



International
Labour
Organization



From
the People of Japan

► Resilient Inclusive and Sustainable Supply Chain (RISSC) – INDONESIA Project

Tauvik MUHAMAD, ILO RISSC Indonesia National Project Coordinator

Feedback from constituents

“This is a very useful project- It is a good start. Particularly on awareness raising, webinar series training and vlog on responsible business that needs to be scaling up.– Lishia Erza Budiman (APINDO)

“” RISSC Project’s contribution to facilitate the input from ILO’s constituents of PAINDO and trade unions is highly appreciated for developing the Presidential Regulation on HRDD. The regulation has adopted indicators from ILO Guide toolkits on the RBC”- Sofia Alatas, Director, Ministry of Human Rights (Government)

The ILO RISSC Project provided meaningful support for trade union engagement in policy development and capacity building- Eduardo Marpaung, Chairman of KSBSI Electronics Sector (Trade Union)

Decent Work Analogy = Iced coffee with palm sugar (Decent Work Agenda)



Holistic approach

Job creation



Right at work



Social Protection



Social dialogue



What is 'Decent Work'?

Productive work for all in conditions of **freedom, equality, security** and **human dignity**

The Decent Work Agenda includes::

1. Promoting **decent work** and **enterprises**
2. Guaranteeing **rights at work**
3. Extending **social protection**
4. Promoting **social dialogue**

Decent Work is
also a driver of
Sustainable
Development
(SDG 8)



Promote sustained,
inclusive and sustainable
economic growth, full and
productive employment
and decent work for all

What is a 'Responsible Business'?

Responsible Business (Behaviour): all actions and practices adopted by a company to minimise negative social and environmental impacts.

All businesses, regardless of location, size, sector, ownership and structure, **must act responsibly and identify and manage the risks** associated with their operations.

International instruments that help guide implementation:

- ▶ UN Guiding Principles on Business and Human Rights
- ▶ OECD Guidelines for Multinational Enterprises
- ▶ ILO MNE Declaration





Advancing social justice, promoting decent work

The Rana Plaza disaster

On 24 April 2013, the eight-storey Rana Plaza building in Savar, Bangladesh, collapsed due to structural failure.

The building housed five garment factories, a bank, and apartments.

A large crack had been discovered the day before, but the factory owner ignored the warning and the workers returned to work (The absence of Trade Union)

The collapse of the building resulted in 1,134 deaths and approximately 2,500 people

Terminology

Responsible Business (Behaviour): all actions and practices adopted by a company to minimise negative social and environmental impacts.

Decent Work: the provision of productive and meaningful employment opportunities that offer fair wages, social protection, rights at work and a safe working environment. Decent Work is therefore an important dimension of Responsible Business Conduct (RBC).

International Labour Standards: codification of principles and rights necessary to ensure decent work for all, including non-discrimination, freedom of association, and prohibition of forced labour and child labour.

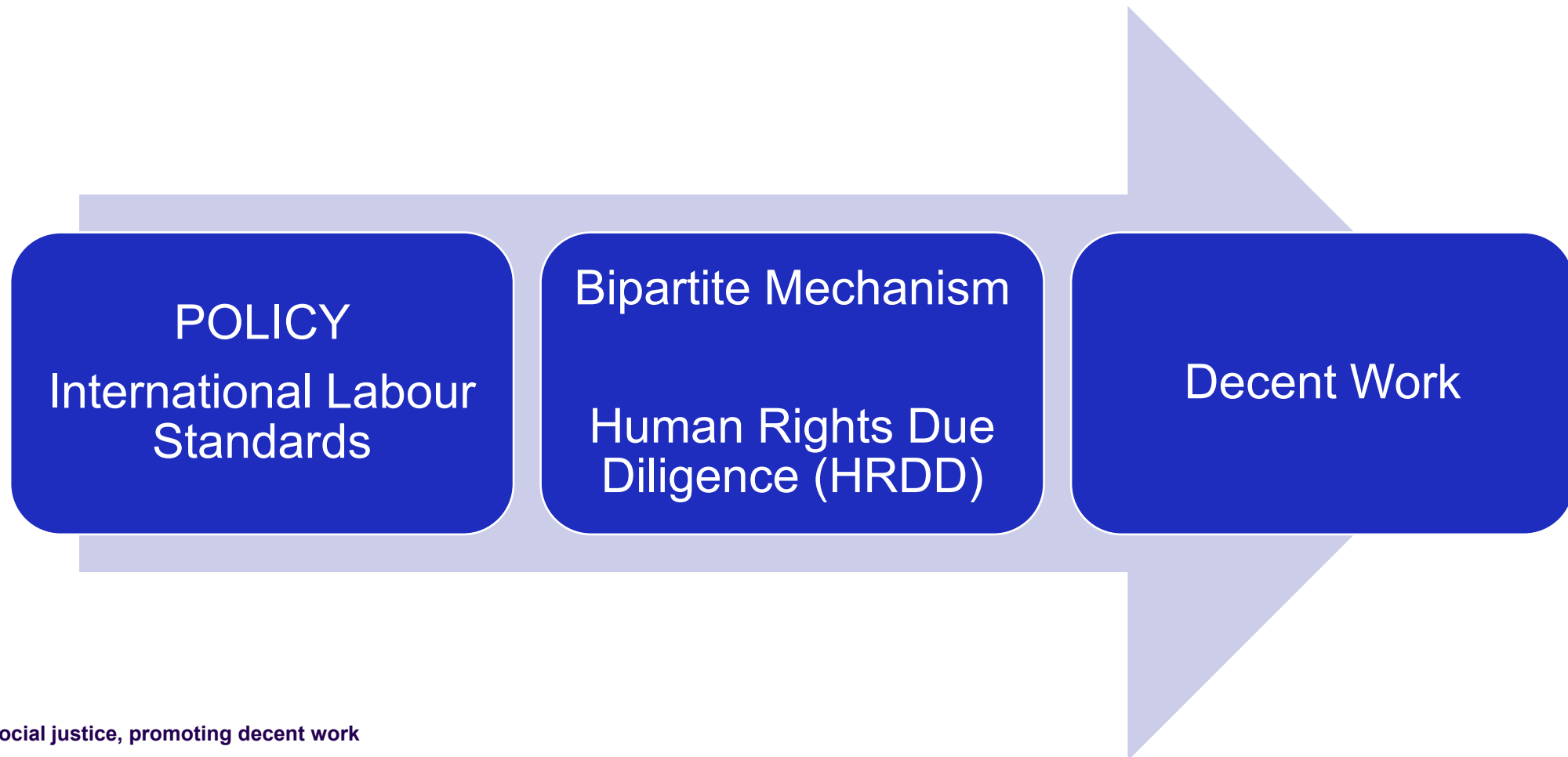
Human Rights Due Diligence: a process undertaken by businesses to identify, prevent and mitigate potential human rights abuses in their operations and supply chains.

RBC is multidimensional, but decent work is important.

- Human rights standards
- Inclusive business practices
- Labour practices & employment
- Environmental issues/standards
- Cleaner production
- Waste reduction
- Energy/water efficiency
- Anti-bribery & corruption
- Privacy
- Taxation



Responsible Business Conduct



The magnitude of global challenges

- Why decent work and responsible business are important



160 millions

Child labour



24.9 millions

Forced labour



74%

Countries restrict
the right to join
trade unions



2.8 millions

deaths due to
accidents and
occupational
diseases

Indonesia facing many similar challenges



1.1 millions
Child labour



1.8 millions
people working in
modern slavery



**Decline in trade
union density
($<12\%$)**
Causing vulnerable
workers

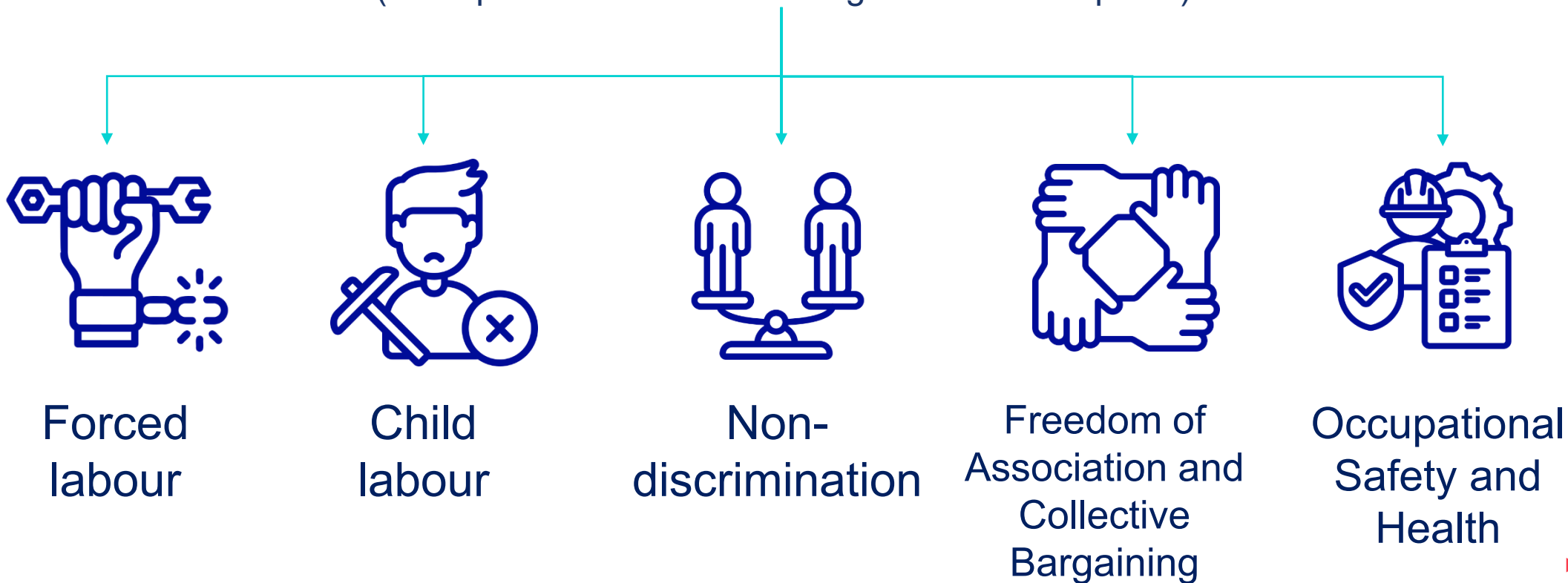


**234.000
workplace
accident**
and 6,500 related
deaths

Many of these issues arise in the supply chain and are related to business operations.

What are Employment Standards?

Core Labour Standards (Principles and fundamental rights in the workplace)



ILS (Core Conventions) as a framework for understanding (and managing) labour issues

The abolition of all forms of forced and compulsory labour

- Forced Labour Convention, 1930 (No. 29)
- Abolition of Forced Labour Convention, 1957 (No. 105)

Effective Elimination of Child Labour

- Minimum Age Convention, 1973 (No. 138),
- Worst Forms of Child Labour Convention, 1999 (No. 182)

Freedom of Association and Effective Recognition of the Right to Collective Bargaining

- Convention on Freedom of Association and Protection of the Right to Organise, 1948 (No. 87),
- Convention on the Right to Organise and Collective Bargaining, 1957 (No. 98)

Elimination of Discrimination in Employment

- Equal Remuneration Convention, 1951 (No. 100),
- Discrimination (Employment and Occupation) Convention, 1958 (No. 111)

A safe and healthy working environment

- **Convention on Occupational Health and Safety, 1981 (No. 155),**
- Convention on the Framework for the Promotion of Occupational Health and Safety, 2006 (No. 187)

ILO Indicators on Forced Labour

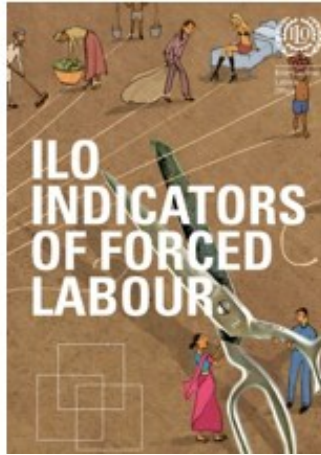
1. Abuse of vulnerability
2. Fraud
3. Restriction of movement
4. Isolation
5. Physical and sexual violence
6. Intimidation and threats
7. Withholding of identity documents
8. Wage deductions
9. Debt bondage
10. Violent working and living conditions
11. Excessive overtime

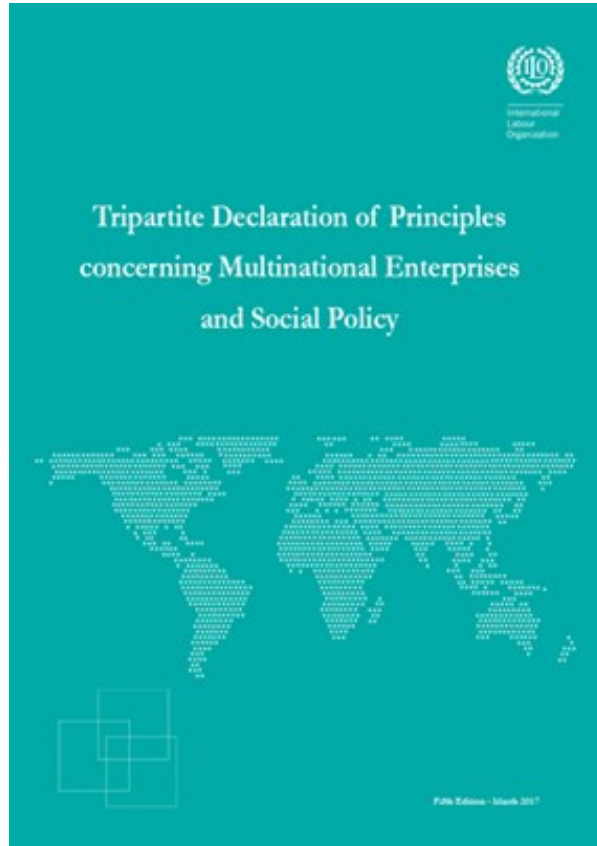
Key questions:

Do workers enter the world of work voluntarily?

Are they free to leave their jobs if they wish to do so?

Are penalties or threats used to prevent workers from leaving their jobs?





Guide Coverage



**General
Policy**



Employment



Training



**Working &
Living
Conditions**

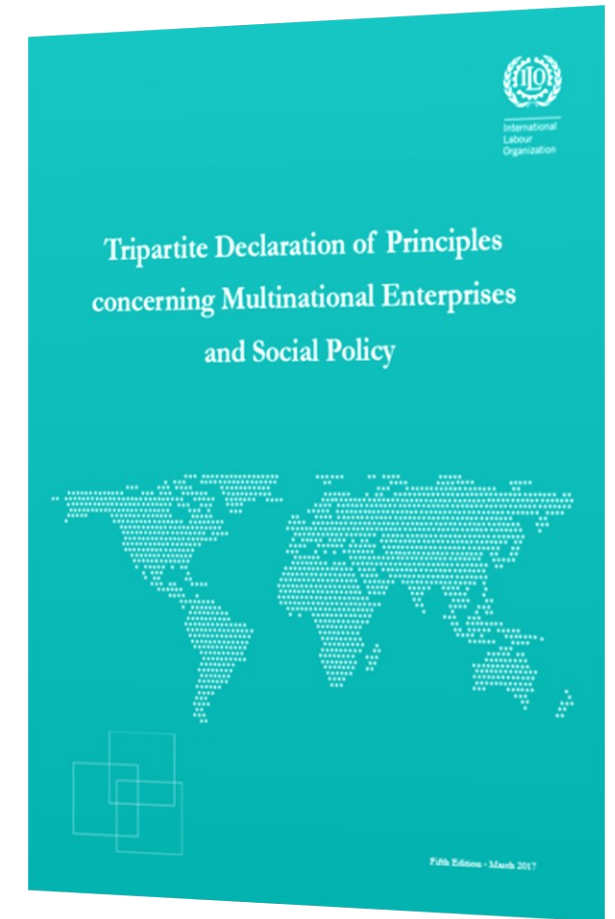


**Industrial
Relations**

This guide can be used as a reference in designing and improving **National Action Plans** (such as the National Strategy for the Business and Human Rights).

► Introduction to the MNE Declaration

- **The only ILO instrument** that directly targets companies, in addition to governments, employers and workers' organisations..
- Its purpose is to **encourage the positive contribution** that multinational enterprises can make to economic and social progress and the achievement of **decent work** for all; and to minimise and resolve any difficulties that may arise from their operations. .
- It provides **guidance** on general policy as well as employment, training, working and living conditions, and industrial relations. .
- It encourages companies to exercise **due diligence** on human rights throughout their operations, emphasising meaningful consultation with stakeholders, including workers' organisations. .
- It encourages governments to promote **good practices** among their companies, including those operating abroad..

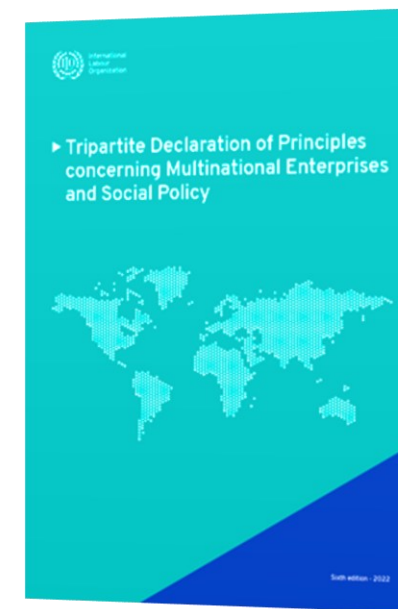


Due Diligence in MNE Declarations

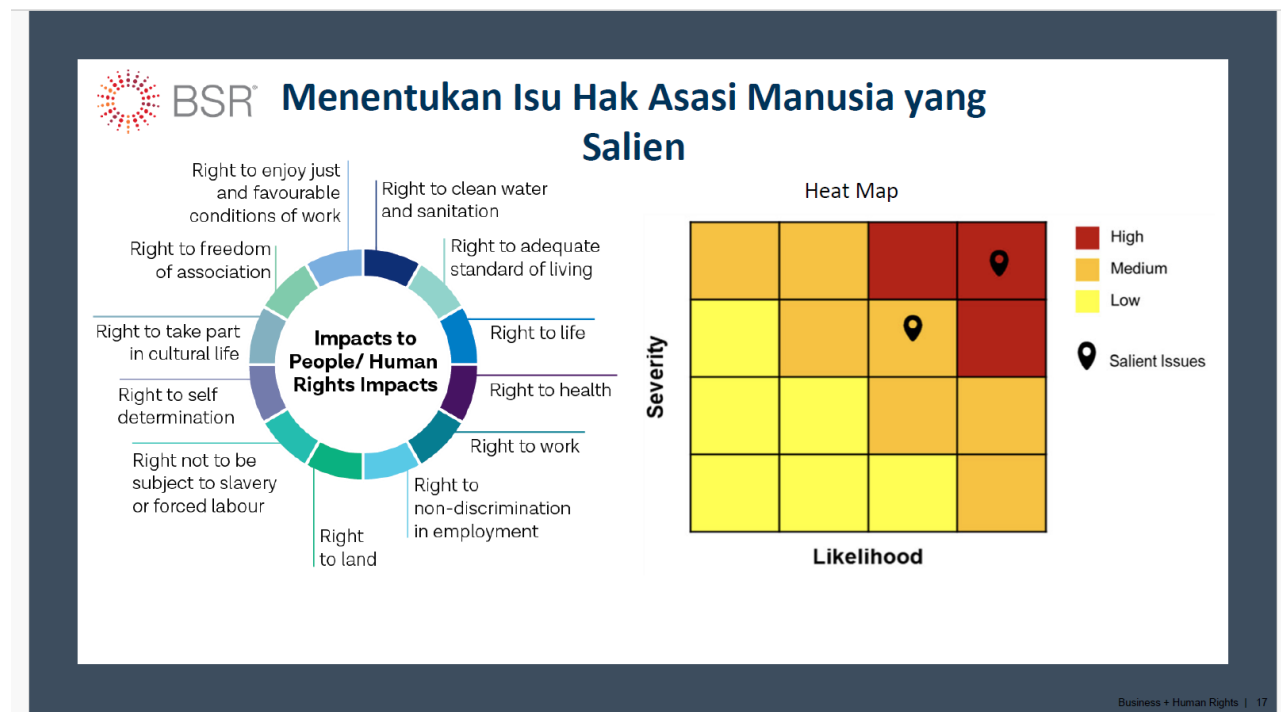
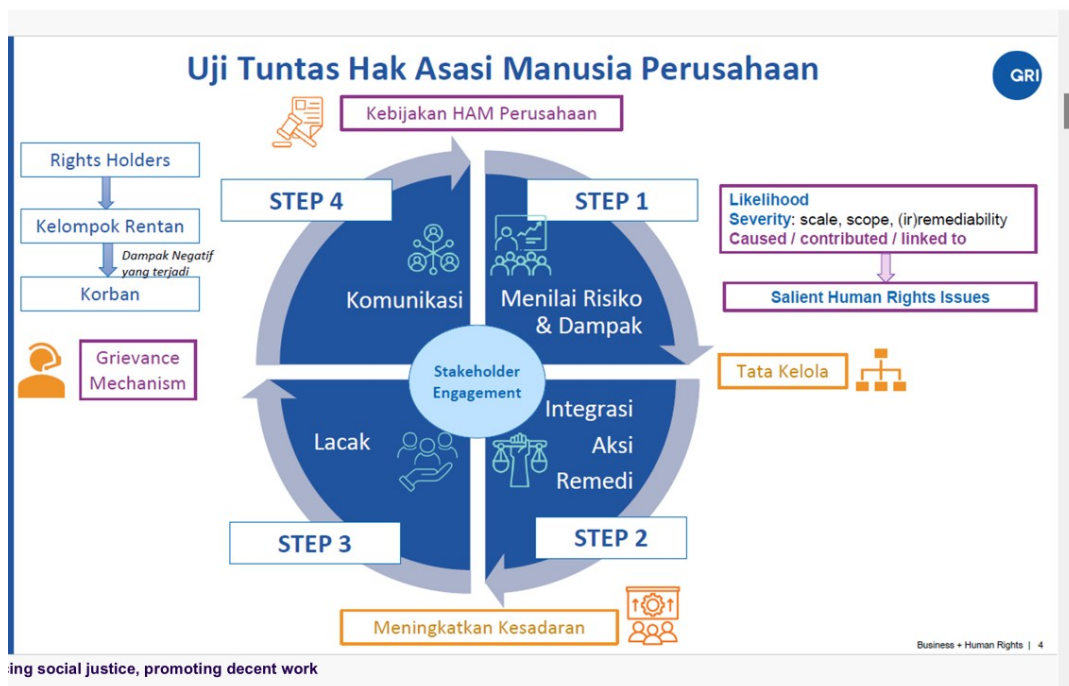
d) Companies... **must exercise due diligence** to identify, prevent, mitigate and account for how they address **the actual and potential adverse impacts** on internationally recognised human rights.

(e) To assess human rights risks, companies must **identify and evaluate actual or potential adverse impacts** on human rights.

[...]. This process **must involve meaningful consultation** with... relevant stakeholders, including workers' organisations... This process must take into account the central role of **freedom of association and collective bargaining, as well as industrial relations and social dialogue** as ongoing processes.



Due Diligence in Responsible Business Conduct

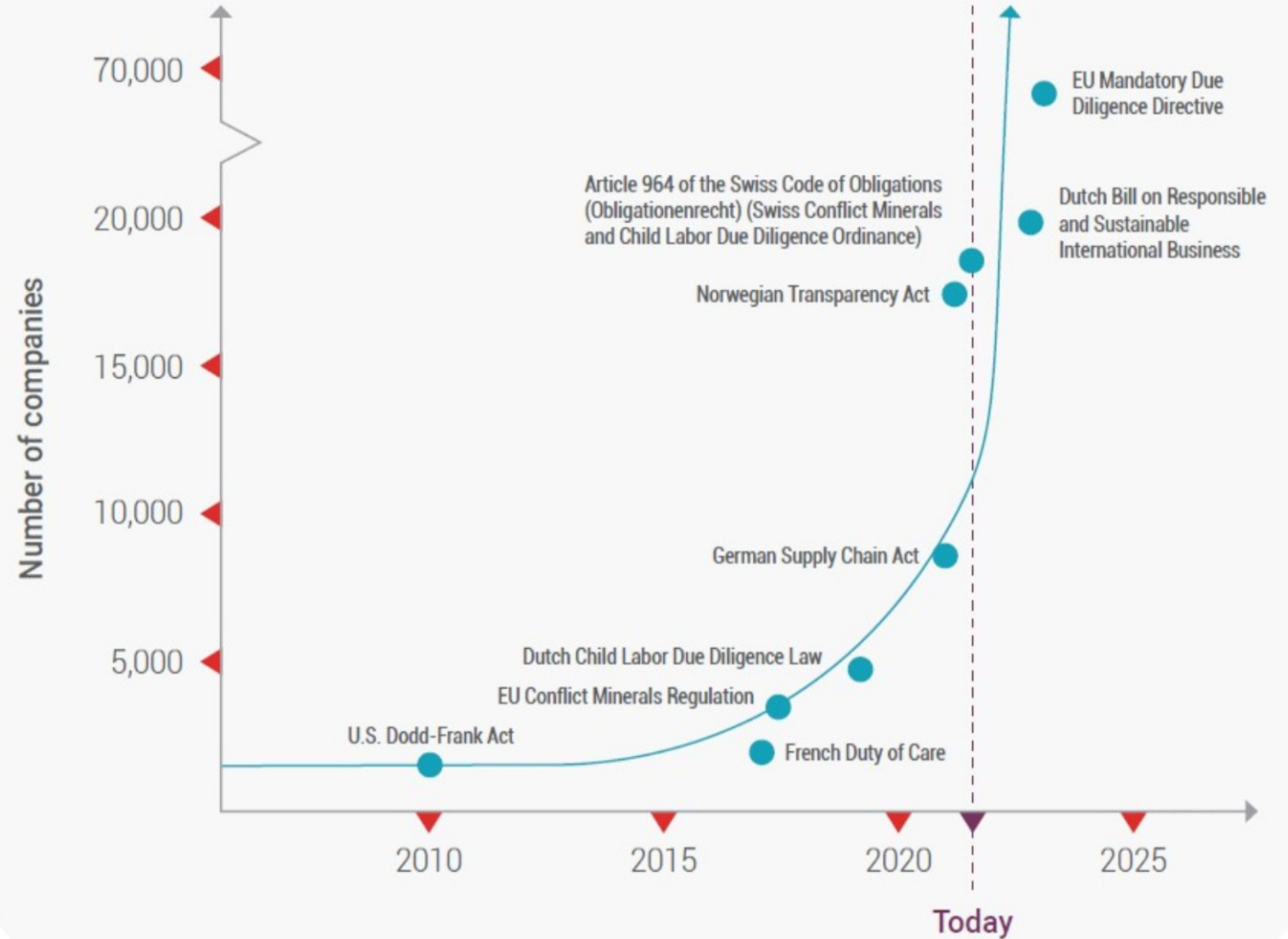


Expanding global due diligence requirements

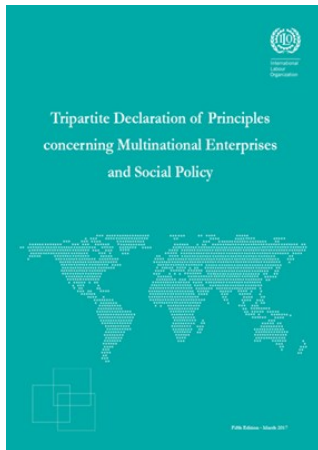
The world's largest companies will be required by law to strengthen or establish new mechanisms to ensure that they and their suppliers' respect:

1. Human rights
2. Environmental standards
3. International labour standards

A NEW WORLD: LAWS DRIVING MARKET GROWTH



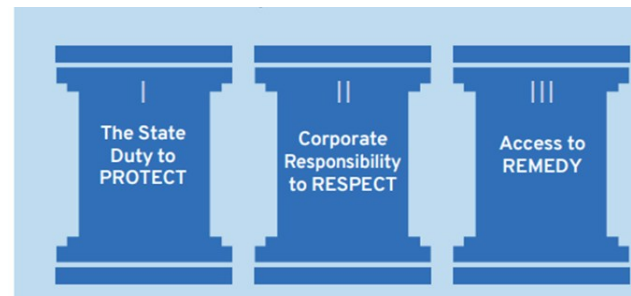
ILO Guide: MNE Declaration and Social Policy



UNGPs: United Nations Guiding Principles on Business and Human Rights

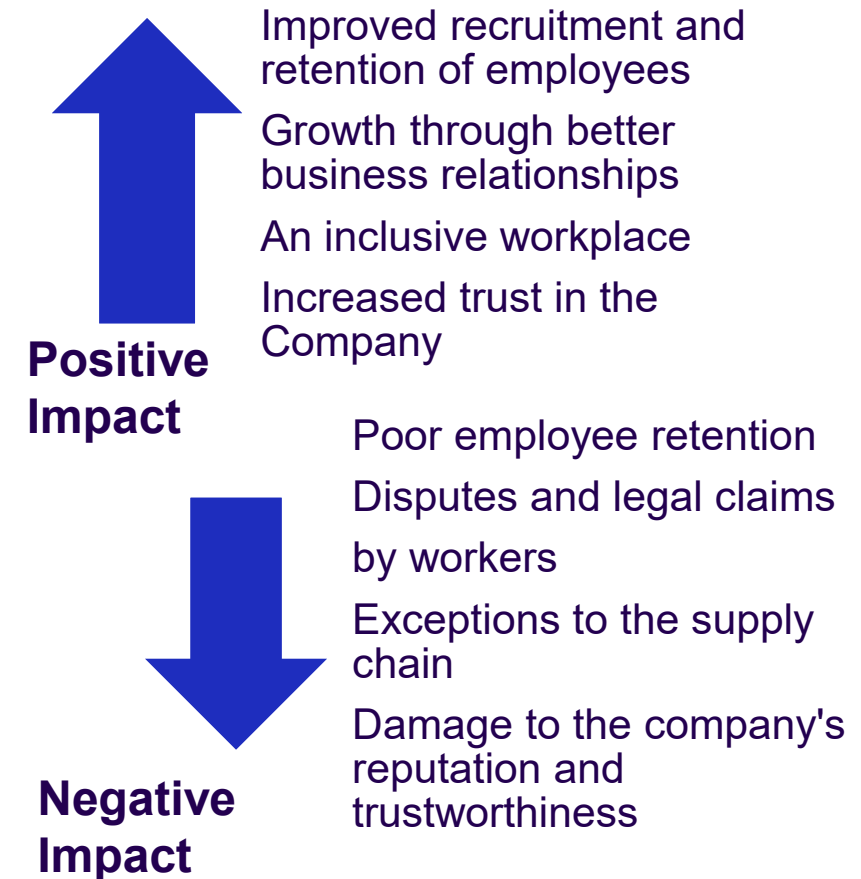
what the company expects to do:

- **Sharing a policy commitment** to fulfil their responsibilities to respect human rights
- **Conducting human rights due diligence** to identify, prevent, mitigate and account for how they address their impacts on human rights
- Providing or cooperating in **remedies when adverse human rights impacts occur**



3 Pillars

BENEFITS: Why should companies invest in decent work and responsible business?



Public
policy



Employment



Training



Working
condition



Industrial
relations

The Big Picture

- ✓ Recent global disruptions have revealed both the **importance** and **fragility** of global supply chains
- ✓ To (re)build more resilient supply chains for the future, industries need to **invest in sustainability** –at the heart of which are **people**
- ✓ Ensuring **Decent Work** and **Responsible Business Conduct** are key to this future –and this is where ILO can support.
- ✓ The RISSC Project is part of broader **ILO Global Strategy on Decent Work in Supply Chains**



1. RISSC Project Overview

Objective: To foster a more resilient, inclusive and sustainable supply chains through decent work & responsible business conduct

Expected results:

- ✓ Better **understanding** of decent work gaps and opportunities
- ✓ Industry stakeholders take **actions** to address decent work challenges
- ✓ Due diligence and **responsible business** practices are **applied** more widely in the supply chain

Module 1: Supply Chain Research & Analysis

Helping stakeholders **understand decent work gaps & opportunities**, and informing our actions in the sector

Module 3: Policy Advice

Support to local constituents to **strengthen the enabling policy environment** for decent work and responsible business

Module 2: Industry Tools & Advice

Demand-driven, industry specific tools to close decent work gaps and drive responsible business

Module 4: Support to national Business & Human Rights Commitments

by expanding **awareness and adoption of responsible business and due diligence**



2. The Electronics Industry in Indonesia

- ▶ **Status:** Relatively modest size but nationally prioritized (one of 6 priority manufacturing sectors)
- ▶ **Structure & Orientation:** Heavy domestic market focus, but with aspirations for greater export / global supply chain integration
- ▶ **Key products:** home appliances (local), digital electronics (joint ventures), computers
- ▶ **Key foreign investors:**



Key finding from the research

1. The electronic industry has been struggling
2. Growth in non-standard forms of employment
3. Workers- especially women face discrimination
4. Not all work is voluntary
5. Restriction on trade unions
6. Generally, low understanding and appreciation to Responsible Business Conduct



300,000
employees

\$13.9bn
export value (2021)

13.5%
of FDI (2017)

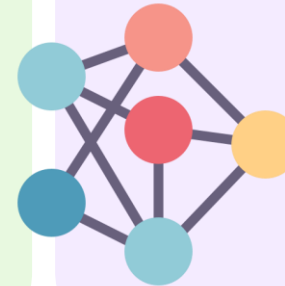
3. Key Achievements (selected highlights)

Data-Driven Insights



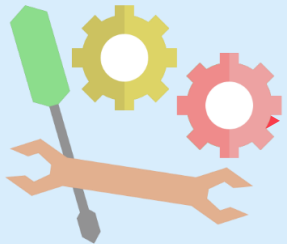
- ▶ Flagship research on Decent Work and Responsible Business Practice in Indonesia's electronics manufacturing sector
- ▶ Findings and Recommendations validated by key stakeholders and used for industry engagement and intervention design.

Shaping National RBC Policies



- ▶ Technical inputs to national RBC reforms Indonesia (Stranas BHAM) and Self Assessment Tool for the BHR (PRISMA)
- ▶ APINDO and Trade Union facilitated by the ILO providing input for the policy.

Tools, Training & Action



- ▶ Guidance Toolkits on Responsible Business in Electronics Sector that has rolled for covering 224 companies.
- ▶ More than 300 stakeholders trained through practical industry toolkits in Indonesian electronics sectors
- ▶ Total target beneficiaries of the project 3,328 (1825 Male and 1,503 Female or 45.16%), including through fun run and Vlog, and webinar series

Supply Chain Dialogue & Collaboration



- ▶ Seminar and Industrial National Dialogue on Responsible Business for Decent Work in 2023 and 2024
- ▶ Across national and cross-country supply-chain dialogues and awareness raising activities
- ▶ University Network on Responsible Business Conduct involving 6 leading universities.

3. Key achievements (2023-2025)



- ▶ Constituents more empowered *and* equipped
- ▶ Companies using tools and taking actions
- ▶ Improved supply chain resilience and sustainability

3. Outcome Level Results (2023-2025)

1

**Constituents & stakeholders adopt
recommendations for action**
(Complete)

- ✓ Built a credible, shared evidence base on decent work risks and opportunities in target supply chains
- ✓ Enabled tripartite alignment around priority issues through stakeholder-validated research
- ✓ Built ownership and sustained use of findings across subsequent tools, dialogue and policy advocacy (Research, Validation Workshop and FGDs and Webinar Series)

2

**Constituents & stakeholders prepare
proposals for action**
(Complete)

- ✓ Translated research into practical, industry-facing tools and large-scale capacity building
- ✓ Strengthened stakeholder ability to identify decent work gaps and prepare concrete proposals and actions. Generated informed inputs to national RBC reform processes alongside enterprise- and industry-level change.
[Seminar, FGD, Training of Trainers)

3. Results (2023-2025)

3

Constituents & stakeholders implement policies & measures
(Complete)

- ✓ Improved national RBC frameworks in Indonesia
- ✓ University RBC network in Indonesia is strengthening public discourse and training ‘responsibility’ minded professionals of the future (Number of trainings, seminar and FGDs)

4

Japanese and other constituents implement BHR commitments/plans
(Complete)

- ✓ Industry-specific toolkits, training and mentoring in electronics supply chains
- ✓ New (ILS-focused) BHR guidance for regulators and business in Japan
- ✓ Support to improve NAPs (Indonesia)
- ✓ (Seminar on Responsible Business (RBC) and Decent Work (DW) in 2023 & Industrial National Dialogue on RBC and DW –n 2024)

4. Challenges & adjustments



Global RBC headwinds

- Trade tensions and scepticism of ESG agenda affects buy-in for RBC initiatives
- RISSC successfully leveraged data and industry relationships to make the *positive business case* for Decent Work and RBC



Political Changes & Organizational Bureaucracy

- Elections, ministerial reshuffles and constituent bureaucracy delayed some project workstreams
- RISSC showed agility and adaptability in maintaining stakeholder engagement and inputs to strategic policy frameworks



Constituent Capacity & Influence

- Some constituents are/were constrained by organizational siloes and weak influence in target sectors
- RISSC has helped address this by building collaborative platforms and joint ownership of industry improvement efforts.



Sustainability & Continuity

- Reduced budget meant reduced scope and duration of project activities
- But emphasis on stakeholder co-creation mean many project outputs *will* sustain
- Demand for continued ILO support remains high in these sectors

Research on Responsible Business Conduct

- Quantitative and qualitative methodologies through focus group discussions (FGDs) and validated by the tripartite constituents.
- As a policy reference for project implementation
- As a reference for developing guidelines/toolkits
- Raising awareness regarding the relevance of RBC in the workplace – a series of webinars, seminars, and webinars with labour inspectors and the university network for BHAM
- A basis for further research or studies related to BHR (potential follow-up research and related studies by the University Network)



Toolkit for Responsible Business Conduct

- Initial draft by ILO-APINDO-FIHRSSST – Guidelines for SMEs
- Workshop to validate the final draft of the Guidelines
- Pilot testing and training on the implementation of the Guidelines for companies (Panasonic) and suppliers in the global supply chain (Jakarta, Batam and the Cikarang Industrial Complex)
- Follow-up training by KSBSI and Panasonic
- In line with the Presidential Regulation on Human Rights Due Diligence and the adoption of several indicators
- **Potential use of the Guidelines by University Networks and adaptation and replication for companies, particularly SMEs**



Policy Formulation/ Draft of Presidential Regulation on Business and Human Rights

- High-level meeting with APINDO (2023)
- High-level consultations with ministries (Coordinating Ministry, Ministry of Manpower and Ministry of Law and Human Rights) (2024)
- Policy dialogue with trade union leaders regarding the trade unions' position paper (2025)
- •National seminar on responsible business and trade for decent work (2024)
- Sectoral Industry Dialogue on Supply Chains for Decent Work (Nov 2024)
- Seminars and Focus Group Discussions on the Draft Presidential Regulation on Human Rights Due Diligence
- Potential seminars and policy reviews and their impacts (University Networks)



Declaration of Commitment to Business and Human Rights

- The Declaration of Commitment by the Government and Business Entities on Business and Human Rights in relation to Decent Work was signed by the Coordinating Minister for Economic Affairs, the Minister of Manpower, the Chair of APINDO and the Chair of KADIN
- 4 Pillars: Integration of human rights into business practices; adoption of policies in line with the MNE Declaration and the UNGPs; compliance with fundamental principles in the workplace; and acceleration of BHR through due diligence



Trade Union Position Paper

- Policy Dialogue on the Presidential Regulation on Business and Human Rights
- Release of the Trade Union's Position Paper on Business and Human Rights and Decent Work (National Commission on Human Rights)
- Submission of the position paper to the National Commission on Human Rights

KERTAS POSISI SERIKAT PEKERJA/SERIKAT BURUH TENTANG PRAKTIK BISNIS YANG BERTANGGUNG JAWAB/BISNIS DAN HAM	
Konfederasi-konfederasi Serikat Pekerja/Serikat Buruh Indonesia	- Konfederasi Serikat Pekerja Seluruh Indonesia (KSPI-ATUC) - Konfederasi Serikat Pekerja Seluruh Indonesia (KSPI-Rekonsiliasi) - Konfederasi Serikat Pekerja Seluruh Indonesia (KSPI-Pembaruan) - Konfederasi Serikat Pekerja Indonesia (KSPI) - Konfederasi Serikat Buruh Seluruh Indonesia (KSBSI) - Konfederasi Serikat Buruh Sejahtera Indonesia (KSBSI) - Konfederasi Serikat Buruh Muslimin Indonesia (KSABMU) - Konfederasi Serikat Pekerja Nasional (KSPN) - Konfederasi Serikat Pekerja Nacantara (KSPN) - Konfederasi Alumni Serikat Buruh Indonesia (KASBI)
Latar Belakang	Pemerintah Republik Indonesia melalui Kementerian Hak Asasi Manusia mengesahkan Peraturan Presiden tentang Uji Tuntas Bisnis dan Hak Asasi Manusia (HAM). Peraturan Presiden ini merupakan kelanjutan dari Peraturan Presiden tentang Strategi Nasional Bisnis dan Hak Asasi Manusia (BNHAM) yang akan berakhir 30 Desember 2025. Terkait dengan hal tersebut Organisasi Perburuh Internasional (ILO) melalui Proyek Rantai Pasokan yang Tangguh, Inklusif dan Berkelanjutan (BESCI) memfasilitasi pertemuan para pemangku/pemangku Serikat Pekerja/Buruh untuk membahas tentang Praktik Bisnis yang Bertanggung jawab, memberikan masukan bagi penyusunan kebijakan pemerintah terkait bisnis dan HAM serta penilaian mandiri bisnis dan HAM, beserta indikator-indikatornya sesuai dengan prinsip-prinsip dan hak-hak mendasar di tempat kerja, sebagaimana diatur dalam Pedoman PBB tentang Bisnis dan HAM/United Nations Guiding Principles (UNGPs) Business and Human Rights dan Deklarasi ILO tentang Perusahaan Multinasional dan Kebijakan Sosial (ILO MNE Declaration and Social Policy).
Tujuan dan Kegunaan	- Memberikan referensi bagi penyusunan kebijakan ketenagakerjaan terkait dengan Praktik Bisnis yang Bertanggung jawab, termasuk masukan bagi Draft Peraturan Presiden tentang Uji Tuntas Bisnis dan Hak Asasi Manusia. - Mengawasi implementasi kebijakan dan intervensi program terkait ketenagakerjaan dan Praktik Bisnis yang Bertanggung jawab. - Menjadi referensi bagi serikat pekerja/buruh dan pemangku kepentingan yang relevan dalam pengembangan dan implementasi kebijakan tentang Praktik Bisnis yang Bertanggung jawab yang melibatkan kepentingan pekerja/buruh.

Rekomendasi	
- Meminta audiensi untuk bertemu dengan Kementerian HAM untuk mendiskusikan dan menyampaikan kepentingan pekerja/buruh terkait dengan Penyusunan Kebijakan dan Implementasi Bisnis dan HAM - Menyusun Kertas Posisi Serikat Pekerja/Serikat Buruh atas Praktik Bisnis yang Bertanggung jawab - Memberikan masukan dari perspektif serikat pekerja/serikat buruh atas Draft Peraturan Presiden tentang Bisnis dan HAM - Pelibatan serikat pekerja/serikat buruh yang bermakna dalam penyusunan kebijakan dan implementasi bisnis dan HAM, termasuk uji Tuntas HAM di perusahaan - Implementasi Uji Tuntas Wajib (Mandatory) untuk seluruh perusahaan secara gradual yang diatur dengan jelas melalui lima masa prioritas: perusahaan, termasuk rantai pasoknya yang melakukan ekspor dan memiliki potensi pelanggaran HAM berdasarkan penelitian empiris - Revisi penyempurnaan Draft Peraturan Presiden mengenai Bisnis dan HAM dengan memperhatikan konsistensi pada awal saat dengan bisnis, konsisten dan inklusifitas untuk memastikan semua pihak sebagai pemangku kepentingan dilibatkan dan dilibatkan - Perlu adanya advokasi dan pembangunan kapasitas para pemangku kepentingan, termasuk serikat pekerja/serikat buruh yang bertanggung jawab terkait dengan implementasi bisnis dan HAM - Dibentuknya Forum Praktik Bisnis yang Bertanggung jawab untuk mendiskusikan dan mengawasi serta membuat masukan terhadap implementasi bisnis dan HAM	12 Februari 2026
Andi Sari Nena Wita Presiden Konfederasi Serikat Pekerja Seluruh Indonesia (KSPI-ATUC) M. Jumar Hidayat Presiden Konfederasi Serikat Pekerja Seluruh Indonesia (KSPI-Pembaruan) Ry Buzza Sulhan Presiden Konfederasi Serikat Buruh Seluruh Indonesia (KSBSI) Ulfah Al Safidhan Presiden Konfederasi Serikat Buruh Muslimin Indonesia (KSABMU) Rizkiy Presiden Konfederasi Serikat Buruh Nacantara (KSPN)	Yerry Kewagay Ketua Umum Konfederasi Serikat Pekerja Seluruh Indonesia (KSPI-Rekonsiliasi) Siti Hidayat Presiden Konfederasi Serikat Pekerja Seluruh Indonesia (KSPI) Jahartha Dharis Palgahan Ketua Umum Konfederasi Serikat Pekerja Seluruh Indonesia (KSPI) Karel Sulemy Presiden Konfederasi Serikat Pekerja Nasional (KSPN) Indana Ketua Umum Konfederasi Alumni Serikat Buruh Indonesia (KASBI)



Capacity Building/ Development

- Seminar on Business and Human Rights for Decent Work (ILO/UNDP)
- Knowledge sharing for policy development
- Webinar Series on RBC and DW (more than 1,000 participants)
- Webinar on Research Findings on RBC- Indonesian labour inspectors (500)
- Training for Trainers on Responsible Business:
 - Government (Policy Development) (Adopted recommendation/ Indicators)
 - Companies/ Supply Chains (MNE and multiple supply chains)
 - Employer and Worker Organisations (Commitment and follow-up action)
 - University Networks) Master Trainers for RBC and DW (over 100)



University Network

1. The Three Pillars of Higher Education: Research, Teaching and Community Service
2. Seminar on Responsible Business Practices and University Networks (6 universities)
3. Training for University Network Trainers on RBC (Paramadina and UNPAR)
4. Follow-up meeting regarding the role of networks in RBC (UNPAD)



► Advocacy for change

- Training and video blog competitions for employees of supplier companies on RBC
- Webinar series on Responsible Business Practices and Decent Work
- Responsible Business Practices through University Networks
- APINDO National Seminar on Responsible Business Practices•
- Trade Union Seminar on Responsible Business Practices
- Fun run promoting Responsible Business Practices and Decent Work



ILO and Apindo join forces to promote an innovative workplace campaign on responsible business conduct in Indonesia | International Labour Organization

► Project achievements/ Expectation

- Project beneficiaries include over 3,000 stakeholders from 300 companies
- Direct interventions to shape RBC policies and frameworks, including the revision of Indonesia's National Strategy for BHR – Inputs for the draft Presidential Regulation on HRDD:
- 55% of surveyed project partners were very satisfied (45% were satisfied).
- Over 90% of partners support the project's extension
- Priorities: (1) enhancing capacity and understanding (at the company level) regarding industrial relations and ILS, and (2) assisting industry in preparing for emerging HRDD requirements.(3) Further intervention beyond the electronics sector.

► Number of good practice and lesson learnt

- Engaging relevant stakeholders from the beginning- ownership building
Government (MHR, MOM) APINDO Trade Union
- Facilitating the process of the involvement of key stakeholders in policy development & intervention
(APINDO, Trade Union, Ministry of Manpower and Ministry of Human Rights)- Filling the gap
- Partnership for effective intervention (Impact and cost-effective)
(ILO Project, Employers and Workers Organization, University, Government)
- Finding rights stakeholders (in Government, Employers and Workers Organization)
(MHR, APINDO, KSBSI and Panasonic)
- Thinking out of the box/beyond, but relevant- with project document
(Vlog, University Network and Trade Union engagement)
- Dedicated budget allocation – led to a comprehensive and holistic approach

► Number of good practice and lesson learnt

- Teaming up with other ILO Project: Complementarity and reinforcement– Research and Joint Project Advisory Committee (METI) and migrant project
- Media advocacy and building portfolio: Op Ed piece, guest lectures, media interviews, and
- workshop on promoting Responsible Business Conduct;
- Partnership and collaborations (KOMNAS HAM, IJMI, and UNDP)

RISSC Project Indonesia in Photos (2023)



Meeting
with MOM



Support
Regional
Seminar



FGD for
Research on
RBC



PAC Meeting



Consult
ation
with
Union



Research
validation



Regional
Consultation



Research
Publication



RISSC Project Indonesia in Photos (2024)



PAC Meeting



Vlog Competition



Guidance
Toolkit Training



Seminar
university
network



Guidance
Toolkit



Training for
Companies



RISSC Project Indonesia in Photos (2025)



Vlog
Competitio
n Winner
on RBC



Toolkit
rolled
out



TOT
University
Network



APINDO
FGD on
Policy
Formulation



TOT with
supplier
companies



Fun run for
RBC
advocacy



Joint
Seminar
on
HRDD
Policy

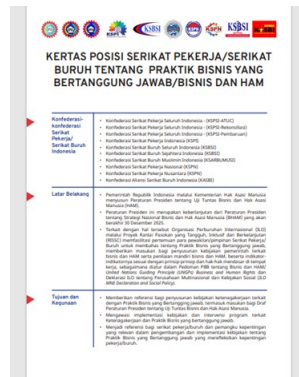


Courtesy
meeting



Declaration of
Commitment

RISSC Project Indonesia in Photo (2026)



Trade
Union
Position
Paper



Policy
Dialogue

Advancing social justice, promoting decent work



Guidance
toolkit



Vlog
competition



Training of
Trainers



Commemor
ative stamp



National
Symposi
um Talk
Show



Declaration of
Commitment

Key organizations RISSC has engaged with



RISSC PROJECT [INDONESIA TEAM]



Tauvik Muhamad, Project Coordinator
Dian Saptikasari (Ika), Finance and Admin Officer

Advancing social justice, promoting decent work

Resilient, Inclusive, Sustainable Supply Chains (RISSC) Final Independent Evaluation – Key Findings & Recommendations

Summary of insights and strategic guidance for future actions

RISSC Independent Final Evaluation – Presentation Agenda

1. Project Overview
2. Evaluation Overview
3. Findings and Conclusions
4. Recommendations
5. Questions and Discussion



RISSC Independent Final Evaluation – Project Overview

❑ Project Overview

RISSC aimed to advance decent work, responsible business conduct, and human rights due diligence in key export sectors :



- Automotive in Thailand · Electronics in Indonesia · Aquaculture in the Philippines · Support for National Action Plan on Business and Human Rights in Japan

Used a multi-level (enterprise, sector, national), evidence-based approach

- Research and Consultations · Awareness Raising · Social Dialogue · Tools · Capacity Building · Advocacy · Policy Guidance

❑ Key facts

Funded by Japanese Ministry of Health, Welfare and Labor

Budget of USD \$3.1 million (reduced from USD \$4 million)

September 2022-March 2026 (extended by 6 months)

Bangkok-based manager, country project coordinators and admin staff

Overseen by ILO SECTOR

RISSC Final Independent – Evaluation Overview

❑ Evaluation Team

Sandy Wark (Team Leader, Philippines, Japan), Maria Epik Pranasari (Indonesia) Dr. Thamana Lekprichakul (Thailand)

❑ Scope, Purpose

- Four partner countries, full implementation period
- Support organizational learning and accountability

❑ Main Users

- Donor, Project management team, ILO Country Offices, Relevant ILO technical departments regional and HQ

❑ Methodology

- Mixed-method, predominantly qualitative
- 179 stakeholders interviewed / consulted
- 100 survey respondents (78 Thailand, 22 Philippines)
- Overall balanced gender distribution



Design Validity & Relevance



❑ Design had mixed effects on performance

Data and consultation driven approach facilitated responsiveness, ownership...BUT consumed large proportion of project implementation time (Indonesia, Philippines)

Absence of clearly defined outcomes upfront allowed flexibility but reduced accountability for results

Multi-country, multi-sector design broadened scope but diluted intervention depth and complicated cross-country knowledge sharing

❑ Overall high stakeholder satisfaction and generally strong alignment with enterprise and government priorities

Stakeholders valued ILO's neutrality and convening role but perceived limitations: project scale and duration, SME reach, and limited scope of collaboration with worker organizations

Timely guidance on labour dimensions of emerging trading partner, corporate, buyer due diligence requirements

Linked competitiveness, compliance, sector resilience but with limited response to urgent "bottom-line" issues

Sector targeting reflected economic importance and decent work► ilo.org deficits with some caveats

Coherence & Partnerships

❑ Strong Alignment with ILO strategic priorities

Consistent with decent work in supply chains · social dialogue and tripartism · fundamental principles and rights at work · inclusive economic growth and full employment, limited gender integration

Noteworthy examples of inter UN agency collaboration

❑ Partnership strategy enhanced project results and sustainability

Coordination with national institutions improved outreach, relevance, and cost efficiency, enhancing project impact and context fit

Partners helped adapt and share tools and research, facilitated participation and practical use of project outputs

Limited reach to supply chain lower tiers reflecting partner challenges

❑ But required intensive management to work

Reliance on partnerships increased coordination needs and caused delays, requiring flexible management to balance collaboration with efficiency



Effective- ness



❑ Outcome 1 Evidence creation and awareness raising

Research and consultations completed --with delays (Indonesia, Philippines) ·
Generally useful for programming, priority setting

Strategic communication and validation workshops enhanced visibility and awareness, though uneven across countries

❑ Outcome 2: Tools, training and technical advice

Outputs delivered (tools, training, guidance) with generally strong uptake and some promising early results (see good practices)

Limitations in project monitoring and follow-up

❑ Outcome 3: Technical inputs for policy/system level reforms

Project technical inputs informed policy revisions in Indonesia & Thailand;
strengthened tripartite social dialogue and governance in Region XII Philippines

Progress slowed by policy pace, contextual buy-in, and institutional constraints.

❑ Outcome 4:

Modest but useful contributions in Japan to awareness-raising, tool development and capacity building

Efficiency

❑ **Generally timely resource mobilization, collaborative management, and steady overall delivery**

Lean structure, highly-experienced team with relevant expertise

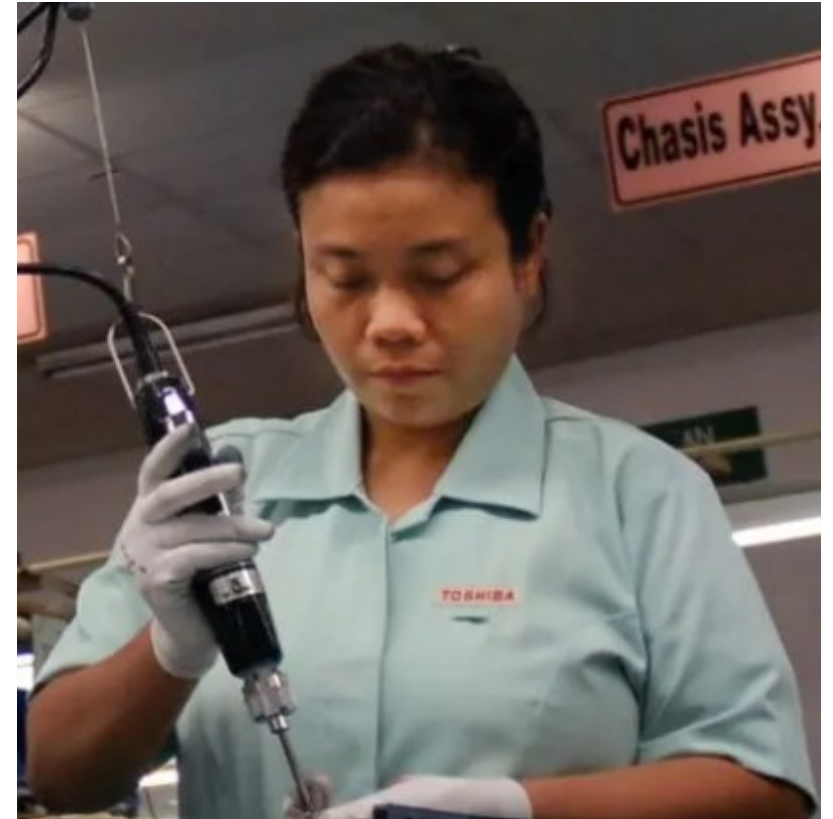
Implementation well-executed and technically robust with targeted specialist support

Country variation: Thailand absorbed more funds, plausibly due to faster start-up, higher costs, strong partner capacity, and timely engagement

❑ **Constrained budget affected cost-efficiency in mixed ways**

Encouraged cost-sharing and greater use of low-cost delivery modalities

Reduced depth and visibility



Emerging Impact



- ❑ **RISSC contributed to improved awareness on BHR and HRDD, social dialogue quality, institutional coordination**
 - Thailand: Enterprise-level mentoring strengthened practical application of social dialogue; revision of TLS 8001–2020 Section 4.12 aligned standards with ILO Conventions 87 & 98
 - Indonesia: RISSC informed national Business and Human Rights (BHR) strategy revisions and supported enterprise preparedness for emerging due diligence requirements
 - Philippines: Establishment of the Region XII Aquaculture Industry Tripartite Council improved coordinated labour-market governance and compliance planning
 - Japan: stronger linkages Japanese brands and supply chain actors as well as workers' organisations and ASEAN counterparts
- ❑ **System-wide changes in working conditions and supply-chain practices remain early and uneven**

Sustainability

☐ **Institutional embedding has potential to boost sustainability**

Embedded interventions within existing institutions and policy processes

☐ **External incentives, amplified by RISSC, support continued action**

Linkage to legislation and trade-linked standards create incentives for sustained engagement and tool adoption among stakeholders

☐ **But there are sustainability risks**

Dependence on project facilitation and limited SME engagement pose challenges

☐ **And more needs to be done to consolidate models**

Long-term strategies and institutional anchoring are essential to consolidate achievements and align with labour-market reforms.



RISSC Project- Emerging Good Practices

GOOD PRACTICE	CORE MECHANISM	KEY RESULTS
Region XII Industrial Tripartite Council for Aquaculture	Anchoring project in regional tripartite Governance mechanism	• Creation of tripartite council with 10-year action plan • Embedded RISSC objectives in existing DOLE mechanism • Focus for capacity building • Fostered “convergence” within public services early positive results: formalization efforts, employment program and enterprise subsidies
University Network on Business and Human Rights	Institutionalization in Higher Education Structures	• Six universities formally committed to integrating Business & Human Rights (BHR) and HRDD into teaching, research, and outreach • Established potentially self-sustaining national academic platform to carry RISSC objectives beyond the project’s timeline • Early results: BHR integrated in teaching, research
Leveraging enterprise mentoring to embed social dialogue	Enterprise Training + mentoring	• 382 enterprise-level stakeholders participated in programme • Measurable knowledge gains, with 85–95% of participants linking social dialogue to better workplace relations and productivity. • Strengthened trust and cooperative attitudes between workers and management, enabling behavioral change

Summary of Key Findings and Implications

What worked well

- Strong sector anchoring and stakeholder ownership
- Practical tools and mentoring models with early uptake
- Institutional embedding (e.g. tripartite platforms, policy processes)

What constrained results

- Diagnostics-heavy design delayed targeted action
- Broad scope diluted focus and depth
- Strong engagement with lead firms; limited reach to SMEs and lower tiers
- Gender integration mostly at awareness level

What this implies for future programming

- Start implementation earlier alongside diagnostics
- Focus on scalable, enterprise-level models
- Strengthen the business case for uptake (productivity, market access)
- Apply targeted inclusion approaches (incl. light-touch gender diagnostics)

Framing the Recommendations: Key Priority Areas

1. Sharper design and earlier implementation (Design discipline, timing, realism)

- R1 – Improve design clarity, diagnostics, phased approach
- R6 – Align scope with budget, contingency planning
- R11 – Calibrate ambitions to realistic reform timelines

2. Scale practical tools and enterprise support (From concept → operationalization → scale)

- R2 – Expand ToT, mentoring, and practical HRDD tools
- R10 – Document, modularize, and scale implementation models

3. Strengthen the business case for uptake (Why enterprises should care)

- R3 – Link labour standards to productivity, resilience, and market access

4. Deepen partnerships and follow-up (Sustainability and institutionalization)

- R5 – Strengthen worker engagement, follow-up, and monitoring
- R7 – Consolidate and scale promising country models
- R8 – Support operationalization of policy reforms

5. Target inclusion more strategically (incl. gender & SMEs) (Who is reached and how effectively)

- R4 – Strengthen gender integration (light-touch diagnostics, tools, participation quality)
- R9 – Tailored approaches for SMEs and lower-tier suppliers

Vlog – Responsible Business Conduct

ILO and Apindo join forces to promote an innovative workplace campaign on responsible business conduct in Indonesia | International Labour Organization



The favourite winning vlog highlights opportunities for job transition and reskilling available to workers affected by



International
Labour
Organization



► Resilient, Inclusive and Sustainable Supply Chains (RISSC)

Thailand | Indonesia | The Philippines

‘Empowering people and upgrading global supply chains through decent work and responsible business conduct’

For more information, scan the QR code or contact David Williams, Project Manager at williamsd@ilo.org

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