inc. in Viet Nam), has been much less intensive and mostly limited to exchange of information on activity implementation and not yet through sharing of key results and lessons learned, which is yet to take place in the final months of the project. (EQ 2)

Country level alignment of the SSCBFB project within ILO was particularly strong in Madagascar and Viet Nam where the SSCBFB project was embedded in a cluster approach and closely linked to the Better Work programmes in these countries; In Colombia the project was linked in a similar cluster approach with other ILO activities and capacity on the ground in the coffee sector in the framework of ILO's Vision Zero Fund program; and in Malaysia, where the project was synergized with the Bridge , Safe & Fair and Palm Oil projects of ILO. Only in Namibia, ILO has established implementation capacity on the ground especially for the SSCBFB implementation. These strategic decisions on implementation approach and scope at the start of the project have contributed to a strong alignment with existing work of ILO with its tri-partite constituency

at country level. And also at the corporate ILO level, the SSCBFB project has provided inputs for the development of an ILO strategy on decent work in global supply chains that was published in February 2023.³

Alignment of SSCBFB with interests and priorities of national governments has been secured in the project implementation. KIs and field visits to Malaysia and Viet Nam (see Annex 6) provide a number of examples:

- Colombia: The Government of Colombia is concerned with improving production capacity, industrial relations, and social dialogue in rural regions of the countries to sustain its peace-building policies at the national level. This strong regional approach has been incorporated in ILO's coffee sector activities that were focusing on the Huila department. In this department regional tripartite social dialogue committee for coffee (*'mesa ejecutiva'*) has been established within the framework of the Departmental Subcommittee for Coordination of Wage and Labour Policies in Huila, to promote decent work in coffee, including through contributions to the development of a new National Development Plan;
- Malaysia: The Government of Malaysia has developed and launched a National Action Plan on Forced Labour (NAPFL) in 2021, with technical assistance from ILO. This NAPFL is of particular importance to the rubber sector, where many international migrant workers are employed, often in very difficult positions and regularly flagged as forced labour in case of national and international inspections. The project implementation of SSCBFB in Malaysia is closely aligned with these government policies and also with decent work-related projects and initiatives of the Malaysian Rubber Council (MRC);
- Namibia: Different ministries involved in the fishery sector had identified the need for more coordinated actions in inspection of vessels, combining environmental aspects (Ministry of Fisheries and Marine Resources), safety of vessels (Ministry of Works and Transport) and labour conditions (Ministry of Labour, Industrial Relations, and Employment Creation). This need was picked up by the SSCBFB project that has targeted stakeholders with training and provision of tools to increase joint inspection capacities of these Ministries on vessels, resulting in first ever joint pilot inspections in November 2022;
- Viet Nam: Alignment with the Ministry of Labour (MOLISA) in realizing industry seminars on the new labour code of 2019 and TA in regularization of digital employment contracts and in the development tools for the application of the new labour code. Activities with electronics sector companies were piloted in Bac Ninh province.

According to KIs, ILO has been relevant in enabling partners to come together in sectoral tri-partite mechanisms and forums to discuss and tackle decent work-related challenges in these sectors. KIs mention that ILO's convening power as an independent international organisation is of key importance to facilitate tri-partite partners to come together in constructive processes of social dialogue.

The SSCBFB implementation is not closely cooperating with initiatives and projects of other UN agencies and other international actors and networks, although regular exchange of information occurs, and occasionally other partners are invited to participate in activities organised by the project. This has been particularly the case with the Responsible Business Association (RBA) and its offspring the Responsible Glove Association (RGA) contacts were established in Viet Nam and Malaysia and in Colombia, ILO implemented a training event on fundamental principles and rights at work with Rainforest Alliance (RA). KIs from these networks acknowledge and appreciate these contacts exchange of information, but at the same time indicate that there was no structural cooperation on the ground with ILO in the SSCBFB countries. In Viet Nam, there is a notable example of structural cooperation in the form of a labour rights projects implemented with Apple Inc. sourcing companies and funded by Apple. Inc. At corporate level, ILO is partner and secretariat holder of the Alliance 8.7 to eradicate forced labour, end modern slavery and human trafficking and in multiple occasions it works with the International Organisation for Migration (IOM) in tackling migrant labour through its MIGRANT branch. However, in the implementation of SSCBFB in Malaysia there is no close cooperation with these actors.

³ ILO, 27-2-2023. ILO Strategy on Decent Work in Global Supply Chains (discussed in the 347th session of the ILO Governing Body in March 2023).

At the country level, links and alignment with workers' organisations are not as strongly established than with companies and employers' organisations, although in all countries they were involved in steering committees and tri-partite social dialogue. In some of the SSCBFB countries specific activities targeting workers' organisations were only started in the second year of the project, such as in Viet Nam and Malaysia. These delays in reaching out to the workers' organisations were to a considerable extent caused by rigid lock-down policies of the national governments during the COVID-19 pandemic and by the weak representation of these workers' organisations in the rubber and electronics sectors in these two countries. In Madagascar and Namibia, links with workers' organisations have been stronger and they have been actively involved in project activities throughout the project duration. The links with ITUC and GUFs that existed at the start of the project have not been continued throughout the project implementation, limiting possibilities for alignment of actions particularly with GUFs that have leverage at the sectoral and global supply level. This has also been the case with IOE, though contacts with employers at the supply chain, though to a limited extent as mentioned above, have been materializing through other forms of exchange with business network.

Alignment with the EU delegations could be confirmed in the field visits of the evaluator to Malaysia and Viet Nam. The EU delegations confirm that they are aware of the project and its activities at the country and EU-delegation staff also has participated in project activities and also in Colombia exchange with the national EU delegation has been frequent, according to project reports. At the same time, the EU delegations often show weak capacities and poor continuity in following-up on centrally funded projects. With the ongoing trend of increased decentral availability at the EU delegations in specific countries, direct exchange with these delegations becomes more important. Meetings with the EU delegations in Viet Nam and Malaysia confirmed that there are interesting funding opportunities at the decentral level to complement the modest central level EC-EaSI funding to the SSCBFB project.

ILO and its partners have been responsive to needs of women and vulnerable groups during the SSCBFB implementation. Gender and inclusion have not been key targeted interventions in the project, though these dimensions were mainstreamed in training and awareness raising activities and in the realisation of the sector research (in Colombia, Madagascar, and Namibia). Disability inclusion and environmental sustainability have not been included in project implementation, though environmental considerations were made in the research on fishery in Namibia and on coffee in Colombia. (EQ 3, 10 and 11)

Of the cross-cutting priorities, gender is most often addressed, as gender is mainstreamed in training activities and in the development of tools in the project. During implementation of activities, participation of men and women is monitored. No specific interventions targeting women have been incorporated in the project, because the SSCBFB is not designed as a gender targeting intervention. Attention to gender is incorporated in the decent work concepts and tools and thus mainstreamed in the project approach.

Inclusion of specific vulnerable groups has received specific consideration in Malaysia, where in fact the group of migrant workers was core to the interventions related to the NAPFL and to improve decent work conditions in the rubber glove sectors, where migrant workers constitute more than 60% of the labour force. In Colombia the project has considered migrant workers (including refugees from Venezuela) and seasonal informal workers in the sector as specific vulnerable groups. These groups have also been included the training and certification of coffee pickers skills by SENA in the project. In none of the countries, specific approaches and interventions were encountered that addressed people living with a disability. With respect to disability inclusion, it should be recognised that the SSCBFB project was not designed to target disability.

Environmental aspects were considered only to a limited extent in the projects in Colombia, where environmental aspects of coffee production were considered and in Namibia, the sustainability of fishery was considered. In both countries the international certifying bodies of RA and MSC are important drivers to address these environmental concerns in the supply chains. In Malaysia, environmental concerns with the sourcing of natural rubber are relevant, though these have not been considered in project design and

implementation. The use of natural rubber in the rubber glove sector, particularly in the light of the upcoming EC's due diligence directive, is likely to become an issue of increasing concern.

3.2. Effectiveness

The SSCBFB has largely achieved its planned outputs and deliverables, with the exception of Madagascar where overall a lower implementation rate of outputs could be identified. Some of the deliverables, particularly the production of the rapid assessment and deep dive research reports have been delayed considerably and only in the final months of 2022, these research reports were gradually becoming available. At the outcome level, particularly Colombia and Namibia show promising institutional changes in the form of new social dialogue mechanisms, and also in Malaysia a strong alignment with NAPFL has been achieved. In Viet Nam and particularly Madagascar outcome-level changes take longer to materialise. (EQ 4)

The following tables present the key outputs that have been reported by the SSCBFB project team, until the end of 2022.

The table below shows that in all five countries, over two years of project implementation, in total 62 workshops, seminars and events were organised. These activities had an overall reach of 4.381 participants.

Table 3: Workshops and events realised in SSCBFB until January 2023

Country	2021	2022	Total	# Participants	% Female participants	In-person & hybrid
Colombia	5	9	14	2,312	49%	71%
Madagascar	3	4	7	604	57%	71%
Malaysia	2	4	6	420	46%	100%
Namibia	4	13	17	303	43%	53%
Viet Nam	8	10	18	742	76%	72%
Total	22	40	62	4,381	54%	68%

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

The table furthermore shows that the rhythm of implementation of these workshops and events has accelerated in the second year of project implementation with almost double the number of activities. Most of the workshops were implemented in Colombia, Namibia, and Viet Nam, while in Madagascar and Malaysia the number of workshops and events was less. The reach of the SSCBFB in Colombia has been highest across all country and is more than double than in the other countries.⁴ Participation of men and women in SSCBFB events has been roughly equal across the sectors and countries with percentages of women participating in workshops and events oscillating around 50 per cent, except in Viet Nam, where women constitute a majority. In some of the sectors, particularly in the rubber glove and fishery sectors in Malaysia and Namibia, the participation of women can be considered high, when considering that the labour force in these sectors is largely composed by men. The relatively high participation of women can be explained that activities in Malaysia have targeted companies more than workers and in Namibia Government entities in the fishery sector were targeted more than workers. Women constitute a majority of participants in Madagascar, where women are the majority in the labour force in the textile sector; and in Viet Nam, where women are also important in both the labour force of the electronics industry, and they are also strongly represented in Government and Management positions in organisations, up to the higher management level. This could also be witnessed during the field visit to Viet Nam, where the majority of people interviewed was also female.

⁴ Colombia shows a very high number of participants, though this was caused by the fact that the commemoration of the National Decent Work Day (Focus on rurality and supply chains) in October 2021 was screened on YouTube reaching to 1,251 views. This number has inflated somewhat the reach of the events in Colombia, because the YouTube views are not representing intensive participation in the activity.

In spite of the COVID-19 pandemic, the SSCBFB events were mostly organised as physical events, and on some occasions these physical events were combined with providing on-line access to the event in form of a hybrid meeting. These hybrid meetings can be considered an innovation in implementation, as a result of the COVID-19 pandemic. In all countries physical and hybrid meetings constitute the majority of all events and in Malaysia all project events were realised under this modality.

The following table presents the training activities organised in the different SSCBFB countries.

Table 4: Training activities and events realised in SSCBFB until January of 2023

Country	2021	2022	Total	# Participants	# Companies	% Female participants	In-person & hybrid
Colombia	0	3	3	76	15	57%	67%
Madagascar	0	0	0				
Malaysia	0	3	3	241	68	46%	67%
Namibia	0	6	6	116	N/A	33%	67%
Viet Nam	2	14	16	575	258	64%	88%
Total	2	26	28	1,008	341	50%	68%

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

The table above, shows that training activities during 2021 when in most countries strong COVID-19 activities were in place, have remained limited to only 2 training events (only in Viet Nam) in 2021 to 26 in 2022. The increase of training activities in the second year of SSCBFB implementation can also be explained by the fact that this second outcome area to some extent is dependent on the research activities and the development of tools and guidelines in the first year of the project.

The table above furthermore shows that by far the most (16) training events were conducted in Viet Nam were also the reach of participants was far higher than in other countries. In Namibia 6 training events were conducted, while there were 3 each in both Colombia and Malaysia. In Madagascar no training activities were conducted. The 28 training activities in the two years of project implementation have benefited 1,008 participants. These participants were from a total of 341 different companies, particularly companies in the electronics sector in Viet Nam and in the rubber glove sector in Malaysia. The training activities in these countries have mostly targeted the owners and management of these companies. The average participation of women in the training events is 50%, though particularly in Viet Nam and Colombia the participation of women has been higher than average and in Namibia the number of women has lower than average. Physical and hybrid training meetings are the majority of training events in all countries, particularly in Viet Nam.

The table below shows that in total 61 publication and communication products have been published and still 14 publications and communication products are still upcoming in the remaining three months of the SSCBFB implementation in 2023.

Table 5: Communication deliverables produced by SSCBFB, including upcoming publications until July 2023

Country	2021 & 2022	Upcoming	Total	Online	General Public
Global	5	3	8	100%	100%
Colombia	11	2	13	100%	85%
Madagascar	7	2	9	100%	89%
Malaysia	6	3	9	100%	89%
Namibia	15	1	16	100%	100%
Viet Nam	17	3	20	90%	90%
Total	61	14	75	97%	92%

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

The table above shows that almost all publications and communication products are available on-line, which is a cost-effective way of reaching out to large numbers of different audiences, although these audiences are not quantified in the result matrix and annual reports. Most of the communication products are targeting the general audience and are not targeting specific tri-partite partners and are usually available in English and local languages. The communication products of the SSCBFB project dedicate much attention to people's stories, voices, and experiences to ensure that the human side of decent work in the supply chains is made visual.

The table below shows that ILO in total has developed 11 tools or packages of tools and guidelines on decent work in the supply chain in the five SSCBFB countries until the end of 2022. Most of these publications were targeting all tri-partite partners and sometimes also more general audiences.

Table 6: Tools developed by the SSCBFB until January 2023 and key users of tools

Country	# Tools	Employers	Workers	Government	Tri-partite/Other
Colombia	1				1
Madagascar	1				1
Malaysia	3	2	1		
Namibia	4			1	3
Viet Nam	2	1		1	
Total	11	3	1	2	5

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

The table above furthermore shows that in Malaysia the focus of tools development has been with employers' organisations, which is related with the close interaction of the project with MARGMA, the association of rubber glove producers. Towards the end of 2022, a specific campaigning support document for trade unions was under preparation. In Namibia there was a specific focus on the government in preparing tools and guidelines on joint labour and safety inspections on fishing vessels in the fishery sector. In Viet Nam the focus was both the Ministry of Labour and on VCCI, the Viet Nam Chamber of Commerce and Industry.

The annual report of the SSCBFB project in 2021 and more recent internal result framework reporting show that a number of key actions were realised under the three key outcome areas of the project, leading to a number of results reported at the end of 2022. The key immediate and intermediate outcomes, listed in these reports and also verified in KIIs conducted during this evaluation, are summarized in the table below:

Table 7: Key immediate and intermediate outcomes of SSCBFB verified in reports and through KIIs until January 2023

Country & Sector	Outcome 1: Enhanced knowledge & understanding of decent work deficits and opportunities of selected supply chains among policy makers, social partners and stakeholders to facilitate the development of evidence-based and gender-sensitive policies & measures to advance decent work	Outcome 2: Tripartite constituents and stakeholders are better equipped to advance decent work in fairer, more resilient and sustainable supply chains	Outcome 3: Tripartite constituents and stakeholders further develop and implement policies and measures to build forward better fairer, more resilient and sustainable supply chains
Colombia / Coffee	<ul style="list-style-type: none"> - Rapid Assessment on Decent Work in Coffee Supply Chain published on 2-12-2022 - Study on Decent Work in Cocoa supply chain (in process) - National Coffee Federation (FNC) and SENA collaboration agreement with ILO on skills certification in coffee sector - Project Web page on-line 	<ul style="list-style-type: none"> - Toolkit for ILO constituents and key stakeholders in the coffee supply chain - First batch of 426 (177 women) trainees of skills training certified by SENA - Exposure project partners to international fairs 	<ul style="list-style-type: none"> - ILO constituents participate in regular meetings of tripartite dialogue platform ("Mesa Ejecutiva") - Mesa Ejecutiva has capacity to formulate pilot projects - International Coffee Sector Roundtable (tripartite actors)

		<ul style="list-style-type: none"> - ToT materials developed and 36 trainers trained reaching out to 200 coffee pickers 	and development partners) led by the Ministry of Labour.
Madagascar / Textiles and Garments	<ul style="list-style-type: none"> - Rapid assessment of textiles and clothing industry to inform actions in the sector (Published Nov. 2022) - Awareness-raised among stakeholders and press through workshops about project - Project Web page on-line - Image database on textile sector 	<ul style="list-style-type: none"> - Toolkit for textile supply chain training (with Better Work & Zero Fund) - Compendium of industrial policies & lessons learned - 1st Business Forum (Nov 2022) 	<ul style="list-style-type: none"> - Options explored by ILO Team for developing a sustainable industrial policy for the sector. - Road map adopted on key actions to address the decent work in the supply chain
Malaysia / Rubber gloves	<ul style="list-style-type: none"> - Draft Deep Dive research into decent work challenges & opportunities in rubber glove supply chain. (Publication and validation expected in Jan. 2023) - ILO Desk study on COVID-19 impact on sector - Project Web page and image database on-line - Effective engagement with National Conference on Business and Human Rights 	<ul style="list-style-type: none"> - Compilation ILO tools & guidance and adaptation to rubber glove sector - Practical guidelines of ILO, MEF and MRC to prevent and address forced labour in rubber glove sector - Cooperation agreements in place with MARGMA and MTUC on TA and Training 	<ul style="list-style-type: none"> - Malaysia ratified ILO Protocol of 2014 to the Forced Labour Convention, 1930, and adopted National Action Plan on Forced Labour (NAPFL) 2021-2025 on 26 November 2021 (contextual to project) - Implementation of the Protocol and NAPFL - Task Force on Compliance on Labour Laws and Policy for Rubber Manufacturing Sector - Code of Conduct of MARGMA
Namibia / Fishery	<ul style="list-style-type: none"> - Deep Dive research published on 8 December 2022 - Tri-partite meeting on project actions in fishery sector - Project Webpage on-line - Image database on fishery sector 	<ul style="list-style-type: none"> - Inventory of tools for project developed, including a Field Guide for Carrying out Labour Inspection Visits On-board Fishing Vessels - Tri-partite Strategic Compliance Taskforce of the fishing sector - OSH and labour inspection training for inspectors - Joint inspections on vessels - Application of standardized employment contract templates for permanent and temporal workers in the fishery sector 	<ul style="list-style-type: none"> - ToR for converting committee into a National Commission on Decent Work in Fisheries Sector - Coordination mechanism established (called for in Article 7 ILO Work in Fishing Convention, 2007 (No. 188))
Viet Nam / Electronics	<ul style="list-style-type: none"> - Draft Deep Dive research on electronics manufacturing supply chain (publication expected in Jan 2023, pending translation) - Sectoral Forum for the electronics sector in collaboration with the Vietnam Chamber of Commerce and Industry (VCCI) - Surveys on labour practices and training needs of sector (with MOLISA) and on new Labour Code and COVID-19 challenges, - Project Webpage & image database on-line - Information on Web-page VCCI 	<ul style="list-style-type: none"> - Review, mapping and adaptation of relevant tools, guidance and training materials (with support of Better Work) - Factory advisory programme to improve compliance 'building forward better' operational in collaboration with VCCI - Frequently Asked Questions to promote the application of the Labour Code 2019 on line and operational 	<ul style="list-style-type: none"> - MOLISA-policy on digital labour contracts - Agreement established with VGCL in strengthening trade union networks

Source: ILO, Sectoral Policies Department, 2022 and 2023. Sustainable Supply Chains to Build Forward Better. Annual Progress Reports (April-December 2021 and January-December 2022). Results-Framework provided to the evaluator in January 2023.

The table above shows that the results of under the first intervention area of the project, focusing on research activities (sectoral deep dive and rapid assessment) haven taken considerable time. All research activities have been ongoing in 2021 and the bigger part of 2022. At the end of 2022 three of the sectoral

studies were published in November and December 2022. The two remaining studies⁵ are available as draft and will be published in January 2023. While preliminary findings from the research have been used in developing training and awareness raising activities under the first two outcome areas, the impact of these studies among wider external audiences will materialise with their publication and dissemination. Under the second outcome area, towards the end of 2022 in most countries and sectors, specific training materials were developed and applied at the level of employers and workers organisations and with government institutions, with the exception of Madagascar where the reach was more limited at employers and workers organisations. In some of the countries and sector, further policy-level and institutional effects materialised.

The most notable outcomes at the end of 2022, that could be verified by the evaluator, are listed below:

Colombia: functional regional tripartite coordination committees in the coffee sector in Huila now regularly meet; skills certification of coffee-pickers is now officially certified by the National Learning Service (SENA);
Madagascar: The first international business forum was organised, and it was attended by the Prime Minister and several other Ministers, recognising the importance of this event and decent work in the textile supply chain. This recognition may lead to a sustainable industrial strategy for the textile and garment sector of the Government in the future;
Malaysia: tripartite partners in the rubber sector are organised and contribute to the implementation of the National Action Plan to combat Forced Labour (NAPFL); MARGMA and MRC with ILO support is developing a Code of Conduct for its memberships that is being finalized at the end of 2022;
Namibia: The national tripartite advisory committee for decent work in the fishery sector is currently being transformed in a permanent national commission for decent work in the fishery sector; The Ministries of Labour, Fishery and marine Resources, and Works and Transport have now realised their first joint inspections on 12 fishing vessels and joint inspections will be further rolled out;
Viet Nam: Advisory programme on labour code for electronics companies, based on previous Bac Ninh province-level experiences, is now structurally established at the sector level. Digital employment contracts developed with ILO TA, are introduced in the electronics sector by the Ministry of Labour, Invalids and Social Affairs (MOLISA).

In all SSCBFB countries, the project has also contributed to trust building and improved social dialogue mechanisms at the tri- and bipartite level. And in all countries different social partners have benefited from awareness raising and training activities realised by ILO.

The actions and results specified in the table above also show that the SSCBFB project and its result framework have had a clear focus on country-level outputs and outcomes, until the realisation of this evaluation. The research implemented at sector and country level include decent work challenges at upstream and downstream level of specific global supply chains and consider international dimensions and challenges in these supply chains. In further follow-up training and technical assistance activities, using insights of this research, the focus of interventions is at the national level. Activities to synthesize results of the project at global level and to reach out to actors further downstream in supply and with actors are planned for the final months of implementation of the project in the first half of 2023.

SSCBFB has developed and implemented a clear partnership strategy with tri-partite partners at the sector level in all five SSCBFB countries. The project has systematically applied facilitation of social dialogue at the sector-level to achieve outcomes and objectives of the project. The partnerships established mainly have a country-focus and are not yet established at the global supply chain level. (EQ 5)

The key strategy of ILO to reach out to different social partners is through facilitating social dialogue processes and establishing social dialogue platforms at the sector level. In KIIs with the different partners, KIIs confirm that the convening power of ILO, as a tri-partite and international organisation with strong expertise

⁵ The deep dive report on the rubber glove sector in Malaysia, due to pending validation in January 2023, could not yet be shared with the evaluator, while the other four reports could be verified and analysed.

is very important. KIs confirm that working in bi- and tri-partite setting is the key competency of ILO, bring value to local process and contributing to trust building among national tri-partite partners. In all five countries, the tri-partite set-up and implementation of SSCBFB has been secured at national level, though there have been some challenges at sector and at company level. In Viet Nam, workers' organisations at the company-level sometimes face challenges in social dialogue and CBA, as trade unions at the company-level do not always fully operate independently from company management, and thus potentially impacts of CBAs at the workers' level can be limited. At the sector level, it was observed that the electronics companies have their sector organisation, the Viet Nam Electronics Industries Association (VEIA) though this organisation is not a member of VCCI, the national employers' organisation. In Malaysia, the trade unions are not represented in the rubber glove sector, at company nor at sector level. These findings show that while ILO has reached out to workers' organisations in all countries, workers' organisations in some of the sectors and countries, particularly in Malaysia and Viet Nam face capacity constraints that limit their effectiveness in social dialogue, indicating the need to build more capacities of these workers' organisations in social dialogue and CBA and to increase their organising capacity in specific sectors and countries.

The International Trade Union Confederation (ITUC) and the International Organisation of Employers (IOE) have been involved in the design and inception of the SSCBFB project and also a number of Global Union Federations (GUFs), particularly IndustriALL and the International Transport Federation (ITF), were involved in this process. However, during the project implementation that focused on country-level implementation, these organisations were not involved anymore at later stages and KIs inform that they have limited knowledge of further developments and results of the project in later years.

The SSCBFB project has exchanged information and has invited business networks, such as the Responsible Business Association (RBA) in Viet Nam and its spinoff the Rubber Glove Association (RGA) in Malaysia and Rainforest Alliance (RA) in Colombia. Contacts with these responsible business networks have not resulted in active cooperation in the SSCBFB project to increase reach and leverage at downstream level of global supply chains, where these responsible business network operate.

Positive or negative and unexpected developments that have influenced results of the SSCBFB project are diverse, depending on specific country and political economy effects. Two important key developments that have been important for SSCBF implementation are the COVID-19 pandemic that has produced production booms in Malaysia and Viet Nam and the legal enforcement of Forced Labour indicators by the US and Canadian Customs authorities that has produced a rapid response to solve decent work deficiencies by Rubber Glove companies in Malaysia. (EQ 6)

While the SSCBFB project was originally designed as providing 'building forward better' responses to the COVID-19 pandemic effects on supply chains in different sectors, the focus of the project has been on structural aspects and challenges in the respective supply chains. The influences of COVID-19 though were notable and diverse in kind and in time. The deep-dive and rapid assessment studies of SSCBFB provide an analysis of these effects in a systematic way, though they do not always fully capture the most recent developments, resulting from the COVID-19 pandemic and the recent inflation and food price hikes that have a significant impact on different supply chains, because finalisation of these research is very time-intensive.

An important COVID-19 effect has been the increase of more on-line provision of technical assistance and training and events. This effect has been relevant in all SSCBFB countries and has enabled a more cost-effective realisation of these activities, while at the same time also allowing easier participation of different stakeholder groups in these activities. While this effect has been very strong in 2021, in 2022 more in-person activities were implemented, though also more often in hybrid variants combining physical and digital participation.

In addition to these COVID-19 effects, the upcoming due diligence legislation in the EU and other countries already applying due diligence legislation, such as Germany is an important international development

triggering actions of source countries and companies to take actions to improve working conditions in the sector. And the Canadian and US governments' import bans of rubber gloves (in the rubber glove sector in Malaysia as cited above) have shown the power of legal actions to enforce compliance of companies to international human rights requirements. These developments have increased the sense of urgency among many of the KIs in the different countries and sectors to address supply chain compliance issues with respect to these international frameworks. These developments are a clear indicator that legal enforcement of human rights requirement and the application of due diligence principles in human rights and sustainability are powerful instruments to change behaviour of global supply chain actors. Both trade unions and employers' organisations are placing due diligence as a high priority on their agendas. The Malaysian Rubber Council (MRC), with TA from ILO, is preparing a mission to the EU and a high-level meeting with the EC to discuss the upcoming due diligence legislation and human rights requirements of the EU.

3.3. Efficiency

The SSCBFB project implementation was generally efficient in resource utilisation, expecting to reach close to full or full budget depletion by the end of the project. Budgets and expenditures have changed considerably during implementation, with relatively high expenditures on project management. (EQ 7)

The table 8, below, under the second column, shows the original SSCBFB project budget in Euros, including EU's (1.4 M €) and ILO's (146.734 €) contributions. The fourth column presents the actual expenditures until the end of 2022, while the final seventh column presents the still outstanding commitments to be spent in the remaining project period, until July 2023, after a recently awarded no-cost extension for the project by EC-EaSI in January 2023.⁶

Table 8: SSCBFB budgets and expenditures until 31-12-2022 (in Euro)

Project Outcome	Budget All Years	% Budget All Years	Total Actuals	% Actuals of Total Actuals	% Actuals against Budget All Years	Total Committed
1	311.759	20%	270.429	22%	87%	34.994
2	316.570	20%	197.356	16%	62%	45.738
3	217.616	14%	118.212	9%	54%	2.619
M&E	68.563	4%	49.102	4%	72%	9.963
Project Management	531.037	34%	531.375	43%	100%	111.012
Admin Cost (7%)	101.188	7%	81.653	7%	81%	0
TOTAL	1.546.734	100%	1.248.127	100%	81%	204.326
					Balance (Not committed)	94.281

Source: ILO Technical Cooperation Budget Unit, 2023. Financial Statement SSCBFB 2022 (31-12-2022)

When analysing expenditures against the budget, it can be observed that with still three months to go until the original closing date of the project, 81% of the total budget was depleted at the end of 2022. Extrapolating this percentage of 81% depletion at 31 December 2022, until the end of the project (still 10 % of project-duration to go⁷ and 19% of the budget to be spent) and with more international events to be expected in the beginning of 2023, it is likely that the project will achieve full budget-depletion or at least will come very close to full depletion before the closing the end of June 2023, after the additional three-months no-cost extension phase.

⁶ With the no-cost extension of the project granted by EC-EaSI in January 2023 (after the submission of the draft evaluation, the period for remaining expenditures has been extended until the end of June 2023.

⁷ At 31-12-2022, still 3 months of the 27 months of total project duration has to be completed. This corresponds to 11.1% of the total project duration. With an acceleration of activities in the final months of the projects, particularly after the agreement for an additional three-months no-cost extension it is to be expected that the 19% remaining balance for commitments and the general balance can be depleted at the new final date of the project on 31-6-2023.

Looking at the depletion rates against the original total budget, it can be observed that expenditures on Outcome 1 were higher than planned, while the other Outcomes show a lower expenditure rate. Expenditures on project management have been considerably higher than planned and, with still six months to go, are already fully depleted and thus show a risk for over-expenditure until the end project if no adjustments are done in the remaining implementation period. At the project outcome level, the table 8 above shows that expenditures on outcome 1 have reached an 87% expenditure rate at the end of 2022. According to KIs this was achieved with an acceleration of expenditures under this outcome in the latest months of 2022, with the publication of several of the deep-dive and rapid assessment reports. On the other hand, outcomes 2 and 3 are showing low expenditure rates. With the international events coming up under outcome 3 in the coming months, it is likely that this outcome area will still reach a considerably higher expenditure rate at the end of the project. Achieving a higher expenditure rate under outcome 2, will require extra efforts in training activities in the remaining period of the project.

Overall, the analysis in the table above leads to the finding that expenditures under project management have increased with an increase from 34% to 43% at the cost of expenditures on the three outcome areas that show a decrease from 54% to 45%. While this finding might be interpreted as a sign of inefficiency in project implementation, it is important to recognize that the management cost contain the costs of the project staff and most of the time, in total 13 SSCBFB-project staff members, are involved in direct project implementation and technical assistance activities at the country level. As staff time isn't administered against the outcome areas, it is impossible to attribute these management costs to specific outcomes, but KIs at the country level with the different officers and partners involved confirmed that this contribution of staff-time to results obtained on the ground has been very high and fundamental for the success of the project in all SSCBFB countries, though in Madagascar this could not be verified with external stakeholders.

ILO has used other means to increase efficiency in project implementation and resource utilisation, the most important measured being the pooling of financial and staffing resources in ILO to ensure synergy and complementarity of the SSCBFB with other relevant ILO interventions in supply chains (EQ 7).

Pooling of financial and staffing resources has been an important strategy of ILO in the implementation of the SSCBFB project at global and country level. Looking at synergy and complementarity in financial and material resources, this strategy has focused on securing linking and aligning different project interventions at the regional and country level. This has gone farthest in Viet Nam and Madagascar, where the SSCBFB was embedded in a cluster-planning approach at the country-level. In both countries the project was closely aligned with the Better Work programme in the textile sector, adapting training tools of this project and translating them to the specific context of the electronics sector. In Malaysia alignment was achieved with the Bridge project in this region, dealing with migrant labour and with other interventions of ILO supporting the Government to develop and implement its National Action Plan Against Forced Labour. ILO guidelines on improving decent work conditions were translated to specific context of the rubber sector. In Colombia the SSCBFB project was synergized with ILO's Vision Zero Fund interventions in this country. Such possibilities for alignment were less in Namibia, where ILO did not have a strong presence on the ground prior to the SSCBFB project, but here close support from ILO's Country Office for Zimbabwe and Namibia is provided.

The SSCBFB project through these synergies has been able to produce many publications and tools and to realise many training events against minimal costs and at the same time these training events and publications also contributed to the implementation of other ILO projects in these countries. This could be witnessed particularly in Viet Nam, during the evaluator's field visit to this country and through participating in a joint tri-partite ILO cluster planning event.

More important even, is the synergy of the SSCBFB in terms of exchange and contribution of human resources from other non-project staff sector experts at ILO-SECTOR and in other ILO departments, such as FUNDAMENTALS, and at the level of regional and country offices. The support and inputs of these experts have not been quantified and was not included in the budget and expenditure overview of the SSCBFB

project. While it is impossible to calculate the value of these contributions, KIIs with ILO and external partners confirm that this support has been of crucial importance to achieve the anticipated results in this project.

SSCBFB project officers and local partners at the country level confirm that support from SECTOR at ILO's HQ level has been frequent, with weekly follow-up meetings and with quick guidance and troubleshooting from the HQ in case problems were encountered. Only at the administrative level, in countries where ILO does not have a country office, delays were reported in administrative procedures related with transfer of project resources. Particularly in Malaysia, this has led to some delays.

3.4. Perspectives towards impact & sustainability

ILO has enabled and strengthened national and sector-level ownership of the project's results, through systematic involvement of the tri-partite partners in all project activities and by building capacities of national actors to develop and implement policies, procedures and to establish relevant structural institutions for social dialogue at the sector level, particularly in Colombia and Namibia. (EQ 8)

ILO has established steering committees for the SSCBFB project in all countries, consisting of the tri-partite partners in each country. Through this measure they have ensured good partnerships and ownership among partners in all five project countries.

The most important mechanism to ensure impact and sustainable changes in the specific SSCBFB sectors applied by ILO is to establish and facilitate tri- and bi-partite dialogue forums, committees, and commissions at the sector level and at national level. This approach has farthest advanced in Namibia and Colombia, where sectoral and regional committees and commissions have been established for social dialogue on decent work. These committees and commissions present changes that are embedded in national institutions and this provides good perspectives for long-term sustainable changes in sector social dialogue in the fishery sector in Namibia and in the coffee sector in Colombia.

In the other SSCBFB countries and sectors, similar institutional changes have yet to materialise, though in all countries sector-level social dialogue, joint meetings and business forums have been established that regularly meet, such as the tri-partite cluster-planning meetings of ILO and tri-partite partners in Viet Nam, the first business forum realised in November 2022 in Madagascar.

In Malaysia an important institutional change has materialised that will secure longer term impact in the rubber sector and beyond, which is the adoption of the National Action Plan on Forced Labour (NAPFL) 2021-2025 in 2021, which provides an important guiding instrument for addressing persisting problems related with forced labour and with migrant labour. The SSCBFB project's actions and provision of guidelines for the rubber glove sector are well aligned with this action plan which is an important guarantee for longer-term sustainability.

And in Namibia a second lasting and sustainable change could be confirmed with the first realisation of joint-labour, environment, and safety inspections on fishing vessels, by the three responsible ministries. This practice of joint-inspections, after the first piloting in November 2022, will be further rolled out in the near future, with the respective ministries taking clear and strong ownership.

And in Colombia another lasting impact and sustainable change that could be verified in this evaluation was the certification of coffee-pickers by the National Learning Service (SENA), which is a formal recognition of coffee-picking skills that improves opportunities for workers to gain access to employment with better working conditions.

At the more specific organisational level, the most important changes can be seen in the form of increased knowledge and capacity of workers' and employers' organisations in specific sectors. In Viet Nam, Malaysia and Colombia, these developments in capacity among employers' organisations were more pronounced than among workers' organisations. In some of the sectors, organising workers is still an important challenge to build sufficient countervailing power in social dialogue and collective bargaining processes. Although the SSCBFB project has systematically reached out to workers' organisations in these countries and sectors, the capacities of workers' organisations at the national, sector and company level are still showing considerable gaps that require more attention to ensure further lasting and sustainable changes in social dialogue and collective bargaining.

At the global supply chain level, no specific impacts of the project can yet be verified, at the time of realisation of this evaluation. This is mainly due to the fact that ILO has chosen a country-level focus for the implementation of the SSCBFB project in the first period of implementation, due to limitations in time and budget. Further outreach to the global supply chain level and stakeholders in the EU is planned for the remaining period of implementation of the project until July 2023.

After the closure of the current project, no new project phase is considered in Viet Nam and Madagascar. In both countries, ILO's cluster planning and ongoing other projects, such as Better Work or the cooperation with Apple Inc., in the same sectors, provide good perspectives for follow-up on the results obtained in the SSCBFB project. In Colombia, Malaysia and possibly Namibia further follow-up is foreseen, and this follow-up can build further on significant sustainable changes that have been mentioned above, providing good perspectives for wider sector level impact at the country level. In Colombia this will entail expanding the reach from the regional implementation in the Huila Province to the national level and possibly also in the Cocoa-sector.

Some SSCBFB project results, relevant to women and vulnerable workers, have been embraced and are incorporated in national policies and institutional frameworks, mostly addressing migrant and temporary workers that are recognized as a specific vulnerable group. (EQ 9 and 10)

Gender Equity and Women's Empowerment (GEWE) and inclusion are generally considered in national policies, frameworks and structures established in the SSCBFB countries. While gender and inclusion are to a large extent mainstreamed in actions of the project, the project was not designed as a specific intervention targeting gender and inclusion. In addressing decent work challenges, specific attention in training is given to working conditions of women and sexual harassment practices at the work floor. The project actions in the rubber glove sector in Malaysia have targeted migrant workers from other Asian countries, who live and work in very vulnerable conditions. These migrant workers are an important source of labour in this sector and in addressing forced labour challenges in this sector, SSCBFB has clearly targeted the inclusion of migrant workers.

Actions from the Malaysian Government and the MRC, based on the NAPFL aimed to improve working conditions of migrant workers and also to promote more national employment creation in the rubber and rubber glove sector. This was done, for example, through the 'Hiring Malaysian Workers Fund 2.0' that was launched in December 2022. Actions targeting migrant workers also included the production of guidelines for tackling forced labour in the rubber sector, co-produced by ILO and MRC. Among employers, MEF and MARGMA have worked on guidelines and code of conducts to improve their attention to decent work conditions in general and at sector level. The institutional attention to forced labour, is further enhanced by the enforcement of labour standard, and forced labour indicators by the Canadian and US customs, due diligence legislation of the German Government, and the upcoming due diligence directive of the EC. These combined factors and efforts are likely to contribute to systematic and sustainable attention to improve the situation of migrant workers in Malaysia.

In Colombia, inclusion of migrant (including Venezuelan refugees) and temporary (informal) workers in the coffee sector was addressed by the SSCBFB project. Work in this sector is often seasonal attracting temporary and informal workers. The project in Colombia has included these groups and women in the skills training and certification by SENA.

4. CONCLUSIONS, LESSONS LEARNED AND GOOD PRACTICES

4.1. Conclusions

On relevance

The SSCBFB project of ILO has been relevant to respond to challenges and opportunities in promoting decent work, responsible business behaviour and due diligence principles in the selected five global supply chains. While the SSCBFB project may have been originally designed to respond to specific COVID-19 challenges in specific supply chains, the project, during its implementation, has focused on addressing structural decent-work challenges in these supply chains. The selection of the countries and supply chains was thorough and combined interests of the EU in specific economic sectors with ILO's historical presence and experience in specific countries and sectors. All five sectors selected for the SSCBFB implementation represent key economic sectors in the supplying countries with respect to their exports to the EU. In the countries and sectors selected for SSCBFB implementation, the sectors have been influenced by COVID-19 specific influences, though during the course of implementation specific COVID-19 related challenges were soon superseded by other more structural challenges in decent work in supply chains.

ILO as the implementing actor of the SSCBFB project has been relevant as an impartial convener and bringing in its highly valued international expertise. ILO has facilitated national partners to come together more easily around sector level challenges, than they otherwise would have done, by balancing power and interests of the different stakeholders. The SSCBFB project and ILO's international reputation and its tri-partite constituency have provided a clear response to needs of national level tri-partite partners to come together around specific sectoral challenges and opportunities to promote the decent work.

SSCBFB has applied a country focus in its implementation, mainly due to the limited two-year time frame and the modest available budget for this project and also because the project was based on ILO's insertion and existing relations at country-level. As a result, SSCBFB has not yet fully met its original ambition to address building forward better challenges at the global supply chain level and in the EU. The sector and country-approach were relevant at the national level, though SSCBFB's relevance at the global supply chain level has been less.

On effectiveness:

The project set-up has been ambitious in considering five different supply chains in five different countries, across three continents. While in specific countries at specific sectors relevant outcomes have been achieved, the SSCBFB project has not yet produced a body of knowledge at the international project level. Although, at different moments cross-sectoral and cross-country exchange has taken place, this was not done systematically at the project level. While in the remaining period of project implementation until July 2023, meta-level events and a synthesis learning document will be produced, time will be missing in the current project period to further follow up on these lessons learned and this will likely require more attention in the next follow-up phase of the project agreed between EC-EaSI and ILO. The research activities under outcome 1, took more time than planned and are resulting in final publications in the final months of 2022 and the beginning of 2023, with limited time for further follow-up.

At the country level, the key activities and outputs foreseen in the original SSCBFB project planning have largely been achieved, though with some delay. Under component 1, all research and communication deliverables have been realised. By effectively using preliminary research insights and building on other ILO, Better Work and Vision Zero Fund tools and instruments, ILO in all countries also has delivered a large number of training and capacity building events under the component 2. Under the third component of

policy inputs and changes, ILO has provided Technical Assistance (TA) to relevant organisations that in some occasions have also resulted in policy and institutional level outcomes. **In Colombia and Namibia, the SSCBFB project has achieved significant outcome level changes in terms of sectoral and regional tri-partite commissions on decent work** in coffee and fishery respectively. **In Malaysia, the SSCBFB has been able to align and follow up on Malaysia's National Action Plan on Forced Labour** in the specific sector of rubber gloves. In Madagascar and Viet Nam, no such institutional changes were achieved, though **in all SSCBFB countries, trust has been built and regular social dialogue has been established at the sector level**. At the international supply chain level, no outcomes could be verified by this evaluation, beyond the establishment of exchange mechanism with a number of sectoral business networks, such as RBA and RA.

An important bottleneck in achieving sector level changes in social dialogue on decent work in global supply chains, is the fact that organisational capacities of workers' organisations in specific countries and sectors are not as strongly developed as the other tri-partite partners, causing imbalances in social dialogue and CBA processes. These imbalances require further targeting capacity strengthening particularly among workers' organisations. And in several countries the different levels of social dialogue at the company, sector and national level are not strongly linked. These capacity challenges require significant attention not only at the SSCBFB level but at the level of ILO as a whole.

The reach of the SSCBFB project to employers' organisations and companies has been good and among these partners trust was built, and capacity development interventions were realised leading to significant changes in awareness and behaviour of companies, embracing decent work principles as a priority in their business strategies. **The reach to workers' organisations, particularly in Malaysia and Viet Nam, has been more challenging,** due to capacity constraints of these organisations and the fact that implementation of project actions with these partners in Malaysia and Viet Nam has started at a later phase in the second year of the project. Considering the capacity challenges of the workers' organisations, more attention to strengthening their bargaining power in dialogue and negotiations around global supply and decent work-related challenges may be required.

SSCBFB has not yet reached out to lead buyers and stakeholders in the EU, including the EC, Business Networks and lead buyers and Global Union Federations (GUFs), while this was an original ambition of ILO and EC-EaSI in the Theory of Change of the SSCBFB project. ILO has decided, also due to the limited available resources to focus its actions at the country-level, where good opportunities existed to build the project on previous experiences and contacts and to link it with other ILO interventions at the country level. While this approach has enabled achieving significant outputs and outcomes at the country level, as observed above, the project has not yet had an effective reach at the level of global chain actors, including relevant responsible business behaviour networks, although occasional cooperation with RBA and RA has occurred. While ITUC and some GUFs have been originally involved in consultations around the SSCBFB project design, at a later stage their involvement did not continue and GUFs had limited knowledge of the project implementation and results. At the EU-level, the project has not yet directly linked with the EC-process of preparing its due diligence legislation, although in the remaining project period, these linkages may still be established through the planned meetings and events with the EC and other stakeholders in the EU.

The COVID-19 pandemic has had a big influence on specific supply chains addressed in the SSCBFB, and its effects have been quite diverse in kind and timeframe. These different contexts and timeframes of change processes have influenced the speed and perspective to reach longer-term outcomes and institutional changes in the framework of the SSCBFB. While countries and sectors show recovery from COVID-19 challenges in 2022, new supply-chain challenges are emerging to global high inflation rates leading to increased food and energy prices and regional re-ordering of supply chains, particularly in Asia.

In Malaysia and Viet Nam, COVID-19 has enabled an increase in turnover and profits of companies in the Rubber Glove (particularly in 2020 and 2021, due to high demand in the EU and US) and the Electronics sector (ongoing since 2015). In other countries, COVID-19 has led to a contraction of economic activities, particularly in the Textile and Fishery sectors in Malaysia and Namibia, only to recover to pre-COVID levels in

2022. These different cycles of change at the sector-level have been important to create more space to manoeuvre for companies in Malaysia and Viet Nam, to take actions and resolve challenges in their supply chains in times of increased turnover and profits. Companies in other sectors have had less opportunities to respond, as declining turnover and profit margins have threatened the economic bottom-line of many companies.

While social dialogue and collective bargaining in the SSCBFB countries at the sector level contribute to addressing decent-work challenges, solving these decent-work challenges come with costs. Companies at the country level express concern that these costs of improving decent work conditions are mainly absorbed at the country and at specific company level, with lead actors in supply chains pushing these costs to the upstream level in the supply chains. Employers and workers organisations at the country and international level call for a fairer distribution of these costs across the international supply chain. Companies and workers in the SSCBFB countries welcome international initiatives that address decent work challenges in global supply chains. Stakeholders indicate that legal and regulatory arrangements are needed, complementing voluntary actions, to effectively change behaviour across supply chains. In this respect, the EC's initiative to prepare due diligence legislation on human rights and environmental responsible business behaviour and earlier instruments, such as the UN's Guiding Principles on Human Rights of 2011 and ILO's MNE declaration of 2017 are generally appreciated, though also regularly met with concern that the costs of due diligence should not be pushed to the upstream-level of global supply chains.

On Efficiency

The SSBFB project, received a modest external contribution of 1.4 M € from EC's EaSI programme for the duration of 2 years. **Against this modest external EC-contribution, ILO has provided a significant contribution in cash and in kind to complement these external resources to allow effective and efficient implementation at the country level.** At country-level the project has employed small teams of two persons, a project coordinator and an assistant, with only in Viet Nam an extra senior project assistant, the costs of this national level staff are partially covered by cost-sharing with other ILO projects. At the central level there is a technical officer managing the project and a project coordinator, supervised by the Head of the E2M Unit in SECTOR. The project coordinator is not considered a member of the project staff and is funded by ILO. Further administrative and financial assistance are provided by other Departments of ILO and funded by ILO. The total team of 13 persons involved in the project implementation at a multiple country level can be considered small and efficient.

The SSCBFB project was designed as project to be implemented in close alignment and synergy with other ILO interventions in the countries of implementation, such as the Better Work Programme in Madagascar and in Viet Nam, where experiences from better work were translated into the electronics sector, in Colombia synergy was found with the Zero Fund Initiative and in Malaysia the project synergized with the Bridge project on migrant labour in South East Asia. In Viet Nam and Madagascar, ILO applied a cluster-planning approach to ensure joint strategizing and planning of their different decent-work and supply chain related interventions. At HQ level, the project synergized with sector experts at the SECTOR department level and with other departments within the organisations. As a result, **the SSCBFB project has been able to bank upon previous deliverables and expertise in other ILO projects. In this way a significant amount of other in-kind and staffing resources was mobilised by ILO** in addition to a small cash contribution to match the EC's external contribution to the project. This has enabled a generally cost-efficient project implementation.

The project implementation in COVID-19 times has considered a combination of in-person, on-line and hybrid means of implementing workshops, events, and training activities. And almost all (97%) communication products were made available on-line only. **This combined strategy of delivery of the project's activities and deliverables can be considered cost effective,** as in total 62 workshops and events; 28 training programmes; 75 project communication materials; and 11 toolkits could be delivered in the five project countries in a period of two years, against the modest project budget of SSCBFB. When considering

this efficiency aspect, there are differences across countries, with Viet Nam with clearly the highest number of activities and deliverables and with Madagascar showing a clearly lower figure, and in this country no training events at all were realised.

On impact and Sustainability

In spite of the short duration of the SSCBFB project, a number of outcomes could be verified in terms of institutional changes at the country level, as was earlier observed under effectiveness. **Particularly in Colombia and Namibia, where tripartite sectoral and regional commissions were formed in the coffee and fishery sector, the changes are consolidated at the institutional level with a formal establishment and recognition of these commissions.** In Namibia, a structural cooperation between three ministries was established to implement joint inspections on fishing vessels, which also represents an institutional change impacting decent-work at the sector-level. **As these changes are embraced by the local partners involved who show strong ownership and commitment to replicate and roll-out these models and practices in the future, securing wider sectoral impact and sustainability.**

At impact level, in Malaysia, the SSCBFB project has been able to link initiatives in the rubber glove sector to the National Action Plan on Forced Labour and among companies in the sector there is wide commitment to further work on improvements. The wider reach among the rubber sector as a whole and the establishment of institutionalized social dialogue and collective bargaining mechanisms still remains a future perspective, as workers' organisations have not yet been able to organise workers in the rubber glove sector.

Institutional changes in Viet Nam and Madagascar are less developed, though clear improvements in social dialogue were achieved and the different tri-partite partners have regularly met. In spite of these improvements, **the perspectives for sustainable institutional changes that can be sustained without further support by ILO and other partners are weaker in Viet Nam and Madagascar than in other SSCBFB countries.**

The SSCBFB project, at the time of this evaluation, has exchanged information with the EC and with EU delegations at the country level. However, knowledge sharing on the project's key results with the EC and EU-level stakeholders in the respective global supply chains is yet to take place. This is due to the fact that four SSCBFB research reports were published only in the final months of 2022 and the fifth is still upcoming in the beginning of 2023. The overall synthesis report of the five country-level research is still due, limiting possibilities for systematic outreach to EU-level stakeholders to the remaining period of implementation until July 2023.

On gender, inclusion, and environmental aspects of SSCBFB design and implementation

Women have been considered in project design and implementation of activities, mostly in research and training activities that include systematic attention to gender equality and women's empowerment. In Malaysia, specific attention for inclusion of migrant workers, as a vulnerable group, was provided. The available research reports, except in Madagascar, include specific paragraphs on gender. While in the fishery and rubber gloves (due to largely male migrant labour) men are in the majority of the workforce, the participation of women in coffee, textile and electronics sectors is very important. Women have been targeted proportionally in specific SSCBFB activities. Specific attention was given in Malaysia to forced labour in the rubber glove sector and this has secured a strong focus on inclusion of migrant workers as a special vulnerable group.

Environmental aspects of building forward better of the specific supply chains have not been considered systematically in the SSCBFB research reports and activities. It should be noted that the SSCBFB project was not designed as a specific intervention to address gender, inclusion, and sustainability challenges.

4.2. Good practices and lessons learned⁸

A number of key good practices could be observed in the design and implementation of the SSVBFB project, as listed below:

- ILO has based the selection of sectors and countries in the SSCBFB project on its historical contacts and experiences in these countries. This has enabled ILO to quickly liaise with the relevant partners in the countries and time for trust-building with local partners could be rationalized. And additionally, the SSCBFB could be linked with other ILO interventions, in some cases, as in Viet Nam and Madagascar, up to the level of a cluster project planning and implementation approach;
- ILO has pooled resources from ILO and other ILO projects with the available resources of the SSCBFB project. Through this pooling of resources and by translating project deliverables from other project into the SSCBFB sectors, ILO was able to cost-effectively produce a considerable number of training-programmes and tools and guidelines to address decent work principles in the SSCBFB against minimal costs;
- The sector and supply chain level identified in the SSCBFB project design and implementation as a key entry point to improve decent work conditions has proven to be valid because specific partners and stakeholders can be brought together around concrete and tangible problems and challenges. And working on these challenges at the sector level, provides an excellent basis to build trust and constructive cooperation, because the different partners at this sector level share ownership and understanding of these problems and challenges.

The SSCBFB implementation has also generated a number of lessons learned that are listed below:

- The design, preparation and sourcing of sectoral research is time-consuming, and this presents a clear risk in situations where conditions in supply rapidly change, sometimes in less than two years that it took to finalize these research projects. This can be illustrated by the field visit to Malaysia, that showed that the rubber glove boom in 2021 and 2022, at the end of 2022 is rapidly changing into a steep decline of demand, now the COVID-19 crisis is over. The deep-dive and rapid assessment reports of SSCBFBF therefore are easily and quickly outdated. A quicker and more flexible approach to produce these supply chain research reports is needed to ensure that they can feed into policy development and development of new up-to-date interventions in the respective sectors;
- Tackling decent work challenges in global supply chains require, in addition to national actions, also an international approach, as problems and causes for specific poor performance or non-compliance with decent work principles are both national and international. ILO for SSCBFB has chosen a country-focus as a starting point for the project implementation, though a country focus alone is insufficient to address effectively key governance and management challenges in supply chains both at the upstream and downstream level:
 - Upstream: The challenges to tackle forced labour in Malaysia require an international approach also reaching out to the migrant labour force supplying countries in Asia. And sourcing of minerals in Africa for electronics production in Viet Nam, also requires an international approach. Recognising that these challenges may be beyond the scope of the SSCBFB, this requires further networking and cooperation across ILO HQ and ILO country and regional offices and with other external partners;
 - Downstream: Employers' and Workers' organisations in the SSCBFB countries indicate that costs related to tackling decent work and human rights related challenges often are pushed upstream in most supply chains. Sharing of costs and profit along the supply chain and addressing the responsibility of lead buyers in global supply chains requires reaching out to other key players and networks that have leverage on business behaviour at the level of lead buyers in the EU and elsewhere in the world;
- The SSCBFB project duration has been insufficient to produce long-lasting changes at the outcome and impact level and at the level of global supply chains. While the project could generate promising

⁸ See Annex 8 for complete text

perspectives for changes at the country level, a longer-term time frame, a larger budget and additional partnerships with other actors are needed to contribute to such changes at the international level;

- While the SSCBFB project in design was a response to the COVID-19 pandemic related challenges, its implementation shows that the decent work challenges tackled in the project in fact focus more on structural challenges in supply chains. While COVID-19 has had a pronounced impact on direction and speed of changes in supply chains, the structural challenges to improve decent work in specific supply chains have remained the same. A consistent approach to improve decent work in international supply chains requires a combination of working on legal frameworks and enforcement and voluntary actions.

5. RECOMMENDATIONS

1. **ILO-SECTOR is recommended to move beyond the current country-focus in SSCBFB and consider a stronger international approach to address decent work challenges in global supply chains in a possible follow up project to the SSCBFB. This includes an increased focus on the EU and EU-stakeholders at the downstream level of the supply chains and also by securing a closer involvement of international and sector level employers' and workers' organisations.** This approach should systematically consider ILO's capacity to tackle problems and challenges with its national level constituent partners and with other partners that have leverage on international actors in global supply chains. And the international approach should generate more knowledge at the international supply chain level cutting crossing across countries and across and within sectors. Such an approach should be matched with available resources of the project:
 - a. In case resources are more readily available, ILO could consider working in more supply chains with activities across countries;
 - b. In case resources are limited, as would be the case if only the expected EC EaSI contribution will materialise, it is recommended to limit the choice of sectors, possibly to only one or two sectors, while maintain an international focus for activities, addressing up- and downstream challenges and also to allow for more exchange and joint learning of ILO and its tripartite partners across countries in the same supply chains.
2. **ILO-SECTOR and EC-EaSI are recommended to discuss possibilities to establish a longer-term time frame for implementation of the next supply chain project.** A longer-term timeframe is needed to address challenges in responsible business behaviour along the global supply chains, which take substantial time to materialise. In addition to the longer-term frame for a follow-up project, **ILO-SECTOR and EC-EaSI should explore possibilities to mobilise support from decentralized EU delegations in relevant project countries and from possible other EU sources** to complement the available modest budget provided by EC-EaSI to allow for a longer-term planning and implementation horizon and the broader global supply chain approach required to achieve tangible and sustainable outcomes. In addition, **ILO-SECTOR should actively explore other sources of internal and external funds to complement the EC-EaSI funds.**
3. **ILO-SECTOR and EC-EaSI are recommended to establish a closer link between the next SSCBFB project and the EC's Due Diligence Directive preparation and implementation to achieve more synergy between ILO's actions on International Labour Standards and EU's enforcement of mandatory Human Rights Due Diligence (mHRDD) to achieve lasting improvements in decent work conditions across global supply chains.** This closer link should ensure that partners and stakeholders along the supply chains selected in the next phase of the project can take joint responsibility in ensuring that decent work conditions (and other human rights and environmental aspects) are duly considered, and the costs related to achieving these conditions are shared along the entire supply chain. These closer links require more outreach of ILO-SECTOR, during the project implementation, to relevant EC-officers and programmes, lead buyers and responsible business networks in the EU.
4. **ILO-SECTOR is recommended to explore cooperation with relevant other actors, including relevant other ILO projects, offices and departments in other relevant countries, to address upstream challenges in specific supply chains that require actions in countries where sourcing of inputs is done or in countries that compete in the same supply chains.** Relevant linkages and possibilities for cooperation that can be identified in the sectors that were selected in the design of the next project phase are:
 - Tackling migrant labour issues in source countries in Asia for labour in the rubber glove sector in Malaysia, strengthening the partnership with the International Organisation for Migration who is working with migrant labour challenges in source and recipient countries;

- Exchange of experiences in projects in the Coffee sector, between Colombia and Viet Nam that has been explored to some extent in the current SSCBFB project can be strengthened and possibly expanded to other coffee producing countries, where ILO is present;
- Exchanges of knowledge and experience from Namibia in the fishery sector with other countries exporting to the EU.

An important challenge in working on international labour standards and decent work in global supply chains is that lead companies in these chains can easily change their sourcing strategies, as was for example shown in the electronics sector. **This requires an international focus across sourcing countries to avoid that improvements in decent work conditions and compliance with international labour standards in a specific sector and country do not come at the cost of companies changing their sourcing strategies to other countries.** This requires, ILO as an international organisation, to promote ratification and implementation of ILO international labour standards and fundamental principles and rights at work in all countries and at international level to avoid that international companies in supply chains can engage in a 'race to the bottom'.

5. **ILO is recommended in the follow up on the current SSCBFB project to strengthen ILO cluster approaches to look at structural features of social dialogue and collective bargaining mechanisms and institutions that exist at the country, sector and company level and identify key weaknesses and imbalances within these structures.** ILO-SECTOR should identify actions to strengthen weaker linkages in national and sectoral structures for social dialogue and CBAs and actions to revitalise and strengthen capacities of workers organisations in specific supply chains, to be addressed in an ILO cluster approach. Examples of such actions in the countries selected for the next follow-up project are:
 - a. Colombia: challenges of family labour and informal (temporal) workers in the coffee sector are considerable and persistent and require a strong focus organising informal, migrant, and temporal workers;
 - b. Malaysia: (migrant) workers in the rubber glove sector are not yet organised and awareness among employers of the importance of formal workers representation is low. This requires a specific approach to empower Trade Unions in this sector. At the same time the links between MARGMA, as the rubber glove association and MEF, as the national employers' federation can be strengthened to strengthen the institutional structure of social dialogue and CBA in the rubber sector and at national level.

6. **ILO-SECTOR is recommended in the next generation of the decent work in supply chains project to establish more direct cooperation with relevant Global Union Federations (GUFs), who are active in specific supply chains and reach out to social partners across the global supply chain.** While GUFs were involved in the SSCBFB project design and inception, the coordination and cooperation with these stakeholders has decreased during the project implementation. These relations should now be more strongly established by including them as partners at the international level in the project design and implementation. A similar approach could be followed with the employers, with relevant international sectoral networks and business associations.

7. **ILO-SECTOR is recommended to systematically include attention to gender, inclusion and environmental sustainability aspects, during all phases of project implementation and to systematically include dedicated sections in its plans, reports and communication deliverables** to ensure that aspects remain visible during project implementation. Attention to gender and inclusion should go beyond reporting on participation of men and women in activities, though it should also describe the differential effects of actions on men and women, youth and elderly, people living with a disability and migrant workers, if and where relevant.

ANNEXES

ANNEX 1: TORS

Terms of Reference Final Independent Evaluation of Sustainable supply chains to build forward better: Decent work in five global supply chains of key importance to the European Union for a fair, resilient, and sustainable COVID-19 crisis recovery

Key facts

Title of project being evaluated	Sustainable supply chains to build forward better: Decent work in five global supply chains of key importance to the European Union for a fair, resilient, and sustainable COVID-19 crisis recovery
Project DC Code	GLO/20/40/EUR
Type of evaluation (e.g. independent, internal)	External, independent evaluation
Timing of evaluation (e.g. midterm, final)	Final evaluation
Start date	1 st January 2021
End date	31 March 2023
Start and end date of the evaluation	15 November 2022 – 28 February 2023
Donor	European Commission, DG-Employment, Employment and Social Innovation (EaSI) programme
Administrative Unit in the ILO responsible for administrating the project	Sectoral Policies Department
Technical Unit(s) in the ILO responsible for backstopping the project	Sectoral Policies Department
Countries	Colombia, Madagascar, Malaysia, Namibia, Viet Nam
P&B outcome (s) under evaluation	Outcomes 3, 4, 6, 7
SDG(s) under evaluation	SDGs 1, 2, 3, 5, 8, 9, 10, 12, 16, 17
Budget	€1.546 million (from which 1,400 million is the contribution from the EU)

Background information

The effects of the COVID-19 crisis are expected to affect the global economy for years to come. At the same time, governments, employers, and workers in all sectors of the economy and across the globe are calling for decent work to be part of the response to the pandemic. The need for fairer, more resilient, and sustainable global supply chains is part of national, regional and global discussions on how the world of work can build forward better.

With the support of the European Commission, the ILO will promote decent work in global supply chains of key importance to the EU. Failures at all levels within global supply chains have contributed to decent work deficits in the areas of occupational safety and health, wages, working time, among others. This includes the failure of governments to implement and enforce national law, as well as the failure of enterprises to comply with national laws and regulations. As the [Resolution and conclusions concerning decent work in global supply chains \(“Conclusions”\)](#), which was adopted by the International Labour Conference in June 2016 state, these failures have “contributed to the undermining of labour rights, particularly freedom of association and collective bargaining. Informality, nonstandard forms of employment and the use of intermediaries are common. The presence of child labour and forced labour in some global supply chains is acute in the lower segments of the chain. Migrant workers and homeworkers are found in many global supply chains and may face various forms of discrimination and limited or no legal protection.” In this regard, decent work deficits in both domestic and global supply chains [tend to be more acute where governments have limited capacity and](#)

resources to effectively monitor and enforce compliance with laws and regulations. The global supply chains included in this Action served as an entry point to seize full and productive employment opportunities for women and men and to address decent work challenges in targeted segments of the supply chain and in the countries concerned as a whole.

Initial disruptions in global supply chains started on the supply side with factory closures in China, instituted to slow the spread of COVID-19. This led to shortages of parts and equipment downstream, and quickly reverberated in many other countries, causing some enterprises to slow production or cease operations altogether. Very quickly, similar disruptions began to affect everything from agricultural commodities to industrial goods, as national lockdowns and restrictions on cross-border movement spread around the globe. Likewise, lockdowns and other measures led to a collapse in demand, which in turn had serious employment impacts in a range of industries and countries. Unsurprisingly but regrettably, to date the crisis has had disproportionate negative impacts on those most vulnerable to discrimination, including migrants, women, workers in the informal economy, many of whom lack social protection.

As part of their national development plans and strategies, Colombia, Madagascar, Malaysia, Namibia, and Viet Nam have committed to attaining decent work as well as other Sustainable Development Goals (SDGs) of the 2030 Agenda for Sustainable Development. In these five developing countries and their supply chains, workers, employers, and governments face similar challenges. This includes limited resources and capacity of the governments to implement and enforce national laws, weak systems of labour inspection and high levels of informality.

The selected sectors are key to the five countries' economies and continued growth and development, and the EU is an important market for all of them. But the five sectors are, generally speaking, also low-wage, low-skill sectors that are characterized by decent work deficits, in part related to limited government resources and capacities to implement the fundamental ILO conventions and other international labour standards into law and practice, and of enterprises to comply with national law, particularly in lower tiers of the supply chains and in the informal economy. The COVID-19 crisis has highlighted both new and existing challenges and opportunities for the five countries and further tiers of the supply chains to advance decent work as part of building forward better. The five selected sectors are as follows:

- Coffee production in Colombia;
- Textiles manufacturing in Madagascar;
- Rubber gloves production in Malaysia;
- Fisheries in Namibia; and
- Electronics manufacturing in Viet Nam.

A global crisis such as the COVID-19 pandemic requires responses from across the universe of actors in the global economy. The ILO and its constituents – governments, workers, and employers – play a crucial role in combating the social and economic impacts of the outbreak, ensuring the safety of individuals, and the sustainability of businesses and jobs. Social dialogue involving governments and representative organisations of employers and workers is becoming more important than ever to find collective solutions that take into account the need of enterprises and workers. It also contributes to stability and public confidence.

As much of the world continues to struggle with control of the pandemic and its economic and social effects, the world of work continues to be highly volatile. Governments, business, and the social partners of the ILO - employers and workers - will continue to navigate an increasingly uncertain future of work transformed not only by the pandemic, but also by climate change, demographic shifts, geopolitics, automation, digitalization and other megatrends and drivers of change. Decisions and actions of governments and the social partners as well as national and multinational enterprises and other key global supply chain stakeholders will have major consequences for the future of a number of sectors and countries. As global efforts to build forward better intensify, there is a unique opportunity to ensure that decent work remains at the forefront of

policies, decisions, and actions to build forward better and that it is effectively applied in bringing about fairer, more resilient, and sustainable supply chains.

Over two years and with a budget of €1.4 million, the ILO uses its unique tripartite structure, normative framework and convening power to inform and strengthen the capacity of the tripartite ILO constituents. The engagement of additional supply chain stakeholders - such as multinational enterprises and EU actors - is particularly important to effectively leverage global supply chains as an [entry point to advance decent work](#).

By generating and sharing knowledge about the impact of COVID-19 on five supply chains (coffee production, textiles manufacturing, rubber gloves production, fisheries and electronics manufacturing), including in five countries (Colombia, Madagascar, Malaysia, Namibia and Viet Nam), and by raising awareness and providing tools, guidance, technical assistance and capacity-building support, ILO constituents and key stakeholders will be better equipped to integrate decent work and sustainability into current policies and practices, and potentially better able to identify areas for collective action based on their respective roles and responsibilities. This will help them mitigate or minimize the social and economic impact during and after the pandemic and to seize new paths and opportunities that may arise to advance decent work in fairer, more resilient, and sustainable global supply chains.

The Action comprises three closely inter-related modules:

1. Analysis and research on selected supply chains, including in five countries and further tiers of the supply chains, and the impact of COVID-19;
2. Tools, policy advice and training; and
3. Support to national, sectoral, regional, and global constituents and stakeholders along the five supply chains taking steps to advance decent work in the supply chains as part of their response to the COVID-19 crisis.

Broadly speaking, the Action will be implemented across two dimensions, “global” (or “horizontal”) and “specific”:

- The first dimension comprises awareness-raising or assistance on universal topics related to decent work challenges and opportunities in global supply chains in the context of the COVID-19 pandemic. The Action will address opportunities and challenges through the adaptation of existing - or development of new - tools, guidance, technical assistance, and policy advice in line with existing global policy frameworks.
- The second dimension includes analysis, research, tools, guidance, technical, policy advice and capacity development for constituents and stakeholders in five selected countries (Colombia, Madagascar, Malaysia, Namibia, and Viet Nam) and further tiers of the supply chains. The Action will thus focus on decent work challenges and opportunities across five commodities and products, which are strongly integrated into global supply chains, to promote the essential role of decent work for a resilient recovery and sustainable global economy.

Social dialogue and stakeholder engagement are at the core of the Action and an integral element of the strategy and of all outcomes, outputs, and activities. This project engages with tripartite constituents and other global supply chain stakeholders to ensure decent work remains at the forefront of decisions throughout the pandemic and when building forward better. Taking advantage of this particular moment in time, the ILO and the EU will jointly encourage all actors at the global, regional, national and sectoral level to think proactively and collaboratively about what a new normal could and should look like.

Purpose, objectives, and scope of the evaluation

As per ILO evaluation policy and procedures, a project like the one under consideration, with a budget between USD 1 to 5 million and with a duration over 18 months must undergo an internal mid-term evaluation and an independent final evaluation. The latter must be managed by an ILO certified evaluation

manager and implemented by independent evaluators. The evaluation consultants have the sole responsibility for the substantive content of the final evaluation report in line with EVAL quality requirements.

The evaluation is needed both for project accountability and project learning. The ILO applies the evaluation criteria established by the OECD / DAC Quality Standards for Development Evaluation and the UNEG Code of Conduct for Evaluation in the UN System.

This evaluation will identify, inter alia, what worked, what did not work at output, outcome, and impact levels, what is sustainable, what is the legacy of the project and what are the recommendations for the future.

The purpose of this evaluation is to provide an objective assessment of the accomplishment of project activities in terms of coherence, relevance, efficiency, effectiveness, impact, and sustainability. The evaluation will have to:

- Assess the extent to which the project has achieved its stated objective and expected results regarding the different target groups, while identifying the supporting factors and constraints that have led to them, including implementation modalities chosen and partnership arrangements.
- Identify unexpected positive and negative results of the project.
- Establish the relevance of the project design and implementation strategy in relation to the ILO, UN and SDGs and national development frameworks.
- Assess the extent to which the project outcomes can be sustainable.
- Provide recommendations to project stakeholders to promote sustainability and support further development of the project outcomes.
- Identify lessons learned and good practices to inform the key stakeholders (i.e., national stakeholders, the donor and ILO) for future similar interventions.

Since there was no mid-term evaluation, the present evaluation shall adequately consider effectiveness and efficiency as evaluation criteria.

This evaluation will examine the entire project intervention from January 2021 to November 2022. It will consider all the documents linked to the project. This includes the project document, periodic and progress reports as well as documents produced as outputs of the project (e.g., research papers, knowledge products, policy briefs, etc.).

The geographical coverage of the assessment includes the deliverables and products at global level and in five countries and their value chains. Desk reviews and interviews, particularly online, will be used to collect information on the five countries and value chains. Field missions in possibly two countries will provide further data gathered through site observations, surveys, focus-group discussions, and interviews.

The evaluation will integrate gender equality and non-discrimination, international labour standards, social dialogue, and a just transition to environmental sustainability as crosscutting themes throughout its deliverables and process. It should be addressed in line with EVAL Guidance Note 3.1 “Integrating gender equality in monitoring and evaluation of projects” and Guidance Note 4.4 “Stakeholder engagement”.

Clients of the evaluation are ILO’s constituents, national and international partners, including national ministries of labour and other line ministries, sectoral social partners, enterprises, and EU actors in the five countries. Furthermore, the findings of this final evaluation are of key relevance for ILO’s management and its policy portfolio departments as well as ILO regional offices and field offices covering concerned countries. Another important client of this evaluation is the donor, the European Commission and in particular the DG-Employment, Employment and Social Innovation (EaSI) programme.

The knowledge generated by this evaluation will also benefit other stakeholders that may not be directly targeted by the project's intervention, such as key government institutions, civil society organisations, donors, UN agencies, international organisations that work in relevant fields, and other units within the ILO.

Evaluation criteria and questions (including Cross-cutting issues/ issues of special interest to the ILO)

The evaluation will be based on the following evaluation criteria: strategic relevance, validity of project design, effectiveness, efficiency, impact, and sustainability. Relevant data should be sex-disaggregated and different needs of women and men should be considered throughout the evaluation process.

Following is a list of evaluation questions for this final project evaluation. While not being an exhaustive list, the questions are intended to guide and facilitate the evaluation. The evaluator may adapt the evaluation questions, but any fundamental change should be agreed between the evaluation manager and the evaluator and should be reflected in the inception report.

Relevance and strategic fit

1. Considering each one of the five countries and their examined supply chains, were the project objectives consistent with the national key partners' needs and requirements, as well as with priorities in each sector?
2. Given the evolving situation concerning the spread of COVID-19 on a national and on an international level, to what extent has the project carried out timely needs assessments to address emerging relevant demands?
3. To what extent were project outputs complementary to or conflicting with ongoing national and international initiatives adopted to advance decent work and to cope with the pandemic in the specific supply chains in the five selected countries?

Validity of project design

4. Considering the very exceptional, unstable national and international situation linked to the pandemic at the time of the project conception, to what extent have the objectives achieved contributed to advancing decent work in more sustainable, inclusive, and resilient supply chains and to building forward better? Please provide specific illustrations for each one of the five countries and their concerned value chains.
5. To what extent did the project design take into account flexible and alternative, COVID-proof means of interaction with local stakeholders in order to promote their active participation and inclusion in project activities, considering women, men and vulnerable groups?

Effectiveness of the project in relation to the expected results

6. To what extent have the project objectives been achieved?
7. Which positive or negative unexpected results have occurred, if any? Why? How could unexpected negative results be avoided, and positive ones enhanced by the project?
8. How effective was the partnership strategy of the project, particularly with the social partners and through social dialogue, in reaching objectives in the five countries?

Efficiency of the resources used

9. With due consideration for COVID-19-related restrictions, to what extent have available resources been used in an efficient manner to reach outputs, in particular with regard to the management structure?
10. What are bottlenecks which can be identified in regard with using project resources efficiently, if any?

Impact and sustainability of the project

11. To what extent are national partners likely to integrate results achieved into national institutions or target groups of vulnerable workers in full respect of relevant, concerned ILO labour standards and tools?

12. What measures and actions have been introduced to ensure ownership of the project's results at national level and within selected supply chains?
13. Assuming that specific forms of "building forward better" have been identified (see question 4 above), how will it be possible to enhance such improvements so that they become permanent?

Cross-cutting issues

14. To what extent has the project identified and integrated into its actions the operational and strategic needs and priorities of women, men and vulnerable groups in a way that allows permanent improvements to be introduced?
15. To what extent has the project identified environmental issues in the five value chains and found permanent, environmentally sustainable solutions?

Methodology

The evaluation approach will be theory-based, and include examining the intervention's Theory of Change, with particular attention to the identification of assumptions, risks, and mitigation strategies, and the logical connect between levels of results and their alignment with ILO's strategic objectives and outcomes at the global and national levels, as well as with the relevant SDGs and related targets.

For required quality control of the whole process, the evaluator will follow the EVAL evaluation policy guidelines and the ILO-EVAL checklists (as available in the ILO-EVAL website [Evaluation Office \(EVAL\) \(Evaluation Office\) \(ilo.org\)](https://www.ilo.org/eval)).

The methods should be selected for their rigor and their ability to produce empirical evidence to meet the evaluation criteria, answer the evaluation questions and meet the objectives of the evaluation.

The evaluator will ensure that women's views and perceptions are also reflected in databases, interviews and that gender-specific questions are included in the surveys. The data collection, analysis and presentation shall be as much as possible responsive to and inclusive of issues relating to ILO's normative work, social dialogue, diversity, and non-discrimination including disability issues.

The methodology should ensure the involvement of key stakeholders in the implementation as well as in the dissemination processes (e.g., stakeholder workshop, debriefing of project manager, etc.). The methodology should clearly state the limitations of the chosen evaluation methods, including those related to representation of specific groups of stakeholders.

The methodology should include multiple methods, with analysis of both quantitative and qualitative data, and should be able to capture intervention's contributing to the achievement of expected and unexpected outcomes. Multiple sources of evidence will be used and triangulated. During the data collection process, the evaluator will compare and cross-validate data from different sources (project staff, project partners and beneficiaries) to verify their accuracy, and different methodologies (review documentary, field visits and interviews) that will complement each other.

The evaluation data collection process will include:

- **Desk review:** desk review of all relevant documents: project document and its logical framework, funding agreement, relevant minute sheets, implementation plan, progress reports, other relevant documents and studies.
- **Meetings with the project staff:** the evaluator will meet the project staff at global and country levels to reach a common understanding for the evaluation process. Such meeting/s will take place virtually.
- **Meetings with ILO concerned departments and flagships programmes, decent work teams, country offices and the donor:** These virtual meetings aim to reach a common understanding in relation to the technical and financial status of the project.
- **Field visits, data collection, and interviews with stakeholders:** with due consideration given to the situation of the COVID-19 spread at the moment of the evaluation, the evaluator may meet with the

national key partners of the project in one or two selected countries. The evaluator will meet with representatives of project beneficiaries (national tripartite constituents and other global supply chain stakeholders) and organise interviews and focus group discussions as appropriate. To assess project's results in other countries and value chains, online meetings and surveys will be conducted. For all five countries and value chains, both quantitative and qualitative data will be collected and analysed.

- **Debriefing phase:** at the end of the fieldwork and virtual data collection, the evaluator will organise a virtual debriefing meeting for the key national partners and relevant stakeholders, ILO and the donor to present and discuss the preliminary findings and the lessons learned.
- **Submission of the first draft of the report:** the evaluator will submit the first draft of the report to the evaluation manager, who will circulate it to the relevant ILO units and departments, the donor, the key national partners, and relevant stakeholders for comments.
- **Collection of feedback on the first draft:** the evaluation manager will collect the feedback on the first draft, consolidate and submit it to the evaluator.
- **Submission of the final report:** the evaluator will incorporate the feedback as appropriate and send the final report to the evaluation manager.
- **Quality of the report:** the evaluation manager and ILO Evaluation Unit will ensure the quality of the report.
- **Dissemination:** the evaluation report will be submitted to the key stakeholders and uploaded in the EVAL public repository of evaluation reports (e-discovery)

The evaluation methodology will be defined in consultation between the evaluator and the evaluation manager. It will be described in the inception report to be submitted to the evaluation manager by the evaluator. The inception report shall include the detail approach, the methodology and a workplan.

Main deliverables

The evaluator will have to produce and deliver the following products:

- I. **An inception report** (not more than 20 pages excluding the annexes) – the report will be developed after reviewing available documents and after initial discussions with the project management and the donor (EVAL Guidelines – Checklist 4.6). The inception report will:
 - Describe the conceptual framework that will be used to undertake the evaluation;
 - Elaborate the methodology proposed in the TOR with changes as required;
 - Set out in some detail the data required to answer the evaluation questions, data sources by specific evaluation questions (emphasizing triangulation as much as possible) data collection methods, and sampling techniques;
 - Define the criteria to select individuals for interviews (who should include as much as possible, women and other vulnerable groups and persons with disabilities);
 - Detail the work plan for the evaluation, indicating the phases in the evaluation, their key deliverables, and milestones;
 - Set out the list of key stakeholders to be interviewed or surveyed and the tools to be used for interviews and discussions;
 - Set out the agenda for the stakeholders' workshop;
 - Set out the outline for the final evaluation report;
 - Provide interview guides and other data collection tools

The Inception report should be approved by the Evaluation manager before proceeding with the field work.

- II. **Virtual workshop - Preliminary findings** are to be shared in a virtual workshop with key stakeholders (including national tripartite constituents and other global supply chain stakeholders) after data collection is completed. The evaluator will set the agenda for the meeting. The workshop will be technically organised by the evaluator with the logistic support of the project.
- III. **First draft of the Evaluation Report in English** (following EVAL Checklists 4.1 and 4.2) - it should be no longer than 30 pages excluding annexes. The Evaluation Manager is responsible for approving this draft.

The draft report reviewed by the evaluation manager will be shared with all relevant stakeholders. They will be asked to provide comments to the evaluation manager within ten days. The report shall include the following elements:

1. Cover page with key project and evaluation data (using ILO's relevant template 4.4)
 2. Executive Summary
 3. Acronyms and abbreviations
 4. Context and description of the project including reported key results
 5. Methodology and limitations
 6. Findings (this section's content should be organised around evaluation criteria and questions), including a table showing output and outcome level results through indicators and targets planned and achieved with comments on each item.
 7. Conclusions
 8. Recommendations (i.e., for the different key stakeholders and project partners), indicating per each one priority, timeframe and level of resources required. Suggested: maximum 8-10 recommendations in total).
 9. Lessons learned and good practices
 10. Annexes including ToRs; List of persons consulted; Schedule of work (briefings, data collection, interviews, field visits, workshop/s); Documents consulted; Evaluation matrix; Data collection tools; Logical framework analysis matrix; Lessons learned; Emerging good practices (following relevant templates 4.1 and 4.2).
- IV. Final version of the evaluation report, incorporating written comments received from ILO and other key stakeholders. Any identified lessons learnt, and good practices will also need to be inserted in standard annex templates (one Lesson Learnt and one Good Practice per template to be annexed in the report) as per EVAL guidelines.
- V. Executive summary. The evaluator will produce an Executive Summary following ILO's relevant template 4.3 and submit to the Evaluation Manager.
- VI. The final version of the evaluation report must receive final approval by EVAL (after initial approval by the Evaluation manager and the departmental evaluation focal point).

Management arrangements and work plan (including timeframe)

The organisation and coordination of the entire evaluation process, including the evaluation mission will be provided by Ms Sabrina De Gobbi (degobbi@ilo.org), the designated Evaluation Manager at ILO level. The evaluator will discuss with her all technical and methodological issues when needed, via E-mail and virtual meetings. The evaluator will liaise with project management to obtain the main documents and any information which will be required to perform the evaluation. The evaluation manager with project staff will facilitate contacts with the different partners and stakeholders and will organise meetings. The evaluator will also receive technical, logistical, and administrative support from the project team.

The evaluation will be conducted over a period of about three months (November 2022- February 2023). A detailed timetable will be included in the inception report developed by the evaluator.

All logistics costs will be covered by the project. Estimated resource requirements are as follows:

- Evaluator: 26 days of honorarium travel to selected project country/ies including transportation and DSA days according to ILO policy
- Local transportation in the project country/ies

The following table provides an overview of the proposed evaluation's work plan.

Work plan of the evaluation – December 2022 to February/March 2023

Deliverable	Responsible Person	Tasks	No. days consultant	Dates
I	Evaluator	<ul style="list-style-type: none"> o Online briefing with the evaluation manager, the project team and the donor o Desk Review of programme-related documents o Online briefing with ILO stakeholders o Inception report 	4	Nov 15 – 30
II	Evaluator with organisational support from ILO H-Q	<ul style="list-style-type: none"> o Consultations with project staff o Interviews with projects staff, partners and beneficiaries o Stakeholders workshop to share preliminary findings o Debriefing with concerned ILO staff 	12	Dec 1 - 20 – travel to 1 or 2 countries
III	Evaluator	<ul style="list-style-type: none"> o Draft report based on field data collected, desk review and stakeholders’ consultations and workshop 	8	Jan 9 – 25
	Evaluation Manager	<ul style="list-style-type: none"> o Quality check and initial review by Evaluation Manager o Circulate draft report to stakeholders o Consolidate comments of stakeholders and send to the evaluator 	0	(2 weeks) Jan 27–Feb 7
IV & V	Evaluator	<ul style="list-style-type: none"> o Finalize the report including explanations on why comments were not included o Completion of executive summary 	2	Feb 8 – 15
VI	Evaluation manager	<ul style="list-style-type: none"> o Review of the final report and submission of the evaluation package to the evaluation focal point and EVAL for final approval 	0	Feb 15 – 28
TOTAL			26	

Profile of the evaluator

The evaluation will be conducted by an experienced evaluator. His/her main qualifications should be as follows:

- Advanced university degree preferably in economics, industrial relations, or related qualifications,
- A minimum of 7 years of professional experience in evaluating international programmes and projects, development initiatives, logical framework and other strategic approaches, M&E methods and approaches, and information analysis and report writing,
- Recent experience with result-based management monitoring and evaluation methodologies,
- Understanding of the development context in the five countries with relevant work in the area of supply chains,
- Extensive knowledge of, and experience in applying quantitative and qualitative research methods,
- Previous involvement and understanding of ILO procedures is an advantage and extensive international experience in the fields of project formulation, execution, and evaluation is required,
- Work experience in one or more of the five countries (will be an asset),
- Excellent communication and interview skills,
- Excellent report writing skills,
- Demonstrated ability to work in group and deliver quality results within strict deadlines,
- Excellent knowledge and excellent drafting skills in English.

His/her main duties are as follows:

- Responsible for conducting the evaluation
- Coordinate with evaluation manager, project team and stakeholders to conduct the entire evaluation process
- Proceed to a desk review of all relevant documents and conduct a field mission to meet main stakeholders
- Elaborate the inception report (including methodological elaborations), the first version and final report in deadlines and in conformity with ILO and international standards
- Conduct the field work and stakeholders' workshop at the end of the mission
- Participate to debriefings with main stakeholders on the main results and recommendations of the evaluation

Legal and ethical matters

The evaluation described in this document will comply with UN norms and standards. In addition, UNEG ethical guidelines will be followed.

The evaluator will abide by the EVAL's Code of Conduct for carrying out evaluations. He/she should have no link to project management, or any other conflict of interest that would interfere with the independence of the evaluation.

All data and information received from the ILO or other stakeholders for the purpose of this assignment shall be treated as confidential and shall be used only for the purpose of executing this mandate. All intellectual property rights arising from the execution of this mandate are attributed to the ILO. The contents of the written documents obtained and used in connection with this assignment may not be disclosed to third parties without the prior written consent of the ILO or the relevant stakeholders.

ANNEX 2: LIST OF PEOPLE CONSULTED DURING EVALUATION PROCESS

KII's conducted during the inception phase

ILO - HQ

Alette Van Leur	Department Director, SECTOR
Casper Edmonds	Head of Unit Extractives, Energy and Manufacturing, SECTOR
Kassiyet Tulegenova	Technical Officer Unit Extractives, Energy and Manufacturing, SECTOR
Caitlin Helfrich	Senior Expert Global Supply Chains, DDG/P
Elvis Beytullayev	Specialist, Rural Economy & related sectors, SECTOR/FACT
Audrey Le Guével	Programme and Operations Officer, ILO-Brussels

EU

Benedikt Buenker	Policy Officer, International Affairs, Directorate General Employment, Social Affairs and Inclusion, European Commission
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KIIs conducted during the data collection phase

Name	Function	Organisation
ILO/Global/EU		
Casper Edmonds (follow-up interview)	Head of Unit Extractives, Energy and Manufacturing	SECTOR/ILO
Kassiyet Tulegenova (follow-up interview)	Technical Officer Unit Extractives, Energy and Manufacturing	SECTOR/ILO
Issa Wael	Sr Adviser, Global Supply Chains	DDG/P/ILO
Adam Greene (by email)	Sr Advisor Bureau of Employers' activities	ACTEMP/ILO
Jamie Kennedy (by email)	Seconded National Expert, International Affairs	DGE/EC
Maité Llanos	Assistant Director	International Trade Union Confederation (ITUC-CSI-IGB)
Ruwan Subasinghe	Legal Director	International Transport Workers' Federation
Christina Hajagos-Clausen	Director, Textile and Garment Industry	IndustriAll
Matthias Thorns	Deputy Secretary-General	International Organisation of Employers (IOE)
Bart Devos	Senior director of Public Policy	Responsible Business Alliance
Ruth Vermeulen	Business & Human Rights, Human Rights Due Dilligence Officer	Rainforest Alliance
Stacey May	Labour & Human Rights, Environment & Supply Chain Innovation	Apple Inc (based in San Francisco)
Mohammad Hafezh Abdul Rahman	Chief Representative for Europe	Malaysian Rubber Council Europe
Annabel Meurs	Head of Supply Chain Transformation	Fair Wear Foundation (Textiles and Garments)
Malaysia		
Lee Siu Ming	National Project Coordinator SSCBFB	Project Office ILO Malaysia
Shasini Gunalan	Project Assistant SSCBFB	Project Office ILO Malaysia

Jodelen Mitra	Technical Officer, Advancing Workers' Rights in Palm Oil in Malaysia and Indonesia	Project Office ILO Malaysia
Datuk HJ Shamsuddin Bardan	Executive Director	Malaysian Employers Federation
Mohd Fauzi Mohd Ghazali	Senior Director Sustainability Division	Malaysian Rubber Council
P. Uthaya Malar	Director Industrial Relation and Public Affairs	Malaysian Rubber Council
Norazwa Mohd Akhib	Deputy Director Sustainability	Malaysian Rubber Council
Mohammed Hafezh Abdul Rahman	Chief Representative	Malaysian Rubber Council London
Khalidah Edayu (by email)	Assistant Secretary International Division	Ministry of Human Resources
Mohd Effendi Bin Abdul Ghani	President	M Malaysian Trade Union Congress
Matkar Bin Siwang	Deputy President	Malaysian Trade Union Congress
Mohd Khairi bin Man	Deputy Secretary General	Malaysian Trade Union Congress
Rose Hamzah	Project Officer	Malaysian Trade Union Congress
Francesco Flores	Head of the Trade and Economics Section	EU Delegation in Malaysia
ChM Dr Supramaniam	President	MARGMA
Chan Wone Fu	Chief Executive Officer	MARGMA Secretariat
Janice Lim	Manager Events and PR	MARMA Secretariat
Sujatha Sekhar Naik	Chief Governance Officer & Group General Council	Smart Glove Holdings
Mr Faizi	Director Corporate Service	Smart Glove Holdings
Vineet Baskaran	Senior Manager Group Operations Audit	Brighthway
Jeniffer Yeo	Chief Financial Officer	Koong Seng
Kenneth Par	General Manager, HR	Supermax
Alban Lee	Legal Affairs Manager	Supermax
Kukunanathan al Kanagarayar	Senior Manager Group Operations Audit	Supermax
Mr Surekha Gunasagarar (by email)	Government Relations Executive	EU Malaysia Chamber of Commerce
Vietnam		
Vu Kim Hue	National Project Officer	CO ILO Viet Nam
Nguyen Thi Thanh Thao	Senior Project Assistant	CO ILO Viet Nam
Nguyen Ngoc Trieu	Senior Programme Offiicer, Head of Programme Unit	CO ILO Viet Nam
Nguyen Hong Ha	National Programme Manager Better Work	CO ILO Viet Nam
Dao Thi Huyen	Head of Labour Policies Division	MOLISA
Chu Bich Ngoc	Officer at Labour Policies Division	MOLISA
Nguyen Vinh Quang	Deputy Director, Industrial Relations Department	VGCL
Tran Thi Hong Lien	Deputy Director, Bureau for Employers Activities	VCCI
Mai Hong Ngoc	Manager, Bureau for Employers Activities	VCCI

Nguyen Viet Nga	Manager and assistant to the General Director	McNex Vina
Bui Hai Yen	HR Manager	McNex Vina
Dao Cuong Viet	HR Manager	LG Innotek
Nguyen Hong Anh	Programme Manager, Cooperation and Development Section	EU Delegation to Viet Nam
Do Thi Thuy Huong	Member of Executive Board	Viet Nam Electronic Industries Association
Vinh Dang (by email)	Advocacy Manager	EU Vietnam Chamber of Commerce
Colombia		
Paola Campuzano	National Project Coordinator Colombia	DWT/ILO Country Office Lima, based in Bogotá
Clara Inés Borrero	Directora Territorial	Ministry of Labour
Jairo Areiza	Directivo del Huila	General Confederation of Workers
Laura Salas	Presidente Comité Ejecutivo Departamental del Huila -	Federación Nacional de Cafeteros
Madagascar		
Coffi Agossou	Director	ILO CO-Antananarivo
Philémon Ndremana	National Consultant Madagascar	ILO Country Office Antananarivo
BOTOUDI Remi Henri (by email)	CTM / Coordonateur	Conf. Chrétienne des Syndicats Malgaches (SEKRIMA)
Namibia		
Oliver Mungo Numwa	National Project Coordinator Namibia	ILO Windhoek
Aune Mudjanima	Director Labour Services	Ministry of Labour, Industrial Relations & Employment Creation
Kavekuire Ndjitaviua	Vice-president	Namibia Seaman and Allied Workers Union (NASAWU)
Edwin Kamatoto	Managing Director - NOVANAM	Confederation of Namibia Fishing Associations (CNFA), (NEF Member)
Total number of interviews (in brackets KIIs inception phase)		64 (+7) = 71

ANNEX 3: LIST OF DOCUMENTS CONSULTED

- *Asia Perspectives, 2022*. Electronics Manufacturing in Vietnam: An Introduction
- *Azhar K. 2022*. Glove makers look cheap but daunting outlook keeps investors away (article in the The Edge Markets).
- *Bengtson P. 2022*. After Pressure, Growing Transparency in Malaysia’s Glove Industry (in the Diplomat)
- *Dezan Shira & Associates, 2021*. Differences of Vietnam’s supply chain analysed
- *EC- Permanent Representatives Committee. 30-11-2022*. Proposal for a Directive of the European Parliament and Council on Corporate Sustainability Due Diligence and amending Directive (EU) 2019/1937
- *EU-Delegation in Malaysia. 2017*. EU-Malaysia Trade and Investment
- *Government of Malaysia, 2021*. National Action Plan on Forced Labour (2021-2025)
- *Huchinson F.E and Bhattacharya P. 2021*. Malaysia’s Rubber Glove Industry- The Good, the Bad and the Ugly
- *ILO, 2016*. Resolution concerning decent work in global supply chains
- *ILO, 2017*. Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy
- *ILO, 2019*. Namibia Decent Work Country Programme 2019-2023
- *ILO, 2019*. Malaysia Decent Work Country Programme 2019-2025
- *ILO, 2019*. ILO Decent Work interventions in global supply chains. A synthesis review of lessons learned: what works and why 2010-2029. ILO Evaluation Office Synthesis reviews & meta-studies
- *ILO, 2020*. Factsheet “Sustainable supply chains to build forward better Advancing decent work in five global supply chains of key importance to the European Union for a fair, resilient, and sustainable COVID-19 crisis recovery”
- *ILO, 2020*. Factsheet “Sustainable supply chains to build forward better Advancing decent work in five global supply chains of key importance to the European Union for a fair, resilient, and sustainable COVID-19 crisis recovery”: Electronics manufacturing in Viet Nam for the European market
- *ILO/SECTOR, 2020*. Sustainable supply chains to Build Back better Advancing decent work in five global supply chains of key importance to the European Union for a fair, resilient, and sustainable COVID-19 crisis recovery. Development Cooperation Project Document. October 2020
- *ILO/SECTOR, 2021*. Sustainable Supply Chains to Build Back Better; Inception phase - progress report. April 2021
- *ILO/SECTOR, 2021*. Sustainable Supply Chains to Build Back Better; Communication & Visibility Plan. April 2021
- *ILO/SECTOR, 2021*. Sustainable Supply Chains to Build Back Better; Revised logical framework. April 2021
- *ILO/SECTOR, 2021*. Sustainable Supply Chains to Build Back Better; Flash Quarterly Report No 1, 1 April – 30 June 2021
- *ILO/SECTOR, 2021*. Sustainable Supply Chains to Build Back Better; Flash Quarterly Report No 2, 1 July – 30 September 2021
- *ILO/SECTOR, 2022*. Sustainable Supply Chains to Build Forward Better, Annual Progress Report, 1 April 2021-31 December 2021
- *ILO/SECTOR, 2022*. Financial Statement for Income and Expenditure for the agreement VS/2020/0500 (Expressed in Euros) for the period 01 January 2021 - 31 December 2021
- *ILO/SECTOR. 2022*. Deep-dive research into decent work challenges and opportunities in Namibia’s fishing supply chain
- *ILO/SECTOR. 2022*. Étude sur le travail décent dans la filière du textile et de l’habillement à Madagascar
- *ILO/SECTOR. 2022*. Retos y oportunidades para el trabajo decente en la cadena de suministro de café en Colombia
- *ILO/SECTOR, 2023*. Sustainable Supply Chains to Build Forward Better, Annual Progress Report, 1 January 2022-31 December 2022
- *ILO/SECTOR, 2023*. Financial Statement for Income and Expenditure for the agreement VS/2020/0500 (Expressed in Euros) for the period 01 January 2022 - 31 December 2022

- *ILO/SECTOR, 2022*. Inclusive, sustainable and resilient supply chains. Resource Mobilization Strategy for an extension and expansion of the Sustainable Supply Chains to Build Forward Better project
- *ILO, 27-2-2023*. ILO Strategy on Decent Work in Global Supply Chains (discussed in the 347th session of the ILO Governing Body in March 2023).
- *ILO, No date*. Forced Labour Indicators
- *ILO, No date*. Supply Chain Due Diligence process (Slideshow)
- *ILO, No date*. The ILO supervisory system: A guide for constituents. Regular Supervision International Labour Standards.
- *Kim Giang Do, 2022*. Why Apple is Diversifying and Looking to Vietnam as an Alternate Production Centre
- *Le Ke Duc, 2022*. Evaluating the Green Supply Chain Management of electronics and components manufacturers in Vietnam by using the AHP model
- *MARGMA, 2022*. Riding the Storm; the Malaysian Rubber Glove Industry takes the lead with strategies and tactics that minimize damage and maximize success. In MARGMA Q2, 2022.
- *MRC, 2022*. Hiring Malaysian Workers Fund. Manual Guidebook
- *Rainforest Alliance, 2022*. Position of the Rainforest Alliance on the Proposal for an EU Directive on Corporate Sustainability Due Diligence
- *UNOHCHR, 2011*. Guiding Principles on Business and Human Rights. Implementing the United Nations “Protect, Respect and Remedy” Framework
- *UNOHCHR, 2018*. Working Group on the issue of human rights and transnational corporations and other business enterprises. Report to the UN General Assembly
- *UNOHCHR, 2018*. Vietnam: UN-experts concerned by threats against factory workers and labour activists
- *Vietnam Net Global, 2022*. Why Apple and Xiaomi moved production to Vietnam (article Nov. 2022)
- *VVCI/ILO, 2022*. Viet Nam’s electronics supply chain: Decent work challenges and opportunities

ANNEX 4: EVALUATION MATRIX

Relevance & Strategic Fit of Project Design	Specific Questions and Indicators	Sources of Information	Methods & tools
1. To what extent project objectives have been consistent with national key partners' needs and requirements, as well as with priorities in the SSCBFB sectors? (1)	<ul style="list-style-type: none"> - Proof of alignment with strategies & priorities of sector tri-partite partners - Proof of alignment with Decent Work priorities in the sectors; - Degree of conflicts of interests among national tri-partite partners and within international supply chains in the sectors 	<ul style="list-style-type: none"> - SSCBFB project documents - Contextual documents (global & in country) - ILO management & staff global & in country 	<ul style="list-style-type: none"> - Desk review - On-line KIIs - Country visits & KIIs - Email Survey
2. To what extent SSCBFB approaches & actions in building forward better of sustainable, inclusive & resilient supply chains are complementary to or conflicting with ongoing national & international initiatives to advance decent work in these supply chains? (3)	<ul style="list-style-type: none"> - Number and kind of national and international actions (incl. COVID-19) to advance decent work in the specific supply chains; - Existence and quality of linkages (coordination and cooperation) with these actions (within ILO and externally) - Alignment with decent work principles in supply chain governing arrangements and/or (free) trade agreements 	<ul style="list-style-type: none"> - EU/EC global and in Malaysia & Viet Nam - Trade unions global and in country - Employers' organisations global & in country - Govt (Min. of Labour) in country - EU based companies in 5 global supply chains 	<ul style="list-style-type: none"> - Debriefing & validation meeting
3. To what extent and how has SSCBFB carried out timely, inclusive (women, vulnerable groups, including disabled people and COVID-19 proof needs assessments to address emerging relevant demands? (2&5)	<ul style="list-style-type: none"> - (COVID-19 proof) interaction with stakeholders to promote inclusion & participation in project activities, incl. women & vulnerable groups, including disabled people - Amount and quality of needs assessments conducted at start and during implementation of SCBFB project - Proof of integration specific demands (incl. COVID-19 related) from specific stakeholders in SSCBFB planning 		
Effectiveness	Specific Questions and Indicators	Sources of Information	Methods & tools
4. To what extent have planned outcomes and objectives of SSCBFB been achieved? (4&6)	<ul style="list-style-type: none"> - The number and kind of outcomes reported and confirmed by different stakeholders, compared with planning - Explanation of deviations in realisation of outcomes - Measures taken to overcome problems and setbacks and to ensure that benefits reach women and vulnerable groups, including disabled people 	<ul style="list-style-type: none"> - SSCBFB project documents - ILO management & staff global & in country - EU in Malaysia and Viet Nam - Trade unions global and in country - Employers' organisations global & in country - Govt (Min. of Labour) in country - EU based companies in 5 global supply chains 	<ul style="list-style-type: none"> - Desk review - On-line KIIs - Country visits & KIIs - Email Survey
5. How and to what extent has the partnership strategy of SSCBFB with social partners and through social dialogue led to achievement of outcomes and objectives? (8)	<ul style="list-style-type: none"> - Frequency and quality of tri-and bipartite social dialogue in the sector, as perceived by the sector-level stakeholders - Results of Social Dialogue in changed regulations, legislation and programmes in the sectors of SSCBFB - Effects of Social Dialogue on changing rules & practices in SSCBFB supply chains 	<ul style="list-style-type: none"> - Govt (Min. of Labour) in country - EU based companies in 5 global supply chains 	<ul style="list-style-type: none"> - Debriefing & validation meeting

6. Which positive or negative unexpected results (incl. COVID-19) have occurred, if any? Why? How could unexpected negative results be avoided, and positive ones enhanced by the project? (7)	<ul style="list-style-type: none"> - Changes in supply chain arrangements as an effect of COVID-19 - Positive/Negative results that have occurred in the supply chains and mitigating actions and/or integration in the project - Specific effects and results on women, vulnerable groups (including disabled people) and the extent to which these were incorporated in the project 		
Efficiency	Specific Questions and Indicators	Sources of Information	Methods & tools
7. To what extent available resources were used efficiently to reach outputs and which factors (incl. COVID-19) have influenced efficiency? (9&10)	<ul style="list-style-type: none"> - Budget depletion rates (overall and per sector/country); - Bottlenecks and delays encountered in project implementation and their mitigation by the team - Quality & quantity of human resources in SSCBFB team (global & in country) 	<ul style="list-style-type: none"> - SSCBFB project documents - ILO management & staff global & in country 	<ul style="list-style-type: none"> - Desk review - On-line KIIs - Debriefing & validation meeting
Perspectives towards Impact & Sustainability	Specific Questions and Indicators	Sources of Information	Methods & tools
8. What measures and actions were introduced to ensure ownership of the project's results in the supply chains and at national level? (12)	<ul style="list-style-type: none"> - Number and kind of actions planned and implemented at sector and country level to enhance national and sectoral ownership - Degree of ownership of project results by national tri-partite partners and by key actors in the supply chains 	<ul style="list-style-type: none"> - SSCBFB project documents - ILO management & staff in country - EU/EC global & in Malaysia & Vietnam - Trade unions Malaysia & Vietnam 	<ul style="list-style-type: none"> - Desk review - On-line KIIs - Country visits & KIIs
9. To what extent are national partners likely to integrate SSCBFB results into national institutions to reach out to women and vulnerable workers (including disabled people)? (11)	<ul style="list-style-type: none"> - Examples of arrangements and institutions at national and sector level that were developed/strengthened by actions from the project - Degree of compliance actors in the supply chains with relevant ILO labour standards and tools to the country and sector - Number and kind of specific actions by national institutions to reach out to women and vulnerable workers (including disabled people) 	<ul style="list-style-type: none"> - Employers' Organisations Malaysia & Vietnam - Govt (Min. of Labour) Malaysia & Vietnam - EU based companies in 5 global supply chains 	<ul style="list-style-type: none"> - Debriefing & validation meeting
Cross-cutting issues	Specific Questions and Indicators	Sources of Information	Methods & tools
10. Which gender and inclusion challenges were identified & how & to what extent were these integrated into SSCBFB-actions to allow permanent improvements? (14)	<ul style="list-style-type: none"> - Number and kind of gender and inclusion challenges identified (incl. COVID-19 related) in project planning and implementation - Number and kind of actions (rules and institutions) supported by SSCBFB that have had specific reach and effects on women and vulnerable groups (including disabled people) in supply chains 	<ul style="list-style-type: none"> - SSCBFB project documents - ILO management & staff global & in country - EU in Malaysia and Viet Nam - Trade unions in country 	<ul style="list-style-type: none"> - Desk review - On-line KIIs - Country visits & KIIs - Email Survey
11. How were environmental issues identified in the five value chains and which environmentally sustainable solutions have been developed? (15)	<ul style="list-style-type: none"> - Number and kind of environmental challenges identified (incl. COVID-19 related) in project planning and implementation - What specific environmental sustainability related actions were picked up and replicated by tri-partite partners in supply chains 	<ul style="list-style-type: none"> - Employers' organisations in country - Govt (Min. of Labour) in country - EU based companies in 5 global supply chains 	<ul style="list-style-type: none"> - Debriefing & validation meeting

ANNEX 5: EVALUATION METHODOLOGY, TOOLS AND INSTRUMENTS

Evaluation approach

The evaluation approach is based on the following principles:

- **Theory-based analysis:** Theory-Based Evaluations go beyond Logical Framework focused evaluations by looking at processes, causal linkages, explanatory factors that underlie achievements, problems encountered, and effectiveness of mediating measures adopted. The theory-based approach looks at the logical framework of the SSCBFB project and the evaluator has revisited this framework in the form of an Intervention Logic and Theory of Change (ToC);
- **Utilisation-focus:** The evaluator has carefully considered how to take a utilisation-approach in the different stages of the evaluation aiming at ensuring a high level of utility and usefulness of the exercise. This is essential to ensure credible findings and recommendations feeding into strategic decision-making for the continued efforts;
- **Ensuring Ownership** among the users of the evaluation. This was done by initially considering their vested interests and expectations to the exercise in this inception report, through a number of preliminary interviews conducted in the inception phase, and by involving the different users to varying degrees at key points in the process (e.g., through briefing and debriefing meetings, field visits and interaction with individual key informants). Ownership was further enhanced by actively involving the users in sense-making of evaluation findings in a debriefing and validation workshop at the end of the field work period;
- **Organising and presenting useful data** with the intended users in mind. This includes:
 - Distinguishing between analysis, interpretation, judgment, and recommendations in written outputs and ensuring that study findings are supported by rigorous evidence;
 - Using clear language, visuals, highlighting key findings and ensuring reader-friendliness;
 - Specifying recommendations to various specific users;
- **Gender and inclusion sensitive approach:** The evaluator in all stages and in the use of evaluation methods has included gender, inclusion, and environmental aspects, where relevant;
- **Participatory approach:** It is essential that opinions and interests of key stakeholders are captured in data collection and represented in the evaluation findings. This was done through a participatory approach and by communicating objectives and process to the stakeholders in the process, primarily within ILO and among the tri-partite partners at global level in all five SSCBFB countries.

Evaluation methodology and tools

The following data collection methods and tools were used in this evaluation:

Desk review: The Desk review consists of analysis of the following documents:

- Project planning and reporting documents;
- Project budget and expenditures documents;
- ILO and EU strategic and policy documents on decent work in global supply chains and on sectoral policies;
- Contextual documents on the SSCBFB countries and sectors;
- Specific documents provided on the subject by specific project partners;

For the list of documents that were consulted in this evaluation, see Annex 3 of this report.

Key Informants Interviews (KIIs): In the evaluation process 70 interviews were realised during the inception and data-collection phase. The interviews with international stakeholders were done on-line and stakeholders in Malaysia and Viet Nam were done face-to-face. The key informants' selection was based on

the stakeholder mapping that is presented in section 1.6 of this report, covering all stakeholder categories identified in this mapping:

- ILO HQ: SECTOR, DDGP, ILO officers/consultants for Colombia, Malaysia, and Namibia;
- EC: DG-EMPL and the EC Programme for Employment and Social Innovation (EaSI);
- Malaysia and Vietnam: Interviews distributed among ILO and the tri-partite constituency of ILO at country and sector level;
- In Colombia and Namibia: Interviews with tri-partite constituency of ILO at sector level. In Madagascar only one interview could be realised, due to availability of key respondents;
- Other partners in Europe: lead buyers and network organisations; International Trade Union Confederation (ITUC) and International Organisation of Employers (IOE), two interviews with Global Union Federations (GUFs).

The interview list of key informants is presented in Annex 2 of this inception report. For the KII interview checklists, see further below.

Email survey to SSCBFB stakeholders in all five countries: A short email survey in English, Spanish and French was administered to all persons registered in the SSCBFB contact database, supplied to the evaluator, in all five countries covered by the project. In all countries the contact database has stakeholders from the Government, Workers, and Employers. The distribution of this email-survey was as follows: Colombia, 24 persons (11 respondents); Madagascar, 5 persons (2 respondents); Malaysia, 9 persons (3 respondents); Namibia, 21 persons (3 respondents); and Viet Nam, 9 persons (no respondents). The main reason for non-response from Viet Nam stakeholders was the fact that the survey was administered in English, which is not commonly used in the country. For the email survey format, see further below.

In country visits: in the framework of this evaluation, two country level field visits were conducted to Malaysia (6-9 December 2022) and to Viet Nam (12-15 December 2022). During these field-visits a more in-depth process of data-collection around the SSCBFB implementation at the country and sector-level were realised. The field visits have included meetings and interviews with ILO staff, key informants in the Government, in Employers Organisations and in trade unions and representatives of specific companies. Furthermore, more interviews with the European Delegations and Europe-national business chambers were realised. The country visits have started and ended with briefing and debriefing meetings with the ILO staff in-country. For the programmes of the country visits, see Annex 6.

Quality Assurance

This evaluation was conducted by an individual consultant and external quality assurance was secured at two levels:

- a) Proper debriefing and validation of preliminary findings at the end of each of the two country field visits and at the end of the data-collection phase to ensure that no factual errors and/or omissions were made during the data-collection process;
- b) Supervision of the evaluation process by the designated ILO evaluation manager during the entire evaluation process, particularly ensuring that feedback on the draft inception and evaluation reports are collected and consolidated and that oversight is provided on compliance of the evaluator to UNEG evaluation standards and to ILO's evaluation policy and criteria.

Key tools and instruments used during evaluation process

A. E-mail Survey

Introductory identification Questions

- Country
- Sector

- Government/Public Institution; Employers/Business Membership Organisation; Workers' organisation/Other
- Male / Female /Prefer not to disclose

Questions on the SSCBFB project

1. What have been key changes in the economic situation in your specific sector, as a result of the COVID-19 pandemic in 2020?
2. A) What have been key actions of the Government and Public Institutions that, in your opinion, **have been effective** in responding to economic and COVID-19 challenges in your sector?
B) Which have been actions of the Government and Public Institutions that, in your opinion, **have not been effective** or produced even negative results?
3. A) What have been key action actions of employers and enterprises in your sector that in your opinion **have been effective** in responding to economic and COVID-19 challenges in your sector?
B) What have been key action actions of employers and enterprises in your sector that in your opinion **have not been effective** in responding to COVID-19 challenges in your sector?
4. A) What have been key action actions of workers' organisations in your sector that in your opinion **have been effective** in responding to economic COVID-19 challenges in your sector?
B) What have been key action actions of workers' organisations in your sector that in your opinion **have not been effective** in responding to COVID-19 challenges in your sector?
5. What changes and developments do you see in social dialogue around decent working conditions between Government, Workers and Employers in your sector?
6. What has ILO done in your country to address decent work and COVID-19 challenges in your sector?
7. What is your satisfaction with the assistance provided by ILO to your organisation? Scale and open response?
8. What are remaining and/or new challenges in your sector to secure decent work conditions and adherence to labour laws?
9. Are there any specific challenges that correspond to female workers, young workers or workers with a disability?
10. Do you have any suggestions or recommendations to ILO and the Sustainable Supply Chains Building Forward Better Project, towards the end of the project or a possible next phase of the project?

B. Interview guide and checklist

Interviews will last approximately 45-60 minutes and key informants will always be informed about the evaluation process and the use of inputs provided by the key informants. Participation in the interview is strictly confidential.

Relevance & Strategic Fit of Project Design

- Consistency of SSCBFB project objectives and actions with national key partners' needs and requirements, as well as with priorities in the SSCBFB sectors
- Complementarity or conflicts of SSCBFB approaches & actions with ongoing national & international initiatives to advance decent work in your country and supply chains
- How has SSCBFB consulted with you and your organisation on the design and implementation of the project?
- To what extent specific attention was given to inclusion (women and vulnerable groups, including disabled people), COVID-19 and environmental aspects?

Effectiveness

- What are results and changes that were obtained by the project in your country and sector?
- What are results and changes that were obtained in your specific organisation?
- What has been the influence of the project on bi-partite and tri-partite social dialogue and partnership development in your country and sector?

- What were specific positive or negative and unexpected results and changes (incl. COVID-19 related) in the past years (if any?)

Efficiency

- What has been timeliness of actions in the SSCBFB project for your organisation?
- What is your opinion on the available financial and human resources of ILO in implementing the project? (Only if knowledgeable)

Perspectives towards Impact & Sustainability

- What measures and actions were introduced by ILO and the project to build your organisations' ownership of the project's results in your country and supply chain?
- What are signs of changes in institutions, rules and regulations in your country and sector to improve social dialogue and decent work conditions in specific supply chains?
- How do you perceive ownership and commitment of the tri-partite social partner sin your country and sector to continue to improve decent work conditions in specific supply chains?

Cross-cutting issues

- What are gender and inclusion (including disability) challenges in decent work in your country and sector and specific supply chains and how were they addressed by the project?
- What have been changes in gender and inclusion (including disability) in your country, sector and supply chain to which ILO and the SSCBFB project have contributed?
- Did the project address environmental sustainability challenges in your sector and supply chain and if so, what did the project do and what changes has it generated?

ANNEX 6: EVALUATION IMPLEMENTATION AND PROGRAMME FIELD VISITS TO MALAYSIA AND VIET NAM

Inception phase (20 October – 28 November 2022)

The inception phase started with signing the contract on October and an on-line start-up meeting with the ILO evaluation manager. During the inception period, in total six preliminary interviews were conducted with key evaluation stakeholders in ILO and the EU. For the list of key informants interviewed, see Annex 2 of this inception report.

During this period, the desk review of this evaluation started with a number of key documents on the SSCBFB project at corporate level. The documents reviewed during the inception are listed in Annex 3 of this report.

Logistics preparations of the field visits to Malaysia and Viet Nam were started to ensure a speedy follow-up of the fieldwork that is planned soon after the final formal improvement of this inception report, expected on or before November 28. The preliminary country field visits programmes are presented in Annex 5 of this report. The SSCBFB has prepared a document repository with all corporate and country- and sector-level specific documents that was made available to the lead evaluator on November 14.

Data collection phase (29 November – 22 December 2022)

The data collection phase started immediately after approval of the inception report. Desk-study continued in the first week of December and prior to and after the field missions to Malaysia and Viet Nam additional on-line and email KIIs were realised. The field missions were realised from December 6 to 10 in Malaysia and from December 12-15 in Viet Nam. An on-line debriefing workshop to key SSCBFB stakeholders was conducted on 15 December, after which the evaluator proceeded with gathering additional evidence and analysing the research findings.

Analysis and reporting phase (23 December 2022 – 28 February 2023)

The processing and analysis of findings was started on December 23 and continued in the first week of January 2023, after which the draft evaluation report was prepared. The evaluation report was submitted in draft on January 25, 2023, and a final draft evaluation report was submitted on February 15, 2023.

Case Study visits to Malaysia and Vietnam (December)

Malaysia: from 6 - 9 December 2022

Date and time	Person(s) and Organisations
<i>Tuesday, 6 Dec</i>	
9.00-11.00	Meeting with Project team (Lee Siu Ming, Shasini Gunalan)
14.30-16.00	Meeting with Malaysian Rubber Council
<i>Wednesday, 7 Dec</i>	
9.00-11.00	Meeting with Malaysian Rubber Gloves Manufacturers Association
TBI	Stakeholder identified by partners
14.00-15.00	Meeting with Malaysian Employers Federation (MEF)
<i>Thursday, 8 Dec</i>	
10.00-11.30	Meeting with Ministry of Human Resources (MOHR)
TBI	Stakeholder identified by partners
14.30-16.00	Meeting with Malaysian Trades Union Congress (MTUC)
<i>Friday, 9 Dec</i>	
10.00-12.00	Meeting with EU Delegation
TBI	Stakeholder identified by partners
14.00-15.00	Debriefing with Project team
<i>Online meetings</i>	
	Meeting with Ministry of Human Resources (MOHR)
	Meeting with Malaysian Trades Union Congress (MTUC)
	EU-Malaysia Chamber of Commerce

Viet Nam: from 12 - 15 December 2022

Date and time	Person(s) and Organisations
<i>Mon 12 Dec</i>	
9.00-11.00	Meeting with Project team
13.30-15.00	Meeting with VCCI
15.30-16.30	Meeting with MOLISA – Department of IR and Wage
<i>Tue 13 Dec</i>	
8.30-12.00	Tripartite consultation and planning meeting
12.00-13.30	
14.00-15.00	Meeting with Nguyen Hong Ha, Nguyen Ngoc Trieu, CO Hanoi
15.30-16.30	Meeting with EU Delegation
<i>Wed 14 Dec</i>	
9.00-10.00	Meeting with VGCL – Department of Industrial Relations
10.30-11.30	Interview with one factory (McNex Vina)
13.30-14.30	Meeting with VEIA
15.00-16.00	Debriefing with Project team
<i>Thu 15 Dec</i>	
8.00 – 10.00	On-line meeting with Stacy May, Apple Inc.
17.00 – 19.00	Global Fieldwork debriefing meeting

ANNEX 7: FINDINGS FROM SURVEY TO TRI-PARTITE PARTNERS IN SSCBFB COUNTRIES

1. Satisfaction with ILO support

Country	M	F	Total	Average score
Madagascar	1	1	2	4.5
Colombia	6	5	11	4.4
Namibia	3		3	4.3
Malaysia		3	3	3.0
Total	10	9	19	4.2

Key areas of satisfaction with ILO specified by partners:

- The convening power of ILO to be able to bring together the different tri-partite partners in social dialogue and joint cooperation;
- The access provided by ILO to international and credible knowledge, expertise, and tools

2. Key COVID-19 effects on supply chains:

- Steep price increases of commodities (coffee, gloves) also upstream the supply chains, this in spite of Governments measures taken to stabilize the economic situation
- Steep changes in export volumes, mostly a sharp decrease (except in the glove sector)
- International transport and trade channels were significantly affected
- Migrant, temporary and family labour in the coffee sector has declined, because people were confined to their homes and left with less income, in spite of some government support
- In the fishery sector in Namibia workers have been confined to their vessels or did not have access to vessels

3. Actions of Governments to respond to the COVID-19 crisis:

- Lockdowns and strong control measures
- People were confined to their homes
- Vaccines were supplied on a considerable scale
- Some facilitation of enterprises was provided by Govts. though often economic support was very limited. With the exception of Malaysia, where Government and also the banking sector provided support

Setbacks and challenges:

- The confinement of workers to their homes resulted in no or less income
- Blocking of flights (Madagascar) have disrupted access and travel for a long time
- Government institutes have often shown unilateral and authoritarian behaviour in enforcing compliance with COVID-19 policies and regulations; lockdowns were sometimes harsh
- Lack of coordination and joint planning between Government institutes leading to confusion and contradictions
- Lack of targeting and tailor-made regulations for specific industries to help them cope with the crisis
- Migrant workers in Malaysia were left in a difficult position with no income and possibilities to travel. Regularizing this sector of workers is considered important

4. Actions of employers’ organisations to respond to the COVID-19 crisis:

- Employers have implemented social distancing measures and have provided masks to workers
- Social dialogue mechanisms have been used to discuss and solve COVID-19 related problems
- Companies have tried to maintain production levels as much as possible, though setbacks were encountered, including in Malaysia where the labour force did not match the demand

Setbacks and challenges:

- Workers have experienced too many unilateral decisions by employers, in spite of processes of dialogue that have occurred
- Employers have most often acted individually and there were no coordinated actions to solve COVID-19 challenges at the sector level
- In Namibia, workers have reported reduction or non-payment of their salaries
- In Malaysia, workers have experienced insufficient actions of employers in improving lodging facilities for migrant workers

5. Actions of workers' organisations to respond to the COVID-19 crisis:

- Unions have informed workers about COVID-19 and OSH risks and also about financial support mechanisms
- Unions have negotiated with employers to provide support during COVID times
- Unions have continued their training and skills development activities, temporarily moving online

Setbacks and challenges:

- Trade unions are not sufficiently unified and there are too many different voices in dialogue and negotiation processes;
- In Malaysia, workers reported insufficient attention and lack of specific actions for migrant workers

6. Changes in social dialogue in supply chains during and after COVID-19:

- Overall, respondents note that there have been general improvements in dialogue, also due to the feeling of sharing of problems around COVID-19 and the need to find urgent solutions
- ILO has had a positive influence on dialogue processes, due to its convening power and neutral position
- More inputs of the membership of workers' and employers' organisations are required to ensure a better bottom-up flow of information to prepare policies and projects and COVID-19 responses. In Malaysia, there is a specific need to also establish this bottom-up information flow from the migrant workers
- In Namibia respondents highlight the important result of transforming the tri-partite national advisory committee into a permanent commission

7. What has been the key role of ILO in support to supply chains:

- Provision of relevant and high-quality Technical Assistance
- ILO has supported in developing special OSH measures to respond to COVID-19 challenges
- ILO has continued to provide training and awareness activities and deliverables to workers and employers, also in difficult times
- In Colombia, respondents highlighted their appreciation of the special training of coffee-pickers and their skills' certification

8. Remaining challenges in supply chains after COVID-19 responses towards the future:

- The need to formalize economy and industrial relations, to provide more security to all parties involved
- Decent work and living wage should remain high on the agenda, particularly now that cost of living is increasing rapidly
- More attention should be given to sharing the costs of securing decent work and living wage further downstream the global supply chains
- More attention should be given to due diligence and legal enforcement of decent work conditions in global supply chains
- In Madagascar and Malaysia, respondents express the need for more attention to workers' representation and organisation to strengthen their position in sector-level social dialogue

9. Specific challenges for women, youth, and disabled people in Supply Chains:

- There is a constant need to improve access of women to decent employment opportunities
- More measures, actions and enforcement are needed to protect women against violence (at the workplace, but also elsewhere)
- Collective Bargaining Agreements don't provide sufficient attention for measures against discrimination and for more inclusion of vulnerable groups

10. Key recommendations to ILO

- ILO should continue to provide and increase training and awareness raising on inclusive economic development, CBA, Decent Work and living wage at the supply chain level
- ILO should include attention to due diligence (and the EC directive) and also address lead companies/buyers in relevant supply chains to take actions and share responsibilities in decent work challenges along the supply chains
- ILO should continue to strengthen and consolidate bi- and tri-partite mechanisms for social dialogue
- ILO is recommended to expand its SSBFBF actions to the national level (Colombia) and to a broader sector (Rubber sector as a whole in Malaysia and Cocoa in Colombia)
- ILO should in the first stage of the tri-partite social dialogue commission in Namibia, still provide follow-up support;
- In Malaysia, ILO should include attention to migrant workers in the source countries in Asia and also work on improvements at that level

ANNEX 8: LESSONS LEARNED AND GOOD PRACTICES

Sustainable supply chains to build forward better: Decent work in five global supply chains of key importance to the European Union for a fair, resilient, and sustainable COVID-19 crisis recovery

Project DC/SYMBOL: GLO/20/40/EUR

Name of Evaluator: Frans van Gerwen

Date: 01 March 2023

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.

LESSON LEARNED ELEMENT	TEXT
Brief description of lessons learned (link to specific action or task)	The design, preparation and sourcing of sectoral research is time-consuming and this presents a clear risk in situations where conditions in supply rapidly change, sometimes in less than two years that it took to finalize these research projects. This can be illustrated by the field visit to Malaysia, that showed that the rubber glove boom in 2021 and 2022, at the end of 2022 is rapidly changing into a steep decline of demand, now the COVID-19 crisis is over. The deep-dive and rapid assessment reports of SSCBFBF therefore are easily and quickly outdated. A quicker and more flexible approach to produce these supply chain research reports is needed to ensure that they can feed into policy development and development of new up-to-date interventions in the respective sectors;
Context and any related preconditions	International developments rapidly chain and have significant effects on international supply chains
Targeted users / Beneficiaries	ILO officers and Tri-partite partners at the national and sector level and international actors in the EU and global supply chains
Challenges /negative lessons - Causal factors	Research on supply is time consuming and is quickly outdated. Therefore quick and flexible processes and procedures are needed to ensure that research findings are up-to-date and usable
Success / Positive Issues - Causal factors	Quick contracting and rapid implementation mitigate delays in research findings

ILO Administrative Issues
(staff, resources, design,
implementation)

Staff is needed and resources help quick implementation. Also quick administrative procedures (contracting) are helpful to increase speed of implementation

Sustainable supply chains to build forward better: Decent work in five global supply chains of key importance to the European Union for a fair, resilient, and sustainable COVID-19 crisis recovery

Project DC/SYMBOL: GLO/20/40/EUR

Name of Evaluator: Frans van Gerwen

Date: 01 March 2023

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.

LESSON LEARNED ELEMENT	TEXT
Brief description of lessons learned (link to specific action or task)	Tackling decent work challenges in global supply chains require, in addition to national actions, also an international approach, as problems and causes for specific poor performance or non-compliance with decent work principles are both national and international. ILO for SSCBFB has chosen a country-focus as a starting point for the project implementation, though a country focus alone is insufficient to address effectively key governance and management challenges in supply chains both at the upstream and downstream level
Context and any related preconditions	Global supply chain work, requires an international perspective and actions both up- and down-stream to complement actions to improve national sectoral dynamics and decent work condition in sourcing countries in global supply chains
Targeted users / Beneficiaries	ILO officers and Tri-partite partners at the national and sector level and international actors in the EU and global supply chains
Challenges /negative lessons - Causal factors	The focus of ILO in the SSCBFB has been much at the national and sector level, due to limited time-frame and available resources.
Success / Positive Issues - Causal factors	A long-term timeframe and larger budget are helpful to strengthen the international dimension in global supply chain work. Partnerships can also be helpful to expand the project implementation perspective And finally, ILO's international presence in different countries can support a stronger international perspective in global supply chain work

ILO Administrative Issues
(staff, resources, design,
implementation)

Coordination and cooperation across departments at ILO and at international (regional and country) offices is beneficial to complement and link supply chain actions across countries

Sustainable supply chains to build forward better: Decent work in five global supply chains of key importance to the European Union for a fair, resilient, and sustainable COVID-19 crisis recovery

Project DC/SYMBOL: GLO/20/40/EUR

Name of Evaluator: Frans van Gerwen

Date: 01 March 2023

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.

LESSON LEARNED ELEMENT	TEXT
Brief description of lessons learned (link to specific action or task)	The SSCBFB project duration has been insufficient to produce lasting changes at the outcome and impact level and at the level of global supply chains. While the project could generate promising perspectives for changes at the country level, a longer-term time frame, a larger budget and additional partnerships with other actors are needed to contribute to lasting chains at the international level.
Context and any related preconditions	The EC funding to SSCBFB project has been short-term and modest in volume, influencing the project to choose a national and sector focus.
Targeted users / Beneficiaries	ILO officers and Tri-partite partners at the national and sector level and international actors in the EU and global supply chains and the EC as a donor of SSCBFB
Challenges /negative lessons - Causal factors	Given the small budget and short time frame of the project, the selection of five sectors and countries has been very ambitious and it was not always possible to produce strong and lasting changes.
Success / Positive Issues - Causal factors	Possibly a stronger focus on specific sectors potentially with more international linkages (between different countries, where ILO is present) can provide better conditions to produce lasting changes. Additionally the cooperation with Apple Inc. in Viet Nam shows that more and more lasting results can be obtained when working with partners

ILO Administrative Issues
(staff, resources, design,
implementation)

In fundraising, stress the importance of sufficient budget and a long time-frame to be able to produce and show lasting results. And additionally develop a fundraising strategy to access other funds and pool efforts with other partners (responsible business networks, companies, and global and sectoral workers' and employers' organisations)

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LESSON LEARNED ELEMENT	TEXT
Brief description of lessons learned (link to specific action or task)	While the SSCBFB project in design was a response to the COVID-19 pandemic related challenges, its implementation shows that the decent work challenges tackled in the project in fact focus more on structural challenges in supply chains. While COVID-19 has had a pronounced impact on direction and speed of changes in supply chains, the structural challenges to improve decent work in specific supply chains have remained the same. A consistent approach to improve decent work in international supply chains requires a combination of working on legal frameworks and enforcement and voluntary actions.
Context and any related preconditions	The COVID-19 pandemic has accelerated developments and deepened challenges, though many of the decent work challenges in the global supply chains reflect structural issues and causes and require tackling these challenges with a structural approach. In this approach legal frameworks and voluntary actions together can accelerate change in behaviour among global supply chain actors.
Targeted users / Beneficiaries	ILO officers and Tri-partite partners at the national and sector level and international actors in the EU and global supply chains and the EC as a donor of SSCBFB. Companies and responsible business networks could also be engaged more closely
Challenges /negative lessons - Causal factors	The involvement of international actors in the SSCBFB implementation has remained limited and outreach to EU-level actors and stakeholders (as planned in the design of the project) has not been realised at the time of this evaluation, with only limited time left until the end of the project.
Success / Positive Issues - Causal factors	Global and sectoral workers' (including GUFs) and employers' organisations and business networks show a keen interest in this

	project and can be more closely involved as partners in implementation
ILO Administrative Issues (staff, resources, design, implementation)	One-ILO level cooperation and increased involvement of employers' and workers' organisations through ACTEMP and ACTRAV. And exploration of external partnerships with and outreach to actors in the EU and at the global supply chain level is desirable.

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

GOOD PRACTICE ELEMENT	TEXT
Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	ILO has based the selection of sectors and countries in the SSCBFB project on its historical contacts and experiences in these countries. This has enabled ILO to quickly liaise with the relevant partners in the countries and time for trust-building with local partners could be rationalized. And additionally, the SSCBFB could be linked with other ILO interventions, in some cases, as in Viet Nam and Madagascar, up to the level of a cluster project planning and implementation approach
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	Applicable for follow-up projects in global supply chain projects. Previous experience at country and sector level is recommended and historical presence of ILO is preferred
Establish a clear cause-effect relationship	The experience of ILO on the ground has enabled quick start-up and national level actions under the SSCBFB project and cost-effectiveness effects in project implementation, through clustered implementation
Indicate measurable impact and targeted beneficiaries	Previous actions have enabled tangible results at sector level in specific countries, particularly in institutional changes at tri-partite level in Colombia and Namibia
Potential for replication and by whom	ILO/SECTOR and other ILO departments
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	DWCP, Country Programme Outcomes

Other documents or relevant comments	none
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GOOD PRACTICE ELEMENT	TEXT
Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	ILO has pooled resources from ILO and other ILO projects with the available resources of the SSCBFB project. Through this pooling of resources and by translating project deliverables from other project into the SSCBFB sectors, ILO was able to cost-effectively produce a considerable number of training- programmes and tools and guidelines to address decent work principles in the SSCBFB against minimal costs;
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	Applicable for many different types of projects, including global supply chain projects. Existence and implementation of other decent work-related programmes and projects is required and historical presence of ILO is preferred
Establish a clear cause-effect relationship	Clustered implementation in Viet Nam and Madagascar have led to clear synergies with Better Work and other sectoral projects and in Colombia implementation had synergised with Zero Fund interventions in the coffee sector.
Indicate measurable impact and targeted beneficiaries	Cost effective production of research and training materials in all countries of SSCBFBF implementation
Potential for replication and by whom	ILO/SECTOR and other ILO departments
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	DWCP, Country Programme Outcomes

Other documents or relevant comments	none
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GOOD PRACTICE ELEMENT	TEXT
Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	The sector and supply chain level identified In the SSCFBF project design and implementation as a key entry point to improve decent work conditions has proven to be valid because specific partners and stakeholders can be brought together around concrete and tangible problems and challenges. And working on these challenges at the sector level, provides an excellent basis to build trust and constructive cooperation, because the different partners at this sector level share ownership and understanding of these problems and challenges.
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	Previous sector level interventions by ILO are desirable but not an absolute requirement, as new sectors can be identified in sectors close to other sectors where ILO has built previous experience
Establish a clear cause-effect relationship	Better work actions in Madagascar and Viet-Nam have paved the way for quick implementation and more institutional operations in textile (Madagascar) and Electronics (Viet Nam). Previous experience in Colombia in Coffee and in Malaysia in rubber, have produced similar effects. Though ILO's new sector intervention in fishery in Namibia has proven that with effort good results can also be obtained.
Indicate measurable impact and targeted beneficiaries	Sector level changes in institutions, such as tri-partite dialogue committees and commissions and concerted decent work actions as well as national action plans (against forced labour in Malaysia, for example)
Potential for replication and by whom	ILO/SECTOR and other ILO departments

Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	DWCP, Country Programme Outcomes
Other documents or relevant comments	none