

**International Labour Office
Project INT/02/M33/ITA**

EVALUATION REPORT

Project title:	Sustainable development through the Global Compact
Project Number:	INT/02/M33/ITA
Donor:	Italian Government, Ministry of Foreign Affairs
Budget:	US\$ 4,128,673
Executing Agency:	International Labour Office
Managing ILO Unit:	Multinational Enterprises Programme (MULTI)
Geographical coverage:	Italy, Albania, Morocco and Tunisia
Type of evaluation:	Mid term evaluation
Mode of evaluation:	Independent
Evaluator:	Giuseppe Querenghi
	Evaluation report submitted on 2 March 2007

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Abstract

Quick facts

Countries:	Italy, Albania, Morocco and Tunisia
Mid-term evaluation:	March 2007
Mode of evaluation:	independent
Technical area:	Employment
Evaluation management:	Multinational Enterprises Programme (MULTI)
Evaluator:	Giuseppe Querenghi
Project start:	October 2003
Project end:	December 2007
Project code:	INT/02/M33/ITA
Donor:	Italy (4,128,673 US\$)

Background and context

The context of the project is the globalization process and the need to make the global market compatible, in particular, with human and labour rights, if it has to become a powerful tool for sustainable development. The main objectives of this project, covering Italy, Albania, Morocco and Tunisia, are the promotion of the labour principles included in the Global Compact as well as those stemming from international instruments such as the ILO Tripartite Declaration on Multinational Enterprises and Social Policies and the OECD Guidelines for Multinational Enterprises. The promotion of the said principles is to strengthen social dialogue at the enterprise level. The areas on which the project focuses are: 1) awareness raising; 2) training; 3) collection and exchange of examples of good practice. The activities to be carried out are manifold: outreach events to stress the importance of respecting fundamental human and labour principles; training programmes for managers and trade union representatives to help companies making the above mentioned principles an integral part of their strategies; and public-private partnership projects to promote pilot schemes in the field of Corporate Social Responsibility. The project carried out awareness raising activities also in Italy, supported financially by institutions, organizations and companies, which then put their expertise and resource persons at the disposal of the initiatives to be conducted in the project developing countries.

The purpose of the independent evaluation is to determine what have been the project outputs in three years of implementation and to provide recommendations on how to improve project performance. Given the nature of the project, the methodology of the evaluation was mostly based on qualitative methods and included a desk review, interviews with key informants, focus group sessions and observational techniques.

Main findings and conclusions

Project objectives, strategy and design

The Project Document was conceived before the project implementation was entrusted with the ILO and even before the geographical coverage was decided upon. Therefore, not only the outcomes and the expected outputs are not realistic and the indicators of very little use, but the tripartite approach and the focus on labour rights introduced by the ILO are not adequately reflected in the project

document, which was never revised. Under the circumstances, the project document has not been a valid basis for the evaluation.

Project organization and ILO backstopping

The performance of the two experts in charge of the project and based in Geneva and Rome respectively, has been up to standards. Their professional and human qualities allowed them to go successfully through difficult situations and to find the best compromise solutions between different approaches adopted by project partners. Frequent changes in the top management of the technical unit in charge (MULTI) have made some backstopping functions, namely guidance and advice, less effective than they might have been.

Project achievements

Had the project focused on a narrow interpretation of the Global Compact, as initially thought, it would have not been very relevant for the ILO constituents in the selected developing countries, where the priorities are quite different. The enlargement of the project scope decided upon at the beginning and the tripartite approach as a tool to strengthen social dialogue, allowed the project to achieve substantial results in the promotion of fundamental labour principles and international instruments concerning multinational enterprises.

The high degree of commitment to the project shown by the ILO constituents and their feeling of ownership were strongly advanced by their active participation in the activities, which went far beyond their institutional role and responsibilities in the tripartite Steering Committees established in the Project Countries.

The widening of the objectives and the tripartite participation have made the exercise more interesting, but also more complex. While the objectives set in the field of awareness raising were attained, the project could not produce so far all the expected results in the area of training and development of partnership exercises, which will have to allow the implementation of interesting pilot schemes at the company level. This was due to delays in the production of training materials and the duration of preparatory phases much longer than foreseen in some countries, for reasons beyond the project control. The staff is already taking the necessary measures to fill these gaps before the end of this year.

Sustainability of project achievements

Sustainability of achievements with regard to awareness raising are to a large extent granted. The web site, the database on examples of good practices, and the coordination of the very many networks operational in the project fields, are progressively being taken over by a reliable institution. With regard to training, while in Italy the project partners already implement activities on their own, those in the developing countries concerned would need external support, at least for an additional year after project end, to get more familiar with the project materials and integrate them in their educational programmes.

Recommendations

- The PRODOC should have been completely revised at the beginning of the project life. Since it is now going through its last phase, the revision might be limited to the immediate objectives, the indicators and the outputs for the year 2007. The indicators should be agreed upon by the donor.

- The last period of the project's life should be characterized by a strong priority to training activities and, in particular, training of trainers.
- The number of contacts the staff has successfully made so far with companies and the close cooperation established with the labour inspection departments in Morocco and Tunisia, should allow the carrying out of a few pilot partnership projects to train managers and workers representatives at company level.
- In Albania, activities should focus on fundamental labour principles and specific problems of the prevailing economic sectors in the regions where activities are held.
- Possible project shortcomings should be seriously and timely discussed at Steering Committee meetings, to help the management to overcome the difficulties they met with.
- Consultants under external collaboration contracts should be asked to submit a detailed final report.
- In Italy, where a number of institutions and organizations are active in the field of Corporate Social Responsibility, some sort of coordination by the Ministry for Social Affairs would maximise the endeavours being undertaken.
- The staff should prepare as soon as possible:
 - a) A detailed work-plan for 2007, with relevant budget including the last instalment the donor is expected to deliver;
 - b) A Project Document for a consolidation phase to be submitted to the donor in time to ensure continuity;
 - c) A list of managers and trade union representatives ready to act as resource persons on the occasion of training events;
 - d) A "post-project plan", including all the contacts and initiatives to be undertaken to ensure sustainability. In this connection, MULTI is expected to take the lead and coordinate the various inputs, in particular from ILO departments.

Lessons learned

- The developments that occurred under this project confirm that an in-depth analysis of the situation in the countries concerned should be carried out before a project document is designed, if objectives, outputs and strategies are to be specific and realistic.
- The relevance of action-oriented research should not be underestimated as shown by the successful exercises conducted in this field under the project.
- Projects whose key participants are employers' and workers' organizations should be conceived and designed in cooperation with the relevant ILO departments. If the necessary capacity building work is not done, the structural weakness of some partners might put serious obstacles to the achievement of meaningful objectives.
- It is interesting to note how a typical "supply driven" project has been geared towards the satisfaction of actual needs, thanks to the cooperation of project partners and the endeavours of the management.
- Sustainability will be obviously in the hands of the beneficiary organizations, but the external support by the ILO, in the framework of its institutional tasks, would encourage them to continue their endeavours and to progressively consider the issues at stake as part of their priorities.

Acronyms

ACTEMP	Employers' Activities (ILO)
ACTRAV	Workers' Activities (ILO)
BI&ISH	Association of Industrialists and Investors of Albania
BOBSH	Union of Business Organizations of Albania
CDT	Democratic Confederation of Work (Morocco)
CGEM	General Confederation of Moroccan Employers
CODEV	Development Cooperation (ILO)
CSR	Corporate Social Responsibility
DECLARATION	InFocus Programme on Promoting the Declaration
DIALOGUE	Social Dialogue (ILO)
EUROPE ILO	Regional Office for Europe
FDT	Democratic Federation of Work (Morocco)
IAST	Institute of Social Audit of Tunisia
IMIT	Association of Italian Entrepreneurs in Tunisia
INAIL	Italian Institute for Insurance against Accidents at Work
IPEC	International Programme on the Elimination of Child Labour (ILO)
KONFINDUSTRIA	Confederation of Albanian Industrialists
KOP	Council of Employers' Organizations (Albania)
KOPSH	Council of Employers' Organizations of Albania
MNE	Multinational Enterprises
MULTI	Multinational Enterprises Programme (ILO)
NCP	National Contact Point –OECD Guidelines
NGO	Non Governmental Organization
NORMES	International Labour Standards (ILO)
OECD	Organization for Economic Co-operation and Development
PRODOC	Project Document
SEED	Boosting Employment through Small Enterprise Development (ILO)
SHNSH	Association of Albanian Builders
STA	Senior Technical Adviser
TOR	Terms of Reference
TUAC	Trade Union Advisory Committee
UGTM	General Union of Moroccan Workers
UGTT	General Union of Tunisian Workers
UMT	Moroccan Union of Work
UNDP	United Nations Development Programme
UTICA	Tunisian Union of Industry Trade and Craft

Project description

Project objectives and rationale

Globalization has no doubt created new opportunities for development and economic growth. However, the lack of governance of the process has also produced inequalities, social unrest and a serious risk of deteriorating of working conditions. The UN Global Compact is to be read against this background, as a contribution “to give a human face to the global market”, as stated by the Secretary General of the United Nations. By bringing companies together with UN agencies, labour and civil society, the Global Compact strives to foster and enact ten fundamental principles in the areas of human rights, labour and the environment. In particular, the four principles concerning freedom of association and collective bargaining; forced or compulsory labour; child labour; and discrimination in respect of employment and occupation are of special interest to the ILO. By joining the Global Compact, companies do not take legal obligations, but commit themselves to undertake a voluntary process of integrating the above-mentioned principles in their strategies and everyday operations.

To back this United Nations initiative, the Italian Government undertook a number of actions, the project under review being one of the most relevant, visible and appreciated, taking also into account that Italy is, so far, the only country that has supported the Global Compact through a technical cooperation project of this magnitude.

While a description of the project document (PRODOC) is provided at the beginning of any evaluation report to remind the basis for the evaluation, in this case I have to warn that the relative importance of the PRODOC has been weakened by the far-reaching modifications that were introduced afterwards, as explained under “Logic, strategy and revisions”.

The main features of the project, as originally agreed upon between the donor and the executing agency, are summarized in the following paragraphs.

The context of the project is the globalization process and the need to make the global market compatible with human rights, labour rights and the protection of the environment, if it has to become a powerful tool for sustainable development.

The development objective of the project is an integrated approach to sustainable development based on the ten principles set in the Global Compact. The intended outcomes are: 1) greater awareness of and interest in the Global Compact in Italy and other countries to be selected; 2) adoption of business practices based on the principles of the Global Compact by companies; 3) development and implementation of public-private partnerships that contribute to sustainable development.

The following indicators are listed in the project document to help measure the progress made towards the achievement of the objectives. By the end of the project: 1) companies will have adopted management systems that are in conformity with the Global Compact principles, following training of their managers by the project; 2) partnerships will have been established between Italian companies, developing countries companies and national, regional and local authorities and civil society organizations in support of one or more Millennium Development Goals and in line with project principles; 3) there will be submissions from enterprises to the Global Compact Learning

Forum as a result of their participation in the project; 4) the Italian Global Compact web-portal will be fully operational.

Information campaigns, outreach events, policy advice, assistance to enterprises, development of databases on good business practices, support for the development of partnership projects and training activities are the principal means of action.

If the UN Global Compact is mainly devoted to multinational enterprises, the Italian project targets first of all – although not only – small and medium sized companies which are already operating, or are planning to operate, in developing countries.

The major project partners are employer's organizations, trade unions and individual companies in the countries concerned.

As part of a three-step approach the following activities are to be carried out:

- a) Outreach and awareness raising activities to encourage enterprises – first in Italy and then in developing countries – to adopt policies consistent with the principles of the Global Compact as well as of the other relevant international instruments.
- b) Training materials and the establishment of a web-portal to facilitate access to good practice examples;
- c) Training programmes to help companies make the above mentioned principles an integral part of their operations;
- d) Public-private partnerships, aiming at promoting pilot schemes in the field of CSR. The above partnerships, financially supported by the companies concerned, will offer an opportunity to carry to effect the commitment they expressed by joining the initiative.

The project is based in the ILO Office in Rome, under overall and technical responsibility of the ILO (MULTI). The staff will consist of a Senior Technical Adviser (STA), a national expert in communications and an administrative assistant, as well as national co-ordinators in the developing countries concerned. International and national consultants will be hired as required. Finally, the project will liaise with the UN Global Compact and UNDP in New York a) to co-ordinate project activities and b) to share project experience.

A Consultative Committee is set up, including representatives of Italian governmental agencies; employers' and workers' organizations and representatives of other civil society organizations. No details on the role and scope of intervention of this Committee are mentioned in the PRODOC.

Logic, strategy and revisions

The way this project was born is atypical. According to established practice in the multi-bilateral cooperation, the international organizations submit proposals to potential donors, which make their choice in the light of their own criteria and priorities. In our case, the project idea was conceived by the donor, in general terms, to support a UN initiative. Once the ILO was selected as the appropriate executing agency, consultations should have been undertaken with ILO constituents and Regional Offices concerned, and the PRODOC revised and put in line with ILO requirements.

The donor announced officially the start of the project in a meeting held in February 2003, with the participation of governmental agencies, employers' organizations and the ILO. Trade unions were not invited, which confirms the marginal role they were originally assigned.

The Senior Technical Adviser (STA) was recruited in October 2003, and this is the date on which the project became operational. Thanks to a sub-contract with a UN agency, project work started a few months earlier. However, the developments that occurred between the official announcement (February 2003) and the recruitment of the STA (October 2003) are essential to understand further developments and had to be taken into due account by the evaluator. From the very beginning, the process was characterized by a critical attitude by the Italian trade unions. They could not agree with the approach adopted and challenged the idea that the project should focus only on the Global Compact and therefore make companies the only partners to the project, with a marginal participation of ILO constituents.

The criticisms expressed by the trade unions and the awareness by all the parties concerned of the inconsistency of the project document, if the ILO was to be the executing agency, led to a re-thinking of the overall approach to be taken. It was unanimously recognized that tripartism provides the project with further dimensions and makes possible the attainment of more ambitious objectives, mainly related to social dialogue as a solid basis to build appropriate industrial relations. The project should be less concerned about quantitative targets in the framework of the UN Global Compact and more concerned about the promotion of social dialogue and ILO values stemming from core labour standards. Moreover, the principles laid down in the ILO Tripartite Declaration on Multinational Enterprises and Social Policy (ILO MNE Declaration) and the OECD Guidelines for Multinational Enterprises (OECD Guidelines) should be promoted as well as the Global Compact principles; and a tripartite guidance of the project should be established. From now on, by mentioning “project principles” I will refer to the four labour principles included in the Global Compact, the ILO MNE Declaration and the OECD Guidelines.

While the situation had been clarified, in principle, by the time the project started, it took a certain time putting the new approach into effect and gaining tripartite participation, since social partners have different priorities in the area concerned.

For the Italian trade unions, initiatives like the Global Compact are not a priority. They participate only to the extent they are offered concrete possibilities of spreading knowledge about relevant international instruments (core ILO standards, ILO MNE Declaration and OECD Guidelines) and fostering social dialogue. Moreover, with regard to voluntary initiatives by enterprises in the framework of CSR, they stress the importance of effective monitoring systems and try and pave the way towards negotiated agreements. In this connection, their interest for the Global Compact cannot be very strong and their initial action aimed at enlarging the scope of the project is to be read against this background

Employers’ organizations are willing to support mechanisms which are of a voluntary nature, do not include any certifications, and provide opportunities of exchanging experiences and learn about examples of good practice. The UN Global Compact meets these requirements.

The situation in the developing countries involved will be considered under the appropriate chapters of this report. In particular, it will be interesting to note how a typical “supply driven” project was geared towards the satisfaction of actual needs. What can be anticipated is that, as far as employers and trade unions are concerned, the approach is not very different from the one taken by the Italian organizations, although with a significant level of enthusiasm and participation. On the other hand, the close cooperation with governmental agencies in Morocco and Tunisia – not foreseen at the beginning – is a welcome unexpected result and can become a pillar on which a meaningful tripartite action at enterprise level might be further developed by the ILO.

As usual in tripartite ventures, the relevance of the outputs produced depends on the quality of the compromises that are reached between different – and from time to time very different – positions.

The strategy consists mainly in making use of Italian entrepreneurial experience and tradition of industrial relations as vehicles to share and spread good practices in the selected developing countries. The participation of Italian managers and trade union representatives in the project activities is very much in line with this strategy.

In conclusion, the following project aspects went through a substantial re-orientation:

- The logic, strategy and objectives described in the PRODOC, which originally were closely related to the Global Compact as such. The tripartite approach of the ILO has introduced dimensions and modalities of implementation quite different from those currently used by other UN agencies, by enhancing the role and contribution of ILO constituents, namely public authorities and trade unions. In particular, the promotion of social dialogue became one of the most important objectives to be attained. In the words of the Director General of the ILO: “Because of its tripartite structure, the ILO offers a unique place for analysis, social dialogue and policy developments... ..The ILO’s operational role within the Global Compact offers an opportunity to facilitate the vital contribution of employers’ and workers’ organizations and to promote stronger commonly agreed frameworks for transparency, accountability and coherence” (Report of the Director General to the International Labour Conference,2003).
- The organizational arrangements. From October 2003 to September 2004 the staff was composed of a Senior Technical Adviser (STA), two Programme Officers (one in Geneva and the other in Rome) and an Administrative Assistant. The first year was marked by difficulties in the start-off also due to the fact that the staff did not grasp immediately the importance of the main changes in scope and methods mentioned in the previous paragraph. The twelve-month contract of the Senior Technical Adviser was not renewed and project implementation was then entrusted with two experts (the former Programme Officers) based in Geneva and Rome, respectively, under the overall responsibility of MULTI. From January 2005 a position as Junior Expert was established and is still operational. National coordinators are in charge of activities in the developing countries which were eventually selected, i.e., Albania, Morocco and Tunisia, as provided for in the project document;
- The role of ILO constituents in the monitoring and supervision of activities. Tripartite Steering Committees have been established in the countries concerned, to discuss proposed work-plans; to review the project’s progress; and to ensure that the implementation of the project takes into account the national realities and constituents’ concerns. They also act as Steering Committees for the Global Compact networks in each country. The Italian Steering Committee oversees the entire project implementation. It decided in which developing countries the project would operate; it approves general work plans, receives annual progress reports and deals with any issues of a general nature. Needless to add, this Committee, as a political body, is not expected to carry out progress evaluations in a technical way. However, without taking into consideration the results of its meetings it would have been impossible to understand any project’s logic and to get a global vision of project problems and dynamics. Therefore, the evaluator has taken into due account all the relevant documentation.
- The Consultative Committee, which was never established.
- The coordination of existing networks and support for the setting up of new networks. They were not originally included among the activities to be carried out by the project and were added

in the 2004 Note on Project Operational Strategy to increase the impact of information campaigns and in view of ensuring the sustainability of the actions undertaken, once the project is over. These networks gather companies, trade unions, institutions, civil society organizations and UN agencies, in order to facilitate exchange of experiences among participants.

- The allocation of resources to Italy. In this connection, may I draw attention to the fact that Italy is not only the donor country but also a country in which the project is operational. The PRODOC reads: “A substantial part of project activities will be carried out in Italy”. This statement as such clashes with technical co-operation policy, according to which resources available are to be assigned to developing countries. Therefore, the original project document was disregarded in this respect, in agreement with the donor, and the bulk of financial resources earmarked for activities was actually devoted to the developing countries. Human resources were indeed put at the disposal of operations in Italy, but this was justified both by the objectives of the project and by the fact that Italian experience ought to be instrumental in conveying the project’s message to partners in developing countries.
- The technical areas covered by the project. One of the consequences of the decision taken by the donor to entrust the project with the ILO was that the activities focused on labour issues. Other areas, namely environment and transparency, despite their importance within the Global Compact principles, were not dealt with.

As already mentioned, when the ILO was selected as executing agency, the appropriate tripartite consultations were not undertaken and the PRODOC was not adapted to ILO standards. I wish to underline now that even the above fundamental changes introduced in the project objectives and structure after its official approval were not reflected in the PRODOC, which was clearly out-of-date from the beginning of the project life. I regret the ILO has to take the responsibility of this shortcoming. Working along new paths but on the basis of a document conceived for a different purpose obviously entailed misunderstandings and confusion, although a Note on Project Operational Strategy was drafted afterwards to try and clarify the situation.

For how much little it can serve in this case, a conceptual model has been elaborated, as usual, to focus the evaluation on the most critical project elements.

Conceptual model of the project

Inputs	Outputs	Short-term outcomes (immediate objectives)	Long-term outcomes (development objectives)
<p>Funds provided by donor</p> <p>ILO technical back-stopping</p> <p>Contributions by companies (in kind)</p>	<p>Promotional materials</p> <p>Web portal</p> <p>Training materials</p> <p>Trainers trained</p> <p>Managers/trade unionists trained</p> <p>Database on good practices</p> <p>Partnership projects</p>	<p>Greater awareness of project principles</p> <p>Adoption of business practices based on project principles</p> <p>Development of public/private partnerships</p>	<p>Sustainable development based on project principles</p>

Purpose, scope and clients of the evaluation

Type of evaluation

The project document is not rich in details concerning its evaluation, since it just refers, in passing, to “usual ILO procedures regarding work-plans and progress reports”. In compliance with ILO evaluation policy, projects with a budget over US\$ 500,000 require an independent evaluation at least once during the project cycle. Independent evaluations are led by external evaluator(s) who had no previous links to the project, to ensure impartiality and credibility.

An objective and unbiased approach does not mean that evaluations should be conceived as adversarial processes. On the contrary, they are needed for action-related purposes, namely the enhancement of the management’s ongoing activities and the improvement of the planning of future activities. Information on whether goals are being met and how project strategies are working is essential to a continuous improvement of the project and will facilitate deciding a course of action. In addition, evaluations frequently provide new insights which were not anticipated.

The relative shortage of financial resources available for development projects and the close competition among international organizations to get them makes the role of evaluation even more relevant, in so far as it provides donors with reliable criteria for the best allocation of resources and executing agencies with a tool aimed at the continuous improvement of their performance.

Another critical feature of the evaluation process is cultural responsiveness, since a correct appreciation of the culture of the participants is a key factor for the success of any project. In this connection, the role played by national Steering Committees in the preparation of the evaluation has been a very helpful tool to ensure that national realities and participants’ concerns were taken into due account.

This independent evaluation was carried out from 22 January to 2 March 2007 in Rome, Tirana, Rabat, Casablanca, Fez, and Tunis.

Purpose and scope of the evaluation

The purpose of the evaluation, as specified in the Terms of Reference (TOR), is to:

- a) determine what have been the project outputs in three years of implementation;
- b) assess the relevance of the project in each country of operation;
- c) assess the approach taken; and
- d) provide recommendations on how to improve project performance.

The TOR also read: “The evaluator will address issues both of project implementation and actual or foreseen impact based on the current strategy and work plan. It will be important to keep in mind that this strategy has considerably evolved from the original project document as a result of consultations with the Italian tripartite constituents as well as for reasons related to the very nature of the project”.

Clients of the evaluation

The external clients of this evaluation are the donor; institutions/organizations represented in the project's national Steering Committees; and the UN Global Compact.

Internal clients are, as usual, the management team; responsible ILO field Offices or national correspondents; the ILO technical unit at Headquarters in charge of project backstopping (MULTI); other ILO technical units which made a contribution to the project success (ACTEMP, ACTRAV, DIALOGUE, DECLARATION, CODEV, IPEC, SEED) and the ILO Training Centre in Turin; ILO units that can benefit from the knowledge generated by the project; and the Governing Body which has an institutional interest in ILO' work of whatever nature.

Analytical framework of the evaluation

The following questions were addressed by the evaluation, based on the guidelines laid down in the TOR:

Relevance and strategic fit

1. Is the project strategy valid in terms of the appropriateness of: the objectives being pursued, the activities being implemented, the progress achieved during the past three years and the likely progress during the fourth year?

Validity of design

2. Are the planned project objectives and outcomes relevant and realistic to the situation on the ground? Do they need to be adapted to specific (local, sectoral, etc.) needs or conditions?
3. How appropriate and useful are the indicators described in the project document in assessing the project's progress? Are the targeted indicator values realistic and can they be tracked? If necessary, how should they be modified to be more useful? Are the means of verification for the indicators appropriate?

Project progress and effectiveness

4. Is implementation on track in terms of the work plan? What obstacles to achieving outputs have been encountered to date and are there any apparent barriers to future implementation?
5. How do the outputs and outcomes contribute to the ILO's mainstream strategies? In particular, how do they contribute to:
 - Gender equality?
 - Strengthening of the social partners and social dialogue?
 - Poverty reduction?
 - Strengthening the influence of labour standards?
6. How have stakeholders been involved in project implementation? How effective has the project been in establishing national ownership? Is the project management and implementation participatory and is this participation contributing towards achievement of the project objectives? Has the project been appropriately responsive to the needs of the national constituents and changing partner priorities?

Efficiency of resource use

7. Have resources (funds, human resources, time, expertise, etc.) been allocated strategically to achieve outcomes?
8. Have resources been used efficiently? Have activities supporting the strategy been cost-effective? In general, do the results achieved justify the costs? Could the same results be attained with fewer resources?

Effectiveness of management arrangements

9. How has project staff performed to date in terms of efficiency, effectiveness, and communications (with the field office, the regional office, the responsible technical department at headquarters, CODEV and the donor)?
10. If the project has a national steering committee, do the members have a good grasp of the project strategy? How do they contribute to the success of the project?

Impact orientation and sustainability

11. What impacts has the project had on its target beneficiaries at the national, local and enterprise levels?
12. Can project activities and impacts be sustained in terms of the current participation and commitment to carry on after project termination among the partners in the four countries?
13. Should there be a second phase of the project to consolidate achievements in any of the countries of operation?

Methodology

Methodology used and information sources

A pragmatic approach has been adopted mostly based on qualitative methods. The following data sources and data collection methods were used by the evaluator:

- a) A comprehensive desk review of project files, including: the project document, the 2004 Note on Operational Strategy; work plans; progress reports; minutes of Steering Committees' meetings; mission reports; budget; communications with any relevant partners.
- b) Interviews/meetings with key informants, selected for their knowledge of the needs of project participants, namely the project staff in Geneva, Rome, Rabat, Tirana and Tunis; members of the national Steering Committees; representatives of the Albanian, Moroccan and Tunisian institutions/organizations/companies that have participated in the project activities. To that purpose missions were undertaken to Albania, Morocco and Tunisia.
- c) Focus group sessions. They are interviews enriched by group dynamics and usually generate data and insights that would not emerge in individual interviews. Participants in the focus group sessions undertaken were representatives of governmental agencies (labour inspection departments) as well as of employers' organizations who had taken part in some project activities.

d) Observational techniques. By directly observing operations, a better understanding of the context within which the project operates is likely to be developed. In the framework of his field missions, the evaluator was given the opportunity of participating in two seminars, the first held in Morocco for trade union leaders and the second in Albania for employers.

Limitations

While the data collected through the methods referred to under a), b), c) and d) are fairly comprehensive and sufficient to come to conclusions, I wish to mention that the duration of missions to Albania, Morocco and Tunisia was necessarily short and therefore the time allocated to interviews and focus group sessions was limited.

Review of implementation

Outputs produced

The project became operational in October 2003 and was initially intended to last three years with a total budget of US\$ 4,128,673. The project has not yet received the last instalment, as the Italian government approves financial contributions on a yearly basis. Since expenditures concerning activities have been lower than planned and some institutions, organizations and companies offered in-kind contributions (meeting rooms, equipment, donation to support the production of a video spot, etc.) the project started in October 2006 its fourth year of implementation. With the final contribution it is expected to receive in 2007, the project will likely end in December 2007.

The actual implementation of the project started in Italy towards the end of 2003, in Tunisia in 2005, and in Morocco and Albania only in 2006. In these two countries the start of activities was delayed by various circumstances that are dealt with under the appropriate chapter of this report (“Presentation of Findings, Conclusions and Recommendations”).

Within the Terms of Reference (TOR) drafted by the Evaluation Manager (MULTI) the following activities are mentioned (from October 2003 to January 2007):

In Italy

a) Development of communication tools

- An information kit containing the following materials:
 - A folder with the project logo and a notebook
 - A project brochure: the first edition in 2003 was trilingual (Italian, English and French) and the second edition published in 2004 is in Italian
 - The official UN Global Compact leaflet in Italian
 - The Italian version of the ILO Declaration on MNE
 - The OECD Guidelines in Italian.
- A video spot in Italian and English was produced with the financial contribution of the Italian Institute for Insurance against Accidents at Work (INAIL). The spot was broadcast by

RAI and Mediaset TV channels and was also presented at the Global Compact Leaders' Summit in New York in June 2004.

- The Website <www.globalcompactitalia.org> is the Italian web portal for the Global Compact. It contains a database of the Italian companies and organizations participating in the Global Compact, but also information on the ILO Declaration on MNE, the OECD Guidelines and other important initiatives on CSR. The website and the database are regularly updated.

b) Meetings and events

- The Ministry of Foreign Affairs hosted the official launch of the project on 4 May 2004 in Rome.
- The project staff regularly participate in meetings and seminars organized by other organizations or companies about CSR at the national and local levels. They provide excellent opportunities to present the project and promote the three instruments.
- In May 2006 the project organized a mission to Italy for its Tunisian and Moroccan partners (members of the steering committees). The purpose was to provide an opportunity for the project partners of the three countries to share their experiences in the area of CSR and to identify common strategies for the next stages of project implementation. The programme included bilateral meetings between Tunisian and Italian ministries and social partners, a meeting of the Tunisian and Italian steering committees, a visit to the industrial district of Santa Croce sull'Arno (Tuscany), and a meeting with the regional authorities of Tuscany in Florence.

c) Networks and partnerships

- A number of organizations, banks and companies are actively supporting the project either by giving visibility to the project in their own operations or by taking part to the organization of activities. The project is also collaborating with the Italian National Contact Point on the OECD Guidelines.
- One of the main activities of the project is to facilitate the creation of Global Compact networks in the countries where it operates and to coordinate them. In Italy there was already a network led by an NGO, Cittadinanzattiva, and a second network has been created in the region of Campania since the project started. The project provides them with material and guidance for the realization of their activities. Towards the end of 2006, the project intensified its efforts to consolidate the Italian GC Network (created by Cittadinanzattiva) in order to enable it to take the leadership on Global Compact activities in Italy once the project will be over. According to the request of the donor, this will be particularly important to ensure the sustainability of the initiative. In October, the project convened a meeting aimed at enlarging the existing network by encouraging the project partners, including ILO constituents, to get involved in its activities.

In Tunisia

- The project brochure was adapted to the Tunisian context and published in February 2005 in French and Arabic. The website www.pactemondialtunisie.org was accessible online in April 2005 (French, English, and Arabic).
- The information campaign started in February 2005 with a meeting organized for the Tunisian-Italian Chamber of Commerce. Awareness-raising seminars have been organized in 2005 and 2006 for the Tunisian organizations of employers and workers in Tunis,

Jendouba, Manouba, Sousse, Ben Arous, Sfax, Monastir, Ariana, Hammamet, Nabeul and Tunis Sud. Representatives of Italian trade unions, employers' organizations or companies have participated in some of these meetings. Similar seminars were organized for the members of the Tunisian Association of Young Entrepreneurs as well as the Tunisian Association of Women managers.

- The project coordinator in Tunisia has been sending the brochure together with introduction letters to all relevant organizations in Tunisia. He has also held a meeting with the Vice-president of the Association of Italian entrepreneurs in Tunisia (IMIT), who showed great interest in collaborating with the project.
- The project carried out a survey on Corporate Social Responsibility (CSR) and enterprises operating in Tunisia. Its full report was published at the end of September 2005.
- The official launch of the Tunisian GC network was held on 29 September 2005 with the Patronage of the President of the Republic of Tunisia and in partnership with UTICA, UNDP, the Institute of Social Audit of Tunis (IAST), and the University "Tunis El Manar".
- The project supported the efforts of the Ministry of Social Affairs in training a group of officials who are responsible for the new regional labour inspection units that promote social dialogue at the enterprise level. The training programme consisted of three seminars addressing the following subjects: the social responsibilities of business and international labour standards; the role that social dialogue structures can play in improving productivity of the enterprise; and the role of work's councils within enterprises in promoting social dialogue and the prevention of labour conflicts. The project organized the three seminars and arranged for the participation of an ILO specialist on social dialogue at the second and third seminars. This activity was not included in the project work plan but was added to it in response to a request made by the Tunisian Ministry of Social Affairs.
- A seminar was organized on 1 November 2006 in Tunis to explain to managers of Tunisian enterprises that have joined the Global Compact what their participation in the initiative entails.
- Two tripartite seminars to promote social dialogue at the company level were organized with the participation of an ILO expert on social dialogue. The first one in Monastir, on 3 November and the second in Gafsa on 10 January 2007.

In Morocco

- The information campaign started in March 2006 with the publication of the project brochure in French and Arabic and the website in French, Arabic and English (www.pactemondialmaroc.org).
- The project carried out a research concerning CSR in the country, similar to that undertaken in Tunisia. Its results should be published in early 2007.
- The launch of the Global Compact was held on 21 April 2006 in Casablanca.
- In 2006, awareness-raising seminars were organized for the Moroccan organizations of employers and workers in Casablanca, Tanger, Agadir, Fès and Marrakech. Representatives of Italian trade unions and employers' organizations have participated in some of these meetings.
- The project supported the Ministry of Employment in the organization of two tripartite seminars in Marrakech and Agadir (22 and 23 December 2006).

In Albania

- The information campaign started in April 2006.

- Information seminars for trade unions have been organized in Tirana, Skodra, Korça, Vlore and Dures with the participation of Italian trade unions' representatives. The first seminar for employers was held in February 2007 and I was given the opportunity to participate as an observer.

In all project countries

a) Training

An important component of the project is the organization of training seminars to help companies integrate CSR principles in their strategies and operations. The project is therefore developing a training manual on the labour dimension of CSR. During 2007 project activities will focus on training.

b) Assistance to participants

- Providing assistance to the different types of organizations that wish to adhere to the Global Compact, to know more about its principles or to join and form networks.
- Assisting project partners, whenever needed, in carrying out concrete actions to implement the principles of the ILO Tripartite Declaration and collaborating with the Italian National Contact Point and the Trade Union Advisory Committee (TUAC) for matters related to the OECD guidelines.
- Facilitating the communication among the networks of all the countries where it operates, as well as their participation in international Global Compact events.

c) Steering Committee meetings.

- To complete the information provided in the TOR, I wish to add that, in the period covered by this evaluation, Steering Committees met seven times in Italy, once in Albania, three times in Morocco and four times in Tunisia.

Presentation of findings, conclusions and recommendations

Evaluation findings, conclusions and recommendations have been based on the key questions included in the evaluation Terms of Reference and are presented, accordingly, under each one of the questions.

Relevance and strategic fit

Question 1: Is the project strategy valid in terms of the appropriateness of: the objectives being pursued, the activities being implemented, the progress achieved during the past three years and the likely progress during the fourth year?

Findings

The project strategy – meant to achieve the objectives in the most logical and effective way – was based on four elements:

- awareness raising, through a number of activities (information materials, video-spot, web site, seminars and other events, etc.);
- training, with the support of appropriate materials;
- partnership projects, to show how principles can be put into effect;
- in all the above mentioned activities, the support of Italian managers and trade union representatives was to be sought. It was considered that, by using Italian entrepreneurial experience and tradition of industrial relations, the message would have reached the recipients in a more direct and un-bureaucratic way.

A three-step approach was suggested: first, outreach activities; second, preparation of training materials; third, training and partnership projects.

In this connection, during the evaluation interviews the following comments were brought up.

- The first phase (awareness raising) was longer and more difficult than expected, since the project's main objective was not any longer the promotion of a traditional CSR pattern – which is already known in the majority of the countries concerned – but the advancement of wider principles stemming from ILO standards and other international instruments. Moreover, the tripartite participation has made the exercise more interesting, but also more complex. There is no doubt that the project, by enhancing the role of public authorities and both social partners, introduced an innovative dimension to the Global Compact, which was originally launched to build bridges between the UN and the business community. The choice of the ILO as executing agency had been more than appropriate, as the only UN organization based on tripartism.
- It was reasonable for the project focusing on awareness raising in the first year, not only to prepare the ground for further developments, but also because in the meantime, training modules were to be worked out. However, outreach actions were so successful that the staff was rapidly put under pressure by a number of organizations and companies. In order to keep up with the requests, they focused on contacts, participation in seminars, presentation of the project principles, policy advice to companies etc., and kept on postponing training and the promotion of partnership projects. To a certain extent, these components were so far victims of the success of the first phase of the project.

- According to the staff, when they eventually started planning training activities, the materials whose production had been entrusted with external consultants did not happen to be suitable and had to be extensively revised, bringing about further delay.

Conclusions

The production of the information material by the staff (brochure, leaflets, etc.) has been closely supervised by the Steering Committees and the results were so well received by all the partners that the first stock was rapidly exhausted and several re-printings were necessary. Taking into account the variety of subjects to be reached by the awareness raising campaigns of the project (wider public opinion, managers of both large and small/medium sized enterprises, trade union representatives and officers of governmental agencies) it can be stated that the success of this component was not to be taken for granted and is to be appreciated.

The video-spot has been broadcast by RAI and Mediaset TV channels – by far the most important TV companies in Italy – as a public service announcement free of charge. While it is impossible to measure the influence on the wider public opinion, the requests for information submitted by companies in the weeks immediately following the broadcastings are no doubt related to the impact of the video-spot.

In conclusion, awareness raising is no doubt the area in which the greatest achievements have been reached by the project. The supporting factors were: the relentless endeavours made by the staff in this particular area; the high quality of the information materials (brochures, leaflets and a video spot); the extended, regular and targeted dissemination of the said materials; and the tangible support received by individual companies and organizations, which played a paramount role and represents a valuable project asset.

As to the exchange of experiences, the value of the study tour organized in May 2006, with the full cooperation of the regional authorities of Tuscany, was particularly recognized by all the participants I have interviewed. In a few days, the study tour offered the Moroccan and Tunisian partners the opportunity to exchange views with their Italian counterparts and to observe practical experiences. Interviews also suggested that the tripartite structure of the delegations brought about an additional and valuable result. I refer to the improvement of personal relations among representatives of government and social partners, who went back home with the feeling that the stage was set for the attainment of common and more ambitious objectives. On the autonomous initiative of the Moroccan and Tunisian participants, a delegation from Tuscany will soon visit two areas in Morocco and Tunisia, respectively, to continue and expand the exchange of experience and, hopefully, to come to concrete partnerships.

Training activities should have been started earlier. Some objective reasons for the delay seem to be found in: a) the obstacles the project had to overcome during the first year; b) the complexity related to the very nature of the project; c) the unrealistic objectives established before the countries to be covered had been selected; d) the excessively long phase focused on outreach activities, in the framework of a three-year duration project; and e) the choice of consultants – not always selected by the staff – whose work did not happen to be satisfactory.

Having said that, the analysis of work-plans and progress reports periodically issued suggests that the staff have overlooked the importance of this component of the project and have not kept under due and close control the work of consultants.

Recommendations

Since time is running short, the last period of the project's life should be characterized by a strong priority to training activities, if the project is to produce, at least partially, its expected outputs. Project staff is already planning the first activities in this field, as approved by the Steering Committee in January 2007, but past experience induces the evaluator to stress the need for concrete results in this area.

Time constraints also suggest to focus on training of trainers, to lay the foundations for future developments. In fact, the project sustainability in this area will be mainly in the hands of trainers who should be in a position – by the end of 2007 – to conduct training events on their own, on behalf and for the benefit of the project partners.

Keeping in mind the project strategy, the staff should prepare a list of managers and trade union representatives available for lectures and technical support on the occasion of training events. The list is to include Italian (French or Arabian speaking), Moroccan and Tunisian managers and trade union representatives. As to Albania, I believe that other project components are to be developed for the time being.

Validity of project design

Question 2: Are the planned project objectives and outcomes relevant and realistic to the situation on the ground? Do they need to be adapted to specific (local, sectoral, etc.) needs or conditions?

Findings

The relevance of the project objectives was confirmed during the interviews. It was also noted that the strategic components of the project – outreach activities; training and the promotion of public/private partnerships – logically link to the immediate objectives. On the other hand, by improving the situation in the fields of human and labour rights and the environmental protection, they contribute to the achievement of the project's development objective, i.e., an integrated approach to sustainable development.

Whether all the immediate objectives are realistic is a question which raised different answers, with special reference to the immediate objective reading “Adoption of business practices based on the Global Compact/ ILO MNE Declaration/ OECD Guidelines by Italian companies and those in the developing countries where the project will be active”. A majority of the people interviewed – as well as the project staff – were inclined to find this objective too ambitious in the short term, in particular as far as developing countries are concerned. On the other hand, it was noted that the PRODOC makes reference to “companies” without any further specifications, which means that, in the countries where the situation is very challenging, a few successful examples would be enough to state that the objective has been attained.

It was also observed that the project contribution to the attainment of the long-term objective – “an integrated approach to sustainable development” – would be very difficult to assess.

Conclusions

The problems the project is meant to address are more relevant and their impact more felt than ever. No revision of the development objective was deemed necessary and no revision is suggested in the foreseeable future, since the need to design and enact appropriate governance instruments to curb the globalization process and make it compatible with human and labour rights and environment protection is a paramount task which will challenge the international community for years to come. As stated by the Director General of the ILO in his report to the International Labour Conference (2004): “In the global economy the ethical concerns and approaches of business are particularly important”.

The geographical coverage of the project includes a variety of situations and was not known at the time the project document was drafted. Therefore, in order to make the immediate objectives more specific it is advisable to differentiate them country by country, taking into consideration the characteristics of the relevant industrial relation systems. This exercise would become necessary, should a continuation of activities be granted whether under a consolidation phase of this project or under a new project.

It is true that in Morocco and Tunisia specific project documents were produced, but some key components (immediate objectives and indicators) are more a translation into French of the original document than a substantial adaptation to national circumstances and needs.

Recommendations

The PRODOC should have been completely revised at the beginning of the project life. Since it is now going through its last phase, the revision might be limited to the immediate objectives, the indicators and the outputs for the year 2007.

Lessons learned

Immediate objectives should be as specific as possible and cannot be set in general terms, just to apply to a variety of different situations. In the case of “umbrella projects”, in which essential details are necessarily missing, immediate objectives are to be clearly stated as soon as each operation is planned.

Question 3: How appropriate and useful are the indicators described in the project document in assessing the project’s progress? Are the targeted indicator values realistic and can they be tracked? If necessary, how should they be modified to be more useful? Are the means of verification for the indicators appropriate?

Findings

The difficulty of translating a general goal into something that can be measured in a reliable way and deciding how much change is enough to declare the results valuable is well known. Indicators are defined to determine to what extent an objective has been met. In this connection, the design of the project document is particularly weak. Out of four indicators of achievement, two cannot be used for the purpose for which they are usually meant, for the simple reason that they are not proper indicators. I refer to:

- Indicator 1, which reads: “Companies will have adopted management systems that are in conformity with the Global Compact principles following training of their managers by the project”.

- Indicator 4, which reads: “The Italian Global Compact web-portal will be fully operational”.

As to “Indicator 1”, the adoption of business practices based on the principles promoted by the project is an objective rather than an indicator. What we need are criteria which can help us to determine whether companies are actually adopting management systems based on the principles promoted by the project. How can this development be measured? I dare to suggest the following examples: a) improvement of existing social services and/or development of new services by companies, to fill gaps that were pointed out by workers although outside collective bargaining exercises; b) delivery by companies of more substantial information on the policies adopted and the results reached in the fields covered by the project; c) enrichment of the contents of collective agreements at enterprise level, which could show the progress made in the consolidation of a CSR culture; d) human resources devoted to CSR by the company; e) participation of companies in public programmes of safety and health and environmental protection.

With reference to “Indicator 4”, the development of a web-portal is not an indicator but rather an output related to the objective of raising awareness of and interest in the project principles. What we need to know is to what extent the web-portal is actually helping in achieving the objective. This could be measured, for example, by checking how many people visit the project website to ask for information, to submit examples of good practice, etc.

As far as training is concerned, the following indicator could be taken into consideration: “By the end of the project trainers trained are actually carrying out courses promoted by their respective organizations/ companies”.

Conclusions – Recommendations

Some of the indicators described in the project are neither appropriate nor useful. New indicators are to be worked out by the staff in cooperation with the relevant ILO units, and then submitted to the Steering Committee, which includes a representative of the donor. The agreement of the project partners on the validity of the indicators is essential, since they will become the main criteria to assess to what extent the objectives have been met. Whether a final evaluation of the project is envisaged or not, this exercise is necessary to put the donor and the ILO in a better position to come to conclusions about the results of the project.

Lessons learned

Determining criteria for success is a particular challenge in developing measurable objectives and every endeavours should be made to include in project documents appropriate and specific indicators. Measuring the statistical significance of a change is a classical approach, but it is almost impossible to achieve when samples are small. Within projects like the one under review, previous history can provide a realistic baseline against which the difference made by the project, and therefore the importance of results, can be assessed.

The advice of the competent ILO unit in deciding the right approach to be taken and in working out useful indicators of success should always be sought before a PRODOC is finalized. An agreement should then be reached with the project partners on the validity of the indicators.

Project progress and effectiveness

Question 4: Is implementation on track in terms of the work plan? What obstacles to achieving outputs have been encountered to date and are there any apparent barriers to future implementation?

Findings

From October 2003 to January 2007, the project went through the following two phases:

October 2003 – October 2004

The activities carried out were mainly of a preparatory nature and consisted of contacts with companies; the translation of materials into Italian and the production of an information kit; information campaigns; the production of a video spot that was broadcast by RAI and MEDIASET. The web site of the project was put online, information sessions were held taking advantage of events organized by different sources; assistance was provided to enterprises; and two preparatory missions were carried out in Morocco and one in Tunisia.

Out of the activities listed in the work-plan for the year 2004, the following ones could not be implemented: production of training materials; training of trainers; training of managers and trade union leaders; identification of Italian companies in view of the promotion of partnership projects.

As already mentioned, from October 2004 the project has been led by two experts, one based in Geneva and the other in Rome (the former Programme Officers).

November 2004- December 2006

Activities carried out from October 2004 – when the project eventually “came on stream” – to January 2007 included, in Italy: the updating of the web site; the distribution of the information kit and of the video spot; information seminars with Italian companies and organizations; Memoranda of Understanding; presentation of the project and the principles it promotes in seminars organized by third parties; and assistance to companies willing to join the Global Compact.

Some activities not mentioned in the project document were carried out, in particular the coordination of existing networks and the support to the development of new networks on topics related to CSR. This will allow for a better use of resources by all parties concerned and contribute to sustainability of a number of actions once the project is over.

Activities could eventually start in Tunisia (2005), Morocco and Albania (2006), with some difficulties in the latter two countries.

In particular, a new mission was carried out in Morocco, the focal point and the national Steering Committee took up their functions. A meeting was organized to mark the official launch of the project. Two tripartite seminars in cooperation with the Ministry for Employment were held as well as information seminars on the project principles with the participation of employers and trade unions, respectively. A study mission to Italy was carried out, to exchange experiences with Italian counterparts in the areas of corporate social responsibility and social dialogue (11 participants plus 9 from Tunisia). A research concerning CSR in the country was conducted.

In Albania, after a second preparatory mission, the Steering Committee was established, although problems among employer's organizations still make its functioning somewhat complicated. One-day seminars for trade unions were organized.

In Tunisia the project reached its cruising speed at an earlier stage and the activities implemented have been quantitatively important and qualitatively consistent. In particular, a survey was conducted on Tunisian enterprises and CSR. Seminars were organized for employers and for trade union representatives. One bipartite and two tripartite seminars were held as well as seminars for labour inspectors on the promotion of social dialogue at the enterprise level. Finally, a study mission to Italy was carried out (9 participants plus 11 from Morocco) to exchange experiences with Italian counterparts in the areas of corporate social responsibility and social dialogue.

Out of the activities listed in the work-plans for the years 2005 and 2006, the following ones could not be implemented: production of training materials; training of trainers; training courses for managers and trade union leaders; special publication devoted to examples of good practice; and partnership projects with companies active in the countries covered by the project.

Conclusions

An assessment of the state of implementation and delivery of the project on the basis of the Project Document is complicated by the fact that: a) in some cases the outputs listed in the said document are rather vague and not quantified (i.e. outreach activities), making it difficult to evaluate whether the targets initially set have been met; b) in other cases outputs are quantified (i.e., 100 trainers trained, 1000 managers and trade union representatives trained, 100 partnership projects promoted, etc.) but they could not be realistic, since they were set before the selection of the countries to be covered by the project.

Detailed work-plans subsequently drawn up were therefore considered, although work-plans covering one year should always be conceived in the framework – and not in the absence – of a master plan. I have also tried to come to a fair assessment based on the opinions expressed by the stakeholders interviewed in the framework of the evaluation, as well as on my direct experience in the supervision of similar ILO projects. On this ground it can be stated that in the four project countries:

- The production of promotional materials met the requirements and made possible the launching of appropriate information and awareness raising campaigns;
- The remarkable work done so far to promote the project principles through contacts, information campaigns, written materials, the video-spot, web-portals etc. has been fruitful, constructive and appreciated;
- The web-portals have been developed and are regularly updated. The databases on good management practices are operational and periodically enriched. In this connection, it was recalled that the Communications on Progress (COP) of the enterprises which joined the Global Compact had in the meantime become a mandatory exercise. Most of the examples of good practice are therefore to be found in those documents as well as in the social reports of the enterprises;
- The reasons for the delay accumulated in the field of training have been already scrutinized as well as the commitment by the staff to do their best to make up for time lost. The first training module, of a more general and theoretical nature, will be ready in a few weeks (March 2007) and other six modules, of a more practical nature and devoted each one to a specific issue, will be available in May. All the necessary arrangements are being made to start immediately with the training courses.

- So far partnership projects could not be implemented. The representatives of both Italian employers organizations interviewed explained to the evaluator that their organizations cannot take any initiatives to identify individual companies that could join in partnership projects. To their opinion, the availability of companies for this type of exercises ought to be the result of a completely voluntary decision, that the staff of the project are in a position to influence only with convincing arguments to be used on the occasion of their direct contacts with enterprises. The proceedings of the Steering Committee meetings did not put the evaluator in a position to understand whether this standpoint was made as clear as that from the beginning. In any case, after repeatedly seeking the support of employers' organizations in this area, I do not see what the trade union members of the Italian Steering Committee could do but acknowledge the position of their employers' counterparts.

In Italy, the number of outreach activities conducted so far is more than satisfactory. Almost all of them were carried out in cooperation with institutions, organizations and companies which covered the costs related to organizational and logistic aspects, while the project contribution consisted of lectures, presentation of the project principles and information materials. With some organizations and companies formal agreements were reached (Memoranda of Understanding), setting the scope and modalities of a more structured cooperation.

Trade unions have systematically put lecturers and resource persons at the disposal of the project on the occasion of seminars in the developing countries involved. The same was done, although on a more occasional basis, by some employers' organizations, individual companies and business associations. The main employers' organization has recently expressed the will to make its support and participation more effective.

Good collaboration and coordination have characterized the relations of the project with the former Ministry of Welfare, namely its project on Corporate Social Responsibility. The new Italian government has not yet made clear its orientations on CSR. In any case, the project is already making the most appropriate contacts to ensure the continuation of mutually reinforcing endeavours.

Cooperation was established with the Ministry for Economic Development, in particular the unit which acts as a National Contact Point (NCP) in Italy for the promotion of the OECD Guidelines. Within the framework of the said cooperation, the project was offered the opportunity to participate in some meetings organized by the NCP and to raise awareness among the participants of core ILO principles in the fields related to CSR. I will refer again, under Question 12, to the potentially strategic importance of this collaboration, should some conditions be satisfied.

Interesting activities not included originally in the project were carried out, namely the coordination of existing networks and the support to the generation of new networks in the field of CSR.

In Tunisia, the socio-political environment and the strong commitment of the partners facilitated an early start and a smooth implementation of work-plans to the satisfaction of all the parties concerned. Two general features are worth stressing from the outset.

First, the activities were conducted according to a consistent sequence, starting with separate events for employers, trade unions and governmental officials (labour inspectors) and moving later to tripartite ventures. The latter were so successful to become one of the most important requests for the future put forward during the evaluation. Second, the project did not confine itself to the national leaderships, but covered a number of regions.

As to the expectations of the partners and the reasons behind their active participation, they were of course of a different nature, but had a common characteristic, i.e., the project came at the right time to support the strategies being pursued by each one of the partners. Since they did not take advantage of the opportunities provided by the project in an occasional way, but in the framework of a strategy, the impact has been more significant.

The government, in particular the Ministry of Social Affairs, is currently carrying out various initiatives to foster social dialogue and took advantage of the project to enrich the training of a certain number of labour inspectors, who will be in charge of encouraging social dialogue at the enterprise level. They are expected to take the burden of most of the actions to be developed in this direction in the near future.

The members of the employers' organization (UTICA) consider the Global Compact as a sort of "certification" of an international nature and under the moral authority of the United Nations. In addition to proper certifications, they believe that joining the Global Compact will: a) favour the export of goods produced for foreign markets, since the Global Compact membership show that the enterprises concerned are reliable and committed to behave in conformity with internationally recognized principles; b) ease the situation of enterprises belonging to declining sectors of the economy. The application of the labour principles mentioned in the Global Compact facilitate social dialogue, prevent social unrest and build up an environment in which fair solutions can be found to the social problems stemming from restructuring processes. Moreover, since the Global Compact should become, in their opinion, the "international association of good enterprises", it might help to establish contacts with potential partners.

The trade union organization (there is historically only one in this country, the UGTT) is going through a phase of re-thinking its strategies, in connection with the complex problems that globalization raises in developing countries. On one side the leadership is decided to safeguard the traditional autonomy of the trade unions from the government and the employers; on the other side they realize that an approach more focused on participation and proposals is necessary to strengthen the national economy. The project provides additional opportunities to develop this process towards social dialogue and suitable industrial relations.

All the Tunisian partners agreed upon the importance of training in the fields covered by the project and are more than willing to take part in the seminars/courses that will be soon carried out under the project.

In Morocco, the start of project activities was delayed mainly because of different opinions on the profile of the national focal point to be appointed. The existence of four trade union organizations (CDT, FDT, UGTM, UMT), although they have always jointly supported project activities, has objectively increased the organizational workload on the occasion of seminars and other events. However, the thing I was most impressed with on the occasion of my mission to Morocco is that – since the project eventually became operational a year ago – all the partners have made their contribution with enthusiasm.

The developments that have taken place in recent years make social dialogue an objective which is not any longer out of reach, although the process to introduce suitable industrial relation patterns in the Moroccan society has just started.

After the approval of a new labour code in 2004, the Ministry for Employment, has taken a pragmatic approach to speed up the enforcement of some sensitive parts of it, namely the establishment of work's councils and OSH committees in enterprises with more than 50 workers.

Instead of threatening repressive measures, which did not bring any results in the past, the government has worked out a plan to assist enterprises in this process, mainly through the services of labour inspectors. Each one of the labour inspectors is in charge of the implementation of the plan in his/her territory. An ILO project is already supporting the endeavours of the Ministry for Employment to train labour inspectors, but the contribution of the project under review could enrich this training and, which is quite interesting in connection with social dialogue, the training of the members of the newly established councils. The fields on which the above-mentioned consultative bodies are to focus range from structural changes in the enterprise and production strategies to social projects on behalf of workers. A few pilot experiences could pave the way towards more ambitious objectives to be achieved under future ILO ventures. Since the project would operate in the framework of a governmental national plan, sustainability would be ensured.

The leadership of the employers' organization (CGEM) was renewed a few months ago, but this did not entail any changes in their active participation in the project activities. The CGEM has approved a Chart for Corporate Social Responsibility and is working out a special label in cooperation with an international certification company. Their interest in the Global Compact is part of their strategy to share information on examples of good practice and to spread among employers the knowledge of CSR principles. It is to be recalled that companies' interest in the Global Compact is the result of the hard work done by the CGEM in cooperation with the project over the last year. In fact, at the official opening of the project in April 2006, out of six hundred companies invited, only twenty participated.

The trade unions, having taken part in a fair number of information sessions promoted by the project, would now appreciate the organization of structured training exercises focused on fundamental labour principles and international instruments on MNE. The present process aimed at the establishment of representative bodies at the enterprise level is both a challenge and an opportunity for them. In fact, they need a certain number of trainers to provide workers' representatives in the above-mentioned structures with basic knowledge of fundamental labour issues. On the other hand, the action of workers' representatives trained by the trade unions will no doubt help them to expand their membership, particularly in the private sector. Also in the case of Morocco, workers' organizations are interested in the project activities to the extent they can help them in their daily work and are focused on social dialogue.

Albania has been for many years the most inward-looking country in Europe and the consequences of the present transition phase towards European standards are rather tough (high rate of unemployment, large percentage of people living under the poverty line, among other). Under the circumstances, an absolute priority is the support to the most vulnerable groups badly hit by the dramatic changes the country is experiencing. The social and human dimensions of business are very poor, as it was recalled by an authoritative official of the Ministry of Labour. An effective social dialogue would no doubt help making less hard the transition, but serious obstacles are to be overcome if social dialogue is to become an objective attainable in a reasonable span of time. In fact, both social partners have internal problems which are further increasing their intrinsic weakness.

The employers are fragmented into six organizations whose relative weight is not clear (KOP, KOPSH, BOBSH, SHNSH, KONFINDUSTRIA, BI&ISH). Meetings with prominent businessmen operating in the modern sector of the economy suggest that their interest in the project is related to the opportunities that a UN initiative can offer to improve the image of the country as such in international business circles. More than a recognition of the good will of their individual enterprise to respect fundamental values (the sort of "additional certification" that is attractive for employers in Tunisia and Morocco), they are looking for ways and means to spread the idea that a successful

business is based on the respect of fundamental rules and to strengthen the international reliability of the country. It goes without saying that there is a difference between the attitude of this brighter vanguard and the average Albanian employer who participated in the seminar I attended as an observer. On that occasion, the traditional questions were put forward, such as: “Is the Global Compact a certification? How much does it cost? If it is not a certification why should we join it? etc. etc”. While the project will necessarily work mainly with the second group of employers, the influence of the first one - and the support they can offer - should not be underestimated. Prerequisites to introduce CSR concepts are not yet completely satisfied and priority should be given to training about fundamental labour principles, which can lay the foundations for the development of social dialogue.

Internal tensions – due to different political orientations and conflicts concerning the division of the properties belonging to the trade unions under the former regime – are also a feature of the workers’ organizations, although an agreement was recently reached between the two most representative ones (BSPSH, KSSH). In any case, the situation is improving and they are willing to participate in common activities. The representatives of the two confederations stressed the importance of training, particularly in the private sector and outside the capital city. It was suggested that the courses promoted by the project should have a common feature – core labour standards and basic industrial relation principles – and a specific and more practical component devoted to the problems of the economic sector most represented in the given area (mining, food processing, footwear, etc.). The experience of Italian trade union representatives familiar with the sectors concerned would be most appreciated. As to the third organization (FSTBSH), its members in the banking sector would need training programmes of a higher level and more action-oriented as well as the support of the unions of countries (including Italy) where the headquarters of foreign banks operational in Albania are located. It might seem contradictory, but – as pointed out by FSTBSH President – the development of trade unions in the banking and other modern sectors of the economy is sometimes more complicated than in the traditional ones, since workers are more afraid to be fired and to lose their somewhat “privileged” position.

In the framework of a project dealing with the Global Compact from a traditional CSR perspective, Albania would not have many reasons to be considered, as important work is still to be done before CSR becomes an issue. On the contrary, the new direction taken by the project to strengthen social dialogue and the opportunities that were opened up in the area of training, make Albania a country where the project endeavours can be most needed and fruitful.

In conclusion, the significant enlargement of the project scope which was decided upon at the beginning of the activities proved to be essential to allow the project to carry out useful work in countries where the sole reference to the Global Compact would have been almost irrelevant.

Recommendations

As already pointed out, training of trainers should be from now on the main concern of the staff. In this connection, the expected outputs for 2007 should be set in a detailed and realistic way for each one of the project developing countries, taking into consideration human and financial resources available.

The number of contacts the staff has successfully made so far with companies active in Morocco and Tunisia, and the close cooperation established in those countries with the labour inspection departments, should allow the selection of a very limited number of suitable companies in which pilot partnership projects in the field of training could be carried out. Three would be sufficient, under the circumstances, to partially achieve project objectives.

In Albania, activities should focus on fundamental labour principles and specific problems of the prevailing economic sectors in the regions where seminars are held.

Lessons learned

The developments that occurred under this project confirm that close exchanges with the stakeholders should be undertaken prior to the design of a project. Only an in-depth analysis of the socio-economic situation of the countries to get involved as well as of the characteristics of the prevailing industrial relations systems can provide all the necessary elements to set up realistic objectives, outputs, ways and means of partners' participation and strategies to be adopted.

Action-oriented research was not included in the PRODOC among the means of action. Its relevance should not be underestimated, as confirmed by the experiences made in Tunisia and Morocco. Action-oriented research can establish closer relations between social partners and Universities and other higher education institutions, which is particularly important for trade unions. When carried out as part of a project, research can also play a role in making social partners reflect on their respective reasons and approaches on a more objective and scientific ground. In this case, the process is even more important than the results.

Question 5: How do the outputs and outcomes contribute to the ILO's mainstream strategies? In particular, how do they contribute to:

- Gender equality?
- Strengthening of the social partners and social dialogue?
- Strengthening the influence of labour standards?

Findings

The issues dealt with in the framework of the project are of paramount importance to the ILO and project activities support practically all the dimensions of the Decent Work Agenda.

With regard to standards, the main principles promoted by the project are those referred to in the Declaration on Fundamental Principles and Rights at Work (freedom of association, the recognition of the right to collective bargaining, the elimination of forced and compulsory labour, the abolition of child labour, the elimination of discrimination on employment and occupation) together with those stemming from other instruments devoted to equality of opportunities for men and women, employment generation, personal development, health and safety at the workplace, social protection of workers and their families, fair income. Both the awareness raising and the training activities are largely aimed at promoting the above principles and therefore to strengthen the influence of the relevant standards.

Project objectives are not only related to raising awareness but also aimed at putting principles into practice, particularly at company level. While CSR, as well as the Global Compact, rest on voluntary initiatives decided upon by the management, the approach taken by the project is clearly aimed at strengthening social dialogue and tripartism. Again, this is a feature enshrined in all the ventures promoted under the project.

Gender equality is a policy which applies to all ILO activities and it has been carefully considered also in the development of this project, with the necessary adaptations. In the activities carried out so far the criterion of a balanced participation of men and women was always applied as much as possible. In some cases, special activities for women were implemented, like the seminar for

women managers held in Tunisia. Among the principles promoted by the project, gender equality was always given utmost consideration both in the information materials produced and in the presentations/conferences delivered by project staff. They made reference, in particular, to the main principles contained in ILO standards devoted to equal remuneration, discrimination in employment and occupation, maternity protection and human resources development, among others. Finally, one of the training modules being prepared focuses on fight against discrimination.

How the project can support poverty reduction might seem less obvious – the TOR do not refer to it – if due attention is not paid to the specific ILO approach to this issue. The ILO strategy on poverty reduction rejects the idea that poverty is to be measured only with economic categories such as income and consumption and recognizes that economic growth is necessary but not sufficient to achieve the objective. By bringing together economic and right-based approaches, the ILO strategy on poverty reduction rests on the same four pillars that uphold the Decent Work Agenda (employment, rights, social protection and social dialogue).

The project also endeavours to address some of the needs pointed out by the Director General's Report to the International Labour Conference, 2004 ("A fair Globalization, The role of the ILO"), in connection with the social dimension of globalization. The report reads:

- "...credibility of voluntary initiatives such as those inspired by the Global Compact depends on the transparency and accountability systems used to ensure measurement, reporting and monitoring"; and:
- "There have been in the last years a number of initiatives among non-state actors to incorporate labour standards, human rights, environmental protection and other social values into the global economy. As the Commission notes, this field of activities offers a complement to, but not a substitute for, government action. There is the need to strengthen the way these voluntary initiatives of companies operate so that they contribute to the global goal of decent work for all".

Conclusions

In the light of the above considerations, it can be concluded that project outcomes and outputs contribute to all ILO's mainstream policies. Through a variety of information activities the project raises awareness on the above policies, and through training exercises it will spread knowledge about them and try to end up with some practical applications.

The wide scope of the project should make easier the cooperation with other ILO activities being conducted in the same countries.

Recommendation

This project feature is linked not only to the issues at stake in the framework of the Global Compact, but also and mostly to the ILO's approach in the implementation of it. Training courses will have to put emphasis on these aspects so that, once the project is over, the relevant organizations can continue along the same path and do not lose sight of the importance of social dialogue and tripartism.

Question 6: How have stakeholders been involved in project implementation? How effective has the project been in establishing national ownership? Is the project management and implementation participatory and is this participation contributing towards achievement of the project objectives? Has the project been appropriately responsive to the needs of the national constituents and changing partner priorities?

Question 10: If the project has a national steering committee, do the members have a good grasp of the project strategy? How do they contribute to the success of the project?

(Given the close relationship between the two questions, they will be answered together, to avoid repetitions and overlapping)

Findings

The most relevant revision of the project operational structure – although it was never reflected in the project document – was related to the establishment of a tripartite Steering Committee in each one of the countries concerned. The process of giving birth to such a tripartite structure and make it work took much more time than planned in some countries, due, in particular, to internal problems of the social partners' organizations. However, as lengthy as this process might have been, interviewees drew attention to the fact that the participation in this structure gave the stakeholders an opportunity to be constantly involved; developed a positive feeling of national ownership; and enhanced social dialogue in strategic fields for the improvement of industrial relations. Members of the Italian Steering Committee – given its tasks and responsibilities of a general nature – took also part in activities held in Albania, Morocco and Tunisia and supervised all the information materials produced. Regrettably, the attention paid to the progress reports submitted by the staff has not been sufficient. In fact, had an in-depth discussion taken place in the Steering Committee each time that a target set in a work-plan was not met, some project components such as training would have been dealt with much earlier.

National Steering Committees have given a great contribution to the culturally responsive attitude that has been adopted in the implementation of the project. Any attempt to impose a pre-determined model would have seriously hampered the progress of project activities. In the absence of a culturally responsive approach, the strategy of the project – getting involved Italian managers and trade union representatives – might have been misinterpreted as an endeavour to propose patterns to be followed. As recalled by the Director General of the ILO “The notion of wide-ranging national ownership has been well defined in policy papers but is far from being a reality on the ground. The ‘we know best’ attitude is still present” (Director General Report to the International Labour Conference, 2003).

It goes without saying that the support granted by the partners varied from one organization to the other. Trade unions, individual companies and some employers' organizations put resource persons at the disposal of the project on a number of occasions; through their participation, employers' organizations increased the credibility of the project among their members and have announced during the evaluation their intention to take a more active part also in project events; companies, business associations and some governmental agencies invited the project staff to deliver lectures on the project principles and objectives.

Finally, the attitude of the project management in enhancing participation has been praised by most of the people interviewed.

Conclusions

The high degree of commitment to the project shown by the ILO constituents and their feeling of ownership were strongly advanced by their active participation in the activities, which went far beyond their institutional role and responsibilities in the Steering Committees.

The establishment of the national Steering Committees in some countries was the result of a process full of twists and turns and even frustrating from time to time. Nevertheless, all the endeavours made to put social partners together and overcome a variety of obstacles was in itself a worthwhile exercise, although the implementation of project activities had to be delayed. Carrying out activities in a bureaucratic way and without any tripartite participation might have formally met quantitative targets, but the end result would have been a waste of human and financial resources.

The positive results that the project could achieve, taking into account the ILO perspective, are closely linked to the pressure of the most active members of the Italian Steering Committee, particularly in the initial phase, to keep the project on track and well oriented toward objectives such as social dialogue and tripartite participation. Less effective has been their monitoring action related to some of the project components.

The Steering Committees are the heart of the overall monitoring system of the project and contribute to the decision making process. The good preparation of a Steering Committee meeting requires from the staff the fulfillment of numerous tasks – collection of data and information, working out of documents, advice from members concerning the agenda, and, last but not least, the selection of dates agreed upon by all the participants. In any case, the staff are professionals whose unique responsibility is the project implementation. The situation is quite different for the members, who are representatives of national organizations and usually very busy people. Their participation and support are to be particularly appreciated.

Recommendations

Possible project shortcomings should be seriously and timely discussed, to help the management to overcome the difficulties they met with.

When a Steering Committee is set up, its tasks and responsibilities should be clearly stated, to avoid any misunderstandings. Should the monitoring of the project performance be one of the tasks of a Steering Committee, the members are to be informed about the amount of resources specifically earmarked for activities – other budgetary lines are not relevant – to put them in a better position to appreciate the cost-effectiveness of project outputs and to recommend priority actions to be included in work-plans.

Lessons learned

The contribution an organization can offer to a project and its degree of participation depends also on the relative strength of its structure. Projects whose key participants are employers' and workers' organizations which are likely to need capacity building support, should be conceived and designed in cooperation with the relevant ILO departments (ACTEMP and ACTRAV). If necessary capacity building activities are not carried out, the structural weakness of some partners might put serious obstacles to the achievement of meaningful objectives.

Efficiency of resource use

Question 7 Have resources (funds, human resources, time, expertise, etc.) been allocated strategically to achieve outcomes?

Question 8 Have resources been used efficiently? Have activities supporting the strategy been cost-effective? In general, do the results achieved justify the costs? Could the same results be attained with fewer resources?

Findings

Considerations related to the use of resources are essential to assess to what extent the project has been successful and are of particular interest to the donor. They are even more critical if decisions on further funding are to be considered.

The three-year tentative budget initially submitted to the donor as an integral part of the PRODOC, shows that the ILO was planning to spend more or less half the amount available for staff and half for activities.

Actual expenditures from the beginning of the project to December 2006 show quite a different situation. In fact, resources spent for staff amounted to a higher percentage than foreseen, and resources spent for activities amounted, of course, to a lower percentage. Although it has to be recalled that a number of information sessions in Italy were supported by organizations and companies and did not bring about any financial consequences, the imbalance between the two above-mentioned components is clear. In this connection, it is to be added that this unusual increase in expenditure under the heading “Project Staff” was well known by the donor and I therefore assume it was agreed upon.

From October 2003 to the end of 2004, three professionals, two in Rome and one in Geneva have been operational under the project. In addition to that, the use of consultants’ services was so extended that the amount of money spent for that purpose would have largely covered the cost of a fourth full-time expert. Regrettably, the outputs produced in the same period – including, which is fair, all the preparatory work whose results could not be immediately seen – do not justify the financial resources used. Moreover, in some cases, both the terms of reference of the contracts issued to consultants and the certifications by the Office confirming that the work had been done are worded in such a general way that they did not allow this evaluator to appreciate which tasks the consultants had actually performed, in the absence of final reports on activities.

The Senior Technical Adviser (STA) who left in October 2004 was not replaced, and the project has since been managed by two experts, a team which is reasonable taking into consideration the workload and the fact that in each country a national coordinator/focal point has been appointed. Once the STA position was cancelled, the relevant resources might have been used to increase the amount available for activities, instead of hiring additional staff as suggested by the donor.

As to consultants, the situation was gradually normalized, starting from 2005. Except for few and highly technical assignments, external collaboration contracts have been used only to hire the services of the national focal points.

Resources devoted to seminars and meetings were obviously low in 2004 and 2005 and took off in 2006, when practical activities started to be carried out in all the countries. Needless to say, the cost of seminars and courses is expected to increase in 2007, in connection with the planned training activities.

The expenditure in Italy under this budgetary line has been so far very limited, in conformity with the guidelines set by the Steering Committee. In particular, it amounted to one per cent of the total

expenditure for activities in 2005, while in 2006 there was no expenditure at all in Italy under that budgetary line.

The resources earmarked for partnership projects are still available, since none of the said projects could be developed. This component is still considered a priority and favourable conditions seem now to exist for its implementation in some of the project countries.

Expenditures under the other budgetary lines do not call for any particular comments on my part.

Conclusions

Staff related expenditures continue to be high, mainly for three reasons: the number of the staff members; their location, which brings about additional expenditures in the field; and the prolongation of the project duration with no increase in the total amount available.

After an initial phase characterized by excessive expenditures for consultants, not justified in terms of results, external collaboration contracts have been properly utilized, although the final products delivered by some consultants did not meet staff requirements and had to be substantially revised.

Resources earmarked for activities were used consistently (information materials, outreach exercises, seminars, coordination and/or promotion of networks, training materials) to attain the project outcomes.

The costs borne to carry out a number of activities have been reduced thanks to the cooperation with project partners. This cooperation has been particularly appreciated in connection with the production of expensive materials. For example, an Italian public institution covered more than twenty per cent of the cost of the video-spot.

Recommendations

Budgetary resources allocated to staff should be kept to a reasonable level compared to those devoted to activities.

If shifting resources from activities to staff costs is deemed necessary, for whatever reason, the consequences of the reduction in resources available for activities should be clearly pointed out by identifying the planned activities that will have to be cancelled.

The terms of reference of external collaboration contracts should be as precise as possible. The duties to be fulfilled by consultants should always include the submission of detailed final reports at the end of their contracts, unless the outputs involved are tangible products.

Lessons learned

Budgets attached to the ILO technical cooperation projects are not very detailed and allow for a high degree of flexibility, which might be necessary particularly under unpredictable situations. However, each total amount shown in a budgetary line should always be the result of calculations as precise as possible, which implies that the project outputs are clearly identified in number, main features, and cost.

For projects covering various countries, a tentative breakdown of some budgetary lines (for example, activities, equipment, consultants, sundries) is necessary. If the appropriate contacts were

not undertaken before project approval, this should be done in the first months of the project life. This exercise should concern the overall budget, although the donor might be expected to deliver the total amount in instalments.

Effectiveness of management arrangements

Question 9: How has project staff performed to date in terms of efficiency, effectiveness, and communications (with the field office, the regional office, the responsible technical department at headquarters, CODEV and the donor)?

Findings

The evaluation of this component will cover the period starting in October 2004. As a matter of fact, the activities carried out under the authority of the Senior Technical Adviser (STA) who was in charge of the project during the first year were mainly of a preparatory nature and there are not sufficient elements today to assess his performance, although the tangible results look poor in comparison with the human resources available.

From October 2004 up to now, the project has been managed by two experts, based in Geneva and Rome, respectively. The main reasons for this uncommon arrangement, approved in any case by the donor, seems to be found in various considerations that might have been relevant at the time the “initial version” of the project was conceived, but lost their validity under the “revised version”.

It is to be reminded that, under the “initial version”, the project was expected to devote most of the resources to operations in Italy. The fact that an expert be based in Rome was therefore correct. The project was also expected to deal mainly with individual companies, which did not belong to the established ILO policy at the time the project became operational. The issue being quite sensitive and controversial, MULTI decided to widen the scope of its role from normal backstopping and supervision to participation in the actual management of this innovative and highly “political” project. An expert based in Geneva ought to meet this requirement. When 1) the activities in the developing countries became the main concern of the project; and 2) the principle of working with individual companies was not challenged any longer, the relevant experts should have been moved to the field. In any case, the interviewees confirmed that the division of work between the two experts did not raise any confusion of tasks and responsibilities.

In 2005, a junior expert position has been added, and, again, based in Rome.

Various people expressed satisfaction on performance of the project management, in particular, to their technical support, professional approach, enthusiasm, and organizational abilities. Their flexibility and their open-minded attitude allowed them to go successfully through difficult situations and to find the best compromise solutions between different approaches adopted by project partners. Participants in activities carried out by the project over the last two years – whether they were workers’, employers’ or governmental representatives – confirmed the above positive views. On the other hand, communications with the donor, the members of the Steering Committees, the institutions/organizations partner to the project and the relevant ILO units, have been more than satisfactory. The Directors of the donor’s Units in charge of technical cooperation in the countries concerned are being kept informed about project progress and they – or their staff – attend the meetings of the relevant Steering Committees. I met two of them in Tunis and Rabat, respectively, and received interesting inputs on possible synergies with other Italian funded projects as well as welcome criticisms on the weaknesses and inconsistencies in the project design, some of

which are reflected in this report under “Presentation of Findings, Conclusions and Recommendations” (Questions 2,3,8 and 10). Information and data on the progress of project activities are systematically collected and represent the base for a performance monitoring by the Steering Committees twice a year.

The choice of the national coordinators has been very fortunate. In Tunisia, an authoritative former Minister of Labour was appointed, who has been familiar for many years with the ILO policies and activities at the highest level in Geneva. In Morocco, a dynamic university professor and bright intellectual, already involved in ILO work and with a long pedagogical experience, has been selected. In Albania, the ILO national correspondent, a former official of the Ministry of Labour, competent, motivated, and whose relations with social partners organizations are excellent, has willingly accepted the additional workload as national coordinator of the project.

Conclusions

From document review and interviews the evaluator came to the conclusion that over the last two years the project has been well managed by the two experts in charge. When the STA’s contract was not renewed, from a position as programme officers they found themselves in the forefront and have done their best to cope with a number of tasks, very often loosely described in the PRODOC. They could not always rely in the past on the necessary guidance and backstopping from ILO headquarters, because of frequent changes in MULTI’s top management. Direct observation of the way two events were prepared and conducted – in Albania and Morocco, respectively – has confirmed my positive assessment of the qualities, both human and professional, of the staff.

Shortfalls in some areas do not change my overall positive appreciation. For example the two experts, once they took the lead of the operations, underestimated the importance of immediately setting precise targets for the two years before project termination, and then checking very carefully every three or four months whether they were met, and if not, the reasons why and the measures to be immediately taken.

Unanimous appreciation was expressed by the ILO constituents in Albania, Morocco and Tunisia also with regard to the performance of the national coordinators.

The representatives of workers’ and employers’ organizations as well as the managers invited to act as a resource persons in project meetings are particularly committed and gifted and will be extremely helpful in the near future, when the training activities start.

Recommendations

The present grading of the two professionals who are in charge of the project is inadequate, taking into consideration their tasks and responsibilities in managing a tripartite project of this magnitude and whose activities are of a sensitive nature. An upgrading would be fair to match the grade with the job description, and its financial consequences would be irrelevant.

In Albania, the transition phase towards European standards is likely to last for a number of years and technical cooperation support will be needed. I have no doubt that EUROPE has considered the possibility of strengthening the ILO presence in Tirana, taking also advantage of the excellent performance of the ILO national correspondent. In any case, in the light of what I have seen and heard during my mission, I wish to make a recommendation in that direction.

Impact orientation and sustainability

Question 11: What impacts has the project had on its target beneficiaries at the national, local and enterprise levels?

Findings

Activities in the field of CSR have been carried out in Italy by various institutions/organizations over the last years and it would be difficult to assess the specific impact of project's undertakings. However, the people I interviewed, in particular the representatives of organizations that have been active in the area concerned before the project started, unanimously recognized that the project has given a remarkable contribution to disseminate information and to raise awareness.

Apart the quantitative results, a more qualitative one is likely to be the most relevant and lasting project input in Italy. I refer to the fact that international instruments were brought for the first time to the forefront in dealing with CSR. As a matter of fact, the debate on this subject had been confined so far to the national or local dimensions.

In Tunisia and Morocco, and to a certain extent also in Albania, the top leadership of social partners' organizations was already familiar with project principles, mainly thanks to their international contacts. The project has helped them to disseminate information about the above-mentioned principles not only in the central but also in the peripheral systems, and is expected to extend its action very soon to the enterprise level, which is even more interesting. There is still a long way to go, but a solid step forward has been made.

In Morocco and Albania activities started later than in Tunisia because of internal problems beyond project control. Eventually, all the existing organizations accepted to work together under the umbrella of this ILO project. Should this attitude mark the beginning of a process, this unexpected contribution of the project would have been very valuable. As far as the trade unions are concerned, the Italian experience of three organizations, each one with its approach and strategy, which actively cooperate to attain common objectives for the benefit of the workers, has been an enlightening example in those situations that have been characterized in a recent past by tensions and distrust.

In Tunisia, social dialogue at company level will be enhanced through the action of labour inspectors who were trained for that purpose also with the contribution of the project.

Last but not least, workers' and employers' representatives who participated in tripartite project activities developed mutual understanding and better interpersonal relations. This result, whose importance cannot be underestimated, was made explicit by the Moroccan and Tunisian participants in the study tour to Italy.

Conclusions

The project had positive impact on target beneficiaries at various levels.

By making social partners organizations work together, it strengthened social dialogue and improved relations between the organizations and their leaderships.

In the countries where governments were involved, tripartism was enhanced.

Project activities have not been carried out only in the capital cities, but covered several regions. This feature will be even reinforced in the implementation of training programmes.

The importance of ILO instruments (standards, ILO MNE Declaration) in connection with the development of sound industrial relations and the correct application of CSR principles was stressed and the said instruments put in a strategic position to orientate the debate.

Recommendations

A number of institutions and organizations are active in the field of CSR. Their approach to the issue is not necessarily the same, but there is room for coordination. In Italy, for example, the Ministry for Foreign Affairs has included so far this subject among technical cooperation priorities; the Ministry for Economic Development is in charge of the promotion of the OECD Guidelines through a National Contact Point; the Ministry of Social Affairs has a general competence on CSR on behalf of the government; and the social partners carry out their own activities. As repeatedly suggested during the evaluation interviews, some sort of coordination would increase the impact of all the operations conducted by a variety of subjects. Approaches would continue to be different, but coordination would be in any case an improvement of the present situation and might lead to cooperation on specific ventures, for the benefit of all the parties involved. The Ministry of Social Affairs seems to be the most appropriate institution to fill the above-mentioned gap.

Question 12: Can project activities and impacts be sustained in terms of the current participation and commitment to carry on after project termination among the partners in the four countries?

Question 13: Should there be a second phase of the project to consolidate achievements in any of the countries of operation?

Findings

Sustainability is a key factor whose importance has been particularly stressed by the donor. In view of the fact that the evaluation takes place towards the end of the project's life, Question 12 came to the forefront in all the interviews. The perspectives are of course different in the various countries covered by the project and also with regard to the main project's components.

In the field on which the staff have focused their action so far (awareness raising, information campaigns, networks) sustainability has been one of their main concerns and concrete measures have been taken to ensure that activities will continue. In particular, the process of passing on the co-ordination and development of the networks on CSR to reliable institutions is already well advanced.

As to the less developed project component (training), this evaluation's findings concerning sustainability could be summarized as follows:

In Italy, each one of the ILO constituents is committed to promote the project principles through autonomous initiatives, some of which were already being implemented before the approval of the project. In this case, the project has provided additional inputs and support. There is no doubt that activities will continue, and – should the necessary coordination be established – with stronger impact. Under the previous government, the Ministry for Welfare (in charge of CSR) came to a cooperation agreement with a number of organizations, including the ILO project under review.

One can hope that the new government, obviously with its own objectives and means of action, will continue this work.

Both employers' and workers' organizations are currently carrying out initiatives on the subject. In each one of the above-mentioned organizations, CSR is dealt with as an institutional task and entrusted with top management, and there are concrete perspectives for further developments.

In Tunisia the socio-political environment seems favourable to the continuation of the activities, and the process is made easier by the fact that there are only one representative and recognized organization of employers and workers, respectively. Since the strengthening of social dialogue is an objective shared by the government and social partners, training on the labour principles promoted by the project not only is on top of the requests put forward by the three ILO constituents, but will be carried out in any case by them, making use of their own resources. The Ministry of Social Affairs has already started a suitable programme for labour inspectors. The Ministry of Industry is in the process of including CSR principles in the seminars and courses for its officers. UTICA is making the necessary arrangements to make the most of the trainers who will be trained under the project and to develop their capabilities also in the field of environmental protection. UGTT will make any possible endeavours to continue activities in the fields covered by the project, since the development of social dialogue at the enterprise level offer an opportunity to enlarge its membership in the private sector. However, the magnitude of the above-mentioned initiatives is unlikely to be sufficient to make the necessary impact in the short term and the added value of external support would be essential not to loose momentum.

In Morocco, the government together with employers' and workers' organizations are involved in the long-lasting task of establishing work's councils and OSH committees. The training of the members of these bodies, whether separately or together, is a duty that will have to be assumed by the interested parties, and the trainers trained under the project will no doubt be very useful. In any case, the process could be strongly advanced if external support is granted.

In Albania, trade unions are occasionally running some workers' education initiatives, although they are far from meeting the needs of their membership. Activities will continue, but it is difficult to assess to what extent the trainers possibly trained by the project might be used to expand the existing programmes, due to the lack of resources. With regard to the employers' organizations, any questions concerning sustainability are quite difficult to answer as long as the present situation of fragmentation persists. This issue might be dealt with again by the end of the project.

The overwhelming majority of interviews laid emphasis on the need to continue the project for an additional period beyond its expected termination, which is now set in December 2007. They referred to the slow start of the project and the preparatory work that was necessary to launch the first initiatives in Albania and Morocco. Statements in this direction were made even before the evaluator had the opportunity to put the relevant question, which is the last one in a logical sequence.

Conclusions

Sustainability of the activities related to the web site and the coordination of the networks on CSR can be taken for granted at this stage. The ILO should just provide the institution that will be in charge of this area with new inputs, as and when appropriate (documents and information on relevant ILO activities, new standards and other international instruments, etc.). The contribution of the ILO' Offices which cover the project countries will be invaluable in this connection.

The sustainability in the area of training in Italy has very good perspectives. Social partners' organizations have already included the principles promoted by the project in their normal training programmes and are ready to integrate the materials presently used with those produced by the project. The continuation of activities related to CSR by governmental agencies and the level of resources made available for their implementation will depend, of course, on political decisions. However, given the attention paid to CSR by the European Union's institutions and the fact that CSR might be included in the near future in the agenda of important international meetings, the work in this field is likely to be strengthened rather than weakened.

The sustainability of training activities on project principles in the developing countries is a much more complex problem, mainly due to the lack of resources in an environment where other priorities feature very high.

In Morocco and Tunisia, activities related to the project principles will continue and trainers trained by the project will no doubt be useful, in the framework of both the regular educational programmes of the organizations concerned and national plans promoted by governmental agencies to foster social dialogue at the enterprise level. However, the extent to which project principles can be consolidated and the project teaching material integrated in the above-mentioned educational programmes still depends on whether external support will be available for an additional period. A consolidation phase, covering at least the year 2008, could maximize the results, with minor financial consequences for the donor. With regard to trade unions in Morocco, the above-mentioned activities are likely to be carried out separately by each one of the organizations, while working together has been one of the more interesting aspects of their participation in the project.

In Albania, while some large companies are already inspiring their management style by CSR principles – not necessarily ILO's – the fragmentation prevailing in the employers' organizations makes hard to understand their actual priorities. However, under the circumstances, sustainability is far from being granted. Activities with trade unions are based on ILO fundamental principles and ILO/OECD instruments. Given the weakness of both the trade union training initiatives and the activities planned by the project in its last phase, the conditions to ensure sustainability are hard to be met. A consolidation phase would make a lot of sense, only if it could grant a consistent and intense training on core labour principles and industrial relations. In this case, it would not only increase project impact but also help to seek the external support that is necessary for two or three years after the project termination, through appropriate arrangements with a number of possible partners (ILO departments concerned, Italian organizations, other donors etc.).

Should the project come to an end in December 2007 (making use of the last instalment, whose delivery the evaluator takes for granted) and despite staff endeavours in the coming months, the results that will be achieved in two major project components, i.e. training and partnership projects, will be partial. In fact, taking into consideration that: teaching materials will be finalized in April or May this year; no activities can be organized during the Ramadan (September); and the staff will be busy in December with the drafting of final reports, there will be only six months available to: a) test the training materials; b) train a limited number of trainers; c) design and execute two or three partnership projects of a simple nature. For example, the government (labour inspection), the trade unions, the employers organization and the project could take care of the training of managers and workers' representatives members of some newly established work's councils in Moroccan and Tunisian companies; and d) make all the arrangements related to the sustainability of the activities once the project is over.

This is not, in itself, a good reason to submit a proposal for an additional phase. If an extension should be granted to all the projects which have not completely produced the expected outputs, I

guess that further funding would be the rule instead of the exception. The reason why this project ought to be given the chance to consolidate some results and ensure their sustainability is to be found in the uncertainties, changes of strategies and internal tensions that characterized the first part of the project life as well as well the choice of countries, in some of which the preparatory work had to be long and complex.

Someone might object that the project has already been extended for one additional year, as its termination date was initially scheduled in October 2006 and is now set in December 2007. This objection would not stand, since a consolidation phase is conceived, per definition, to consolidate the impact of activities already carried out. What happened with this project is that the implementation of the planned activities took much longer than foreseen and, therefore, operational resources became more and more scarce.

The project has taken off late and the donor representatives are confronted with a decision which is not new to them: Should we stop and loose most of the impact gained so far, or should we run the risk of providing additional funding, and, if so, under which conditions? The answer to the question being up to the donor, the evaluator can only deal with the “conditions” issue, and make recommendations, should the donor’s reaction be positive.

Recommendations

Under this heading three essential actions will be considered:

1) Work-plan for 2007

The money carried over from previous years plus the last instalment should be sufficient to cover the following items:

- a) 12 months staff (Geneva, Rome and the field), including administrative support, travel costs and evaluation mission. Possible savings in staff costs, due to MULTI support or other reasons, should be used in 2007 to increase the number of activities.
- b) Training of trainers’ courses for Moroccan and Tunisian partners. Since a few organizations in the countries concerned make use of staff exclusively devoted to this task, participants, whether they are trade union representatives, labour inspectors or staff of employers’ organizations, are very unlikely to be in a position to join in courses longer than a week.
- c) At least 4 seminars in Albania, devoted to fundamental labour principles. These seminars should represent a clear step forward in comparison with the information sessions carried out so far. The training material prepared by the project could be of use to the lecturers, although adapted to the audience, whose majority will certainly not be composed of trainers. The duration should be one full day, and simultaneous interpretation is to be granted. As suggested by some of the interviewees, seminars could focus on real problems concerning the prevailing economic sectors of the areas in which the events are held. Italian resource persons from the relevant economic sectors would help.
- d) Two or three partnership projects.

My calculations are necessarily approximate and conservative. The project staff, who know better than I do the partners to the project and their needs, will no doubt have other and brighter proposals. The important thing is that a real work-plan, including activities, dates and a detailed budget, be prepared on the basis of all the resources available. The director of MULTI will then decide about consultations he might deem appropriate.

2) A short Project Document for a consolidation phase, to be submitted to the donor in time to ensure continuity, should the proposal be approved. The main features of such a PRODOC should be as follows:

- a) realistic immediate objectives, taking into consideration the work previously done;
- b) suitable indicators, which can be really used to measure the success of the project;
- c) at least one year duration;
- d) one or two experts, (depending on the total amount made available by the donor) located in the field. The project would be completely devoted to training, on the basis of the materials already produced. Consultants will be hired for specific tasks. The expert(s) might keep a supervisory role concerning the activities in Albania and the actual implementation of them might be entrusted with the ILO National Correspondent.

Under this arrangement, staff costs will be kept to a minimum.

3) A “post-project work-plan” to be prepared before June this year, including all the contacts and initiatives to be undertaken in the following months to ensure that project impact will continue, once the project being presently implemented is over. Pending a donor’s decision concerning a consolidation phase, the assumption must be that the project will end in December 2007.

In Italy there are a variety of subjects which, under their normal programmes, carry out activities in the field concerned. What could help, at least for the ILO constituents, is the establishment of some sort of a coordination centre. The Ministry for Social Affairs, within the framework of the present Italian governmental structure, seems to be the most appropriate authority to be entrusted with this task. The social partners organizations and the ILO might wish to consider drawing the Minister’s attention to this issue. The possible promotion of tripartite activities could be a logical development of the tasks of this agency.

The contribution of the National Contact Point on OECD Guidelines (Ministry for Economic Development) could be crucial, taking also into account the number of participants who attend yearly their seminars on OECD Guidelines. A sound integration between the economic-oriented approach of the said National Contact Point and the labour rights-oriented approach of the ILO, together with the strengthening of tripartite participation, could open very interesting perspectives. Again, this is an issue to be discussed at the appropriate political level.

As to the developing countries involved, the plan should indicate ways and means to support a few activities to be carried out under the responsibility of the project partners and supported by the ILO as well as, if they so wish, by Italian organizations. To that purpose, the beneficiaries are to work out, with the assistance of the project management, their priority proposals.

The implementation of the activities should count on the following inputs:

- Training materials produced by the project and other materials available.
- Trainers trained by the project.
- Resource persons (the list referred to under Question 1 would help).
- Small financial contributions and participation in the events by ILO departments and units. Various ILO departments have an institutional role to play in the fields on which the work-plan will focus. They will no doubt allocate some resources to promote activities in Albania, Morocco and Tunisia under their regular programmes in the two-three years to come. In this connection, MULTI is expected to take the lead and the coordination of the operations. Although inter-departmental ventures within international organizations are often complicated, the very small amount of resources needed in this case should make the task easier. Finally, should some courses be organized this year in Turin, the ILO Training Centre might commit

itself to provide materials and technical guidance for the implementation of the “post-project work-plan”, as part of the package.

- Logistical support of the institutions/organizations concerned in Albania, Morocco and Tunisia.
- The implementation of the plan will be mostly in the hands of the beneficiary organizations, but the external support coordinated by the ILO, however small it may be, would encourage them to continue their endeavours and to progressively consider the issues at stake as part of their priorities. After all the promotion of international instruments concerning multinational enterprises and the contribution this can provide to the enhancement of fundamental labour rights are a major concern of ILO constituents.

Annexes

Annex I Project document

INTERNATIONAL LABOUR ORGANISATION (ILO)
MULTI-BILATERAL PROGRAMME OF TECHNICAL COOPERATION
SUMMARY PROJECT OUTLINE

Sustainable development through the Global Compact

Project number: INT/02/M33/ITA

Tentative duration: 3 years

Starting date (indicative): January 2003

Geographical coverage: Interregional

Project site: Rome and Geneva

Project language: English

Executing agency: ILO

Implementing agency: ILO

Government agency: Ministry of Foreign Affairs

Cooperating agencies: Office of the High Commissioner for Human Rights
United Nations Environment Programme
United Nations Development Programme

Project budget: US\$ 4,128,673

Preparation date: December 2002

Background and Justification

The process of economic globalization has created new opportunities for development and wealth creation. Yet globalization has occurred against a backdrop of global inequality, with one fifth of the world's people living on less than \$1 a day. The rising concerns about the effects of globalization on the developing world – be they related to the concentration of economic power, income inequalities or social unrest and terrorism – suggest that, in its present form, globalization may not be sustainable.

Recognizing that the failure to address the concerns of globalization posed a threat to the open global market, the United Nations Secretary-General Kofi Annan proposed embedding the global market in a network of shared values. Multinational enterprises, the leading actors of globalization, now account for one-tenth of world GDP and one-third of world exports. At the World Economic Forum in Davos, in January 1999, an event attended by many chief executives of the leading multinational enterprises, the Secretary-General challenged the world's business leaders to a Global Compact between the UN and business to build a more equitable global marketplace and thus make globalization both more stable and inclusive.

At the heart of the Global Compact are nine universal principles in the areas of human rights, labour and the environment. In his speech the Secretary-General exhorted the private sector to enhance its commitment to the public interest. He said: "I call on you – individually through your firms, and collectively through your business associations – to embrace, support and enact a set of core values in the areas of human rights, labour standards, and environmental practices." He asked companies to:

- support and respect the protection of internationally proclaimed human rights;
- make sure they are not complicit in human rights abuses;
- uphold freedom of association and the effective recognition of the right to collective bargaining;
- support the elimination of all forms of forced and compulsory labor;
- join the fight for the effective abolition of child labour;
- eliminate discrimination in respect of employment and occupation;
- adopt a precautionary approach to environmental challenges;
- undertake initiatives to promote greater environmental responsibility; and
- encourage the development and diffusion of environmentally friendly technologies.

In another speech to business leaders the Secretary-General said "Working with all of you is an important learning experience for us at the United Nations, too. I see the Global Compact as a chance for the UN to renew itself from within, and to gain greater relevance in the twenty-first century by showing that it can work with non-state actors, as well as states, to achieve the broad goals on which its members have agreed. That means that we, too, have to take risks – breaking free from yesterday's ideologies and bureaucratic impediments. Only by doing so can we earn the moral authority to mobilize people for change in the twenty-first century."

The response from the business community to the Global Compact challenge was overwhelming and following a intense process of consultations with the UN agencies most directly concerned with human rights, labour and the environment (UNHCHR, ILO and UNEP) and with a range of civil society organizations (including trade unions), the Global Compact was formally launched as a UN programme in July 2000. Since then it has become an effective advocacy tool and rallying point for partnerships and initiatives that promote an integrated approach to sustainable development based on the nine principles.

Global Compact activities include four main areas of activity: outreach initiatives at the global, regional and national level; policy dialogues to discuss issues of global concern and come up with innovative solutions; a learning forum to showcase best practice examples; and public-private partnership projects. Currently, the Global Compact encompasses almost a thousand companies while international trade unions, employers' organizations and other civil society organizations are also active participants. The Global Compact has thus grown into a comprehensive global network supported by the United Nations system and extending beyond the domain of member-state governments. It has already helped to make the debate over human rights and labour rights less divisive, particularly in countries where these issues have historically prompted political discord. By demonstrating the value of multi-stakeholder dialogue at the global level, the Compact has contributed to a more inclusive discourse on globalization. And through its emphasis on projects and learning, the Compact is beginning to have a practical impact on the lives of many – in their workplace and in their communities. See www.unglobalcompact.org for more details.

The companies engaged in the Global Compact are diverse and represent different industries and geographic regions. But they all aspire to contribute to global economic growth in a responsible manner that takes into consideration the interests and concerns not only of shareholders and investors but also of the larger community, including employees, customers, business partners and society at large. The Global Compact thus promotes corporate social responsibility (CSR) and partnerships that contribute to the goal of sustainable development and to the achievement of the UN Millennium Development Goals. For example, the first MDG, the eradication of extreme poverty and hunger, is closely linked to the realization of the human rights to food and work and to respect for the Compact's labour principles. Likewise the seventh MDG, ensuring environmental sustainability, is very closely linked to the Global Compact's environmental principles. It is by now widely accepted that public-private partnerships are indispensable to achieve the other MDGs.

The Global Compact and Italy

Some Global Compact activities have already taken place in Italy. In 1999 the *Confederazione Generale dell'Industria Italiana* (CONFINDUSTRIA) wrote to the Director- General of the ILO to express its support for the Global Compact, while some Italian NGOs have already organized meetings to promote the Global Compact bringing together representatives from business, labour and civil society.

There is however a need to promote greater awareness of, and support for, the Global Compact among Italian companies. This is particularly true for Italian small and medium-sized companies (SMEs). These are the backbone of the Italian economy and many of them have global supply links. By participating in the Global Compact, Italian enterprises will be able to share their experience with their counterparts in the developing world. This will give them an opportunity to show not only that adopting the Global Compact principles makes good business sense but also to share the Italian experience which conclusively demonstrates the importance of effective public-private partnerships and regional development for business development.

The ILO's role

The ILO, as one of the three core agencies in the Global Compact, is particularly well placed to facilitate this process given its long experience in the promotion of small and medium enterprises and its contacts with Italy in this context. Given its tripartite nature the ILO is also ideally suited to promote the process of social dialogue that is the essence of the Global Compact. The project will

build on the experience the ILO has had in promoting the application of the ILO Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy. This Declaration, adopted by the ILO's Governing Body in 1977 through a consensus among governments, employers' and workers' organizations encourages partnerships between multinational enterprises, local business, local government and trade unions. It promotes corporate social responsibility not only in respect of the labour principles of the Global Compact but also provides guidance on other ILO principles in the areas of employment promotion, human resource development, working conditions and industrial relations.

Project Approach and Strategy

A substantial part of the project's activities will be undertaken in Italy, where the project will initially aim at raising awareness and interest in the Global Compact among large, medium and small enterprises. Subsequently the project will work with Italian enterprises and other partners, such as employers' organizations, trade unions and regional governments, to promote and develop concrete action through partnerships with developing countries, particularly in those African countries where the Global Compact has already been launched. It is intended that many of these partnerships will be organized under the umbrella of the "decentralized cooperation" between Italian regions and their counterparts in developing countries.

Recognizing that good health of workers is fundamental to economic growth and poverty reduction, and in support of the sixth MDG (combating HIV/AIDS, malaria and other diseases), the project will also promote the application of ILO's Code of Practice on HIV/AIDS and the World of Work and help generate support in the Italian business community for the Global Fund to Fight AIDS, Tuberculosis and Malaria.

The project will have a three-step approach:

First Step: Outreach

Outreach and awareness raising activities will constitute the essence of activities in the early stages of the project. To encourage Italian enterprises to adopt strategies and policies consistent with the Global Compact principles, meetings and other public information activities will be organized to introduce companies to the Global Compact. These activities will be undertaken in cooperation with CONFINDUSTRIA, with the *Confederazione Italiana della Piccola e Media Industria* (CONFAPI) and with Italian regional governments. Later on, similar activities will also be undertaken in the developing countries that the project will cover.

Second Step: Material Development and Information Management

In order to be able to support those enterprises that express an interest in working along the lines of the Global Compact principles and help them operationalize the principles in their management systems the project will develop training materials in Italian. The project will also create an Italian Global Compact web-portal to facilitate access by Italian companies and other interested parties to good practice examples elsewhere and incorporate examples from the Italian corporate world.

A number of tools have already been developed for use in working with the business community to help them understand and implement the Global Compact principles. ILO, UNHCHR and UNEP have together developed an information kit and primer to introduce the principles in different contexts including companies, partnership projects and promotional activities. The ILO has a

complete set of training modules for the labour principles, while a comprehensive course on business and human rights is under development by UNHCHR. UNEP already has wide range of training materials for use with different target groups. The project would further develop, adapt and translate these different materials for use in the project's capacity building and outreach activities in Italy.

As part of its efforts to familiarize Italian companies and others that participate in the project, the project will develop an Italian Global Compact web-portal. This will provide access to the ILO's database on Business and Social Initiatives (BASI) and to the Global Compact Learning Forum. It will also facilitate the incorporation of good practice examples from Italy in these databases. The aim of this activity is to ensure the widest possible dissemination and availability of information on the application of the Global Compact principles as well as on successful partnerships. Eventually this type of information may also help companies take decisions on socially and environmentally responsible investment.

Third Step: Capacity Building

The project will translate interest into action, by helping Italian enterprises internalize the Global Compact principles in their own operations and down the supply chain. It will also assist in developing sustainable partnerships with enterprises and other stakeholders in developing countries. To facilitate this process, two types of capacity building activities will be undertaken. The first concerns training programmes in Italy and in the developing countries covered by the project. In each case a specific training strategy will be developed based on the specific needs and circumstances of each situation. Where possible and relevant such programmes will draw on the experience of Italian companies. In the developing countries concerned, training activities will be coordinated with ongoing Italian bilateral technical cooperation programmes in support of enterprise development and poverty alleviation.

The second type of activity is capacity building for partnerships. The aim of partnerships is to implement activities that make good development and economic sense. To ensure transparency partnerships must meet certain criteria that need to be explained and accepted by the partners. These criteria include the following: cover at least one of the three areas of the Global Compact; support the achievement of one or more MDGs; complementarity (i.e. the objective is achieved at lower cost, more effectively and quicker as a result of the partnership); subsidiarity (the activity would not otherwise be undertaken by either of the partners); fair competition in the selection of private partners; and actual in kind or cash contributions by the private partners.

Objectives

Development objective

An integrated approach to sustainable development based on the Global Compact principles.

Immediate Objectives

Greater awareness of and interest in the Global Compact in Italy and the developing countries where the project will be active

Adoption of business practices based on the Global Compact principles by Italian companies and those in the developing countries where the project will be active

Development and implementation of public-private partnerships that contribute to sustainable development

Indicators of Achievement

At the end of the project:

Companies will have adopted management systems that are in conformity with the Global Compact principles following training of their managers by the project

Partnerships will have been established between Italian companies, developing country companies and national, regional and local authorities and civil society organizations in support of one or more MDGs and in line with the Global Compact principles

There will be submissions from enterprises to the Global Compact Learning Forum as a result of their participation in the project

The Italian Global Compact web-portal will be fully operational

Other indicators may be developed in the course of the project to reflect the impact of specific partnerships.

Key Outputs and Activities

Immediate objective 1

Output 1.1: Promotional materials for Global Compact outreach meetings in Italian and other languages as required

Activity 1.1.1: Outreach activities

Output 1.2: Global Compact training materials adapted and translated in Italian and other languages as required

Activity 1.2.1 Material development

Output 1.3: Databases adapted and developed for easy availability to project partners

Activity 1.3.1: Information management

Immediate objective 2

Output 2.1: One hundred trainers and one thousand managers trained of which at least a third adopt the Global Compact principles in their management practices

Activity 2.1.1: Capacity building

Output 2.2: One hundred new submissions to the Global Compact Learning Forum

Activity 2.2.1: Processing of submissions through Italian Global Compact portal

Immediate objective 3

Output 3.2: One hundred substantial Global Compact partnerships

Activity 3.2.1: Capacity building and direct support

Institutional Framework

The Multinational Enterprises Programme in ILO headquarters (MULTI, ILO Geneva) will assume overall and technical responsibility for the project. It will also be able to draw on the technical expertise of other relevant ILO programmes, particularly the InFocus Programmes on the Declaration on Fundamental Principles and Rights at Work, on Child Labour, on Social Dialogue and on Small Enterprise Development.

The project will be based in the ILO Office in Rome. The Director of the ILO Office in Rome will convene and chair a consultative committee for the project. This committee will include representatives of the Italian government agencies concerned, employers' and workers' organizations and other civil society organizations. The Director of the ILO Office in Rome will also be responsible for liaising with the Italian Ministry of Foreign Affairs.

The implementation of the project will follow the usual ILO procedures regarding workplans and progress reports, with the Multinational Enterprises Programme being responsible for the preparation of workplans and progress reports for subsequent submission to the donor.

The ILO will establish subcontracts with UNHCHR and UNEP in order to enable them to contribute to the adaptation of the necessary promotion and training materials on human rights and the environment. The project will also liaise with the Global Compact Office and UNDP in New York not only to coordinate the project activities with other planned and existing Global Compact activities but also to share the project experience so that other countries may undertake similar activities.

Inputs

The project staff will consist of a senior technical adviser, a national expert in communications and an administrative assistant, all to be placed in the ILO Office in Rome. Resources will further be required for international and national consultants at various stages of the project, as well as for technical inputs by the three technical UN agencies involved in the Global Compact. An allocation is further included to enable the project to recruit national coordinators in those developing countries where the project will be most active. Travel funds are included in the budget to facilitate travel by project staff and UN agency staff.

The bulk of the inputs is represented by the resources required for promotion and capacity building activities, the exact number and type of which will be defined in the project workplan. A small allocation is included to develop the Italian Global Compact web-portal.

Annex II Terms of reference

Terms of Reference for Independent Project Evaluation

1. Project description

The Italian Ministry of Foreign Affairs started in 2003 a significant action in support of the United Nations' Global Compact, by deciding in particular to fund the project "Sustainable development through Global Compact", to be implemented by the ILO. While the initial purpose of the project was to promote greater awareness of, and support for, the Global Compact among Italian companies and to share the Italian experience concerning public-private partnerships; consultations held at the early stages of implementation with the Italian social partners led to a considerable transformation of the project scope. Accordingly, the project promotes corporate social responsibility (CSR) not only on the basis of the UN Global Compact but also of the two other main international instruments addressed to enterprises, namely the ILO Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy (MNE Declaration), and the OECD Guidelines for Multinational Enterprises.

The development objective of the project is "an integrated approach to sustainable development based on the principles of the Global Compact, the MNE Declaration, and the OECD Guidelines for Multinational Enterprises". Its specific goals are:

1. Greater awareness of and interest in the Global Compact, the MNE Declaration and the OECD Guidelines.
2. Adoption of business practices based on the principles of the three instruments.
3. Development of public-private partnerships that contribute to sustainable development.

The project operates in Italy, Albania, Morocco and Tunisia. Since most Italian enterprises are small and medium, the project not only targets large companies but also Italian SMEs that are already operating, or intend to operate, in those three countries. In those countries, activities are also addressed to local enterprises, employers' organizations and trade unions, with the aim of using Italian entrepreneurial experience and tradition of industrial relations as vehicles for sharing and spreading good CSR practices.

Project activities include an information campaign, training activities for company managers, employers' organizations and trade unions, and assistance to companies on how to integrate the CSR principles in their strategies and day-to-day activities and on how to participate in the Global Compact. The project also facilitates the setting up of Global Compact networks in the four countries of operation. These networks gather companies, trade unions, institutions, civil society organizations and UN agencies, in order to facilitate exchanges among participants.

The ILO tripartite partners oversee and monitor project implementation through steering committees made up of representatives from the relevant Ministries, main organizations of employers and trade unions in all countries of operation. These tripartite steering committees were set up in order to ensure that the implementation of the project takes into account the national realities and constituents' concerns. They also act as steering committees of the Global Compact networks in each country. The Italian steering committee oversees the entire project implementation. It approves general work plans and receives annual progress reports. It decided in which developing countries the project would operate.

2. Current status of the project

The project started in October 2003 and was initially intended to last three years with a total budget of four million euros. The project has so far received funding for a total of US\$3,589,269 as the Italian government approves financial contributions on a yearly basis, but thanks to savings made in previous years, it is now starting its fourth year of implementation. With the final contribution it will receive in 2007, the project will likely end in December 2007.

The implementation of the project started in Italy in 2004, in Tunisia in 2005, and in Morocco and Albania only in 2006. In these two countries the start of activities was delayed by various unexpected circumstances. This is therefore the most propitious time to assess what has been accomplished so far and determine what improvements could be made in terms of project implementation for its last year. An independent evaluation will be conducted to this end in accordance with the ILO evaluation policy which states that projects with a budget of over US\$ 500,000 require an independent evaluation at least once during the project cycle.

From October 2003 to January 2007, the project has carried out the activities described below.

In Italy

a) Development of communication tools

- An information kit containing the following materials:
 - A folder with the logo of the project and a block notes
 - A project brochure: the first edition in 2003 was trilingual (Italian, English and French) and the second edition published in 2004 is in Italian
 - The official UN Global Compact leaflet in Italian
 - The Italian version of the MNE Declaration
 - The OECD Guidelines in Italian.
- A video spot in Italian and English was produced with the financial contribution of the Italian Institute for insurance against accidents at work, INAIL. The spot has been broadcasted by RAI and Mediaset TV channels as a public service announcement free of charge. It was also presented at the Global Compact Leaders' Summit in New York in June 2004.
- The Website www.globalcompactitalia.org is the Italian web portal for the Global Compact. It contains a database of the Italian companies and organizations participating in the Global Compact, but also information on the MNE Declaration, the OECD Guidelines and other important initiatives on CSR. The website and the database are regularly updated.

b) Meetings and events

- The Ministry of Foreign Affairs hosted the official launch of the project on 4 May 2004 at *Palazzo Madama* in Rome.
- The project staff regularly participate in meetings and seminars organized by other organizations or companies about CSR at the national and local levels. They provide excellent opportunities to present the project and promote the three instruments.
- In May 2006 the project organized a mission to Italy for its Tunisian and Moroccan partners (members of the steering committees). The purpose was to provide an opportunity for the project partners of the three countries to share their experiences in the area of CSR and to identify common strategies for the next stages of project implementation. The programme included bilateral meetings between Tunisian and Italian ministries and social partners, a

meeting of the Tunisian and Italian steering committees, a visit to the industrial district of Santa Croce sull'Arno (Tuscany), and a meeting with the authorities of Tuscany in Florence.

c) Networks and partnerships

- A number of organizations, banks and companies are actively supporting the project either by giving visibility to the project in their own operations or by taking part to the organization of activities. The project is also collaborating with the Italian National Contact Point on the OCDE guidelines.
- One of the main activities of the project is to facilitate the creation of Global Compact networks in the countries where it operates and to coordinate them. In Italy there was already a network led by an NGO, Cittadinanzattiva, and a second network has been created in the region of Campania since the project started. The project provides them with material and guidance for the realization of their activities. Towards the end of 2006, the project intensified its efforts to consolidate the Italian GC Network (created by Cittadinanzattiva) in order to enable it to take the leadership on Global Compact activities in Italy once the project will be over. According to the request of the donor, this will be particularly important for ensuring the sustainability of the initiative. In October, the project convened a meeting aimed at enlarging the existing network by encouraging the project partners, including ILO constituents, to get involved in its activities.

In Tunisia

- The project brochure was adapted to the Tunisian context and published in February 2005 in French and Arabic. The website www.pactemondialtunisie.org was accessible on line in April 2005 (French, English, and Arabic).
- The information campaign started in February 2005 with a meeting organized for the Tunisian-Italian Chamber of Commerce. Awareness-raising seminars have been organized in 2005 and 2006 for the Tunisian organizations of employers and workers in Tunis, Jendouba, Manouba, Sousse, Ben Arous, Sfax, Monastir, Ariana, Hammamet, Nabeul and Tunis Sud. Representatives of Italian trade unions, employers' organizations or companies have participated in some of these meetings. Similar seminars were organized for the members of the Tunisian Association of Young Entrepreneurs as well as the Tunisian Association of Women Chiefs of enterprises.
- The project coordinator in Tunisia has been sending the brochure accompanied with introduction letters to all relevant organizations in Tunisia. He has also held a meeting with the Vice-president of the Association of Italian entrepreneurs in Tunisia (IMIT), who showed great interest in collaborating with the project.
- The project carried out a survey on CSR and enterprises operating in Tunisia. Its full report was published at the end of September 2005.
- The official launch of the Tunisian GC network was held on 29 September 2005 with the High Patronage of the President of the Republic of Tunisia and in partnership with UTICA, UNDP, the Institute of Social Audit of Tunis (IAST), and the University "Tunis El Manar".
- The project supported the efforts of the Ministry of Social Affairs in training a group of officials who are responsible for the new regional labour inspection units that promote social dialogue at the enterprise level. The training programme comprised of three seminars addressing the following subjects: the social responsibilities of business and international labour standards; the role that social dialogue structures can play in improving productivity of the enterprise; and the role of consultative committees within enterprises in promoting

social dialogue and the prevention of labour conflicts. The project organized the three seminars and arranged for the participation of an ILO specialist on social dialogue at the second and third seminars. This activity was not included in the project work plan but was added to it in response to a request made by the Tunisian Ministry.

- A seminar was organized on 1 November 2006 in Tunis to explain to Tunisian enterprises that have joined the Global Compact what their participation in the initiative entails.
- Two tripartite seminars to promote social dialogue at the enterprise level were organized with the participation of an ILO expert on social dialogue. The first one in Monastir, on 3 November and the second in Gafsa on 10 January 2007.

In Morocco

- The information campaign started in March 2006 with the publication of the project brochure in French and Arabic and the website in French, Arabic and English (www.pactemondialmaroc.org).
- The project carried out a research concerning CSR in the country, similar to that undertaken in Tunisia. Its results should be published in early 2007.
- The launch of the Global Compact was held on 21 April 2006 in Casablanca.
- In 2006, awareness-raising seminars were organized for the Moroccan organizations of employers and workers in Casablanca, Tanger, Agadir, Fès and Marrakech. Representatives of Italian trade unions and employers' organizations have participated in some of these meetings.
- The project supported the Ministry of Employment in the organization of two tripartite seminars in Marrakech and Agadir (22 and 23 December 2006).

In Albania

- The information campaign started in April 2006.
- Information seminars for trade unions have been organized in Tirana, Skodra, Korça, Vlore and Dures with the participation of Italian trade unions' representatives.

2.5. In all countries

a) Training

An important component of the project is the organization of training seminars to help companies put labour principles into practice. The project is therefore developing a training manual on the labour dimension of CSR. During 2007 project activities will focus on training.

b) Assistance to participants

- Providing assistance to the different types of organizations that wish to adhere to the Global Compact, to know more about its principles or to join and form networks.
- Assisting project partners, whenever needed, in carrying out concrete actions to implement the principles of the ILO Tripartite Declaration and collaborating with the Italian National Contact Point and the Trade Union Advisory Committee (TUAC) for matters related to the OECD guidelines.
- Facilitating the communication among the networks of all the countries where it operates, as well as their participation in international Global Compact events.

3. Purpose, scope and clients of the evaluation

The purpose of the evaluation is to:

- e) determine what have been the project outputs in three years of implementation;
- f) assess the relevance of the project in each country of operation;
- g) assess the approach taken;
- h) assess the cost-efficiency of the project; and
- i) provide recommendations on how to improve project performance.

The evaluator will address issues both of project implementation and actual or foreseen impact based on the current strategy and work plan. It will be important to keep in mind that this strategy has considerably evolved from the original project document as a result of consultations with the Italian tripartite constituents as well as for reasons related to the very nature of the project.

The clients of the evaluation are of two types:

- Internal: the project staff, the Multinational Enterprises Programme, which is the responsible ILO unit, and the Governing Body.
- External: the donor, project partners (Steering Committees) in the four countries where it operates, as well as the Global Compact Office.

4. Suggested analytical framework

The evaluation should provide answers to the following questions:

Relevance and strategic fit

1) Is the project strategy valid in terms of the appropriateness of: the objectives being pursued, the activities being implemented, the progress achieved during the past three years and the likely progress during the fourth year?

Validity of design

2) Are the planned project objectives and outcomes relevant and realistic to the situation on the ground? Do they need to be adapted to specific (local, sectoral, etc.) needs or conditions?

3) How appropriate and useful are the indicators described in the project document in assessing the project's progress? Are the targeted indicator values realistic and can they be tracked? If necessary, how should they be modified to be more useful? Are the means of verification for the indicators appropriate?

Project progress and effectiveness

4) Is implementation on track in terms of the work plan? What obstacles to achieving outputs have been encountered to date and are there any apparent barriers to future implementation?

5) How do the outputs and outcomes contribute to the ILO's mainstreamed strategies? In particular, how do they contribute to:

- Gender equality?
- Strengthening of the social partners and social dialogue?
- Strengthening the influence of labour standards?

- 6) How have stakeholders been involved in project implementation? How effective has the project been in establishing national ownership? Is the project management and implementation participatory and is this participation contributing towards achievement of the project objectives? Has the project been appropriately responsive to the needs of the national constituents and changing partner priorities?

Efficiency of resource use

- 7) Have resources (funds, human resources, time, expertise, etc.) been allocated strategically to achieve outcomes?
- 8) Have resources been used efficiently? Have activities supporting the strategy been cost-effective? In general, do the results achieved justify the costs? Could the same results be attained with fewer resources?

Effectiveness of management arrangements

- 9) How has project staff performed to date in terms of efficiency, effectiveness, and communications (with the field office, the regional office, the responsible technical department at headquarters, CODEV and the donor)?
- 10) If the project has a national steering committee, do the members have a good grasp of the project strategy? How do they contribute to the success of the project?

Impact orientation and sustainability

- 11) What impacts has the project had on its target beneficiaries at the national, local and enterprise levels?
- 12) Can project activities and impacts be sustained in terms of the current participation and commitment to carry on after project termination among the partners in the four countries?
- 13) Should there be a second phase of the project to consolidate achievements in any of the countries of operation?

5. Methodology

The evaluator will collect the information needed to answer to the questions above mainly through two channels: the review of all relevant documents and interviews and/or meetings with project staff, partners and target groups.

5.1. Document Review

The evaluator will have access to all the relevant project documents he might need to consult. He will in particular examine the following:

- Project document
- Strategic note 2004
- Work plans
- Annual Progress reports
- Minutes of all Steering Committees' meetings
- Communications with any relevant partners.

5.2. Interviews and meetings

The evaluator will conduct individual interviews and/or meetings with the following key people:

- Project staff in Geneva, Rome, Tunis, Rabat and Tirana.
- Members of the project Steering Committees.
- Representatives of the Albanian, Tunisian and Moroccan organizations (Ministries, employers and workers) that have participated in project activities.

To that purpose, he will undertake missions to Tunisia, Morocco and Albania.

The output of the evaluation will be a final report according to the following outline:

1. Abstract
2. Project Description
3. Introduction on purpose, scope and clients of the evaluation
4. Brief description of the analytical framework and methodology
5. Review of implementation highlighting main milestones and challenges
6. Evaluation findings according to the questions of the analytical framework
7. Conclusions and lessons learned
8. Recommendations
9. Annexes: TOR, list of persons contacted, and any other relevant information

6. Management arrangements, work plan and time frame

The evaluation manager will be Mr. Dominique Michel, Team Leader of the Multinational Enterprises Programme at the ILO headquarters and the evaluator will be Mr. Giuseppe Querenghi. The evaluation will be conducted from 23 January to 2 March according to the following time frame.

January 23 to 31 Rome:

- Document review
- Meetings with project staff, the director of the ILO Office in Rome
- Individual interviews with the members of the Project Steering Committee and other relevant partners

February 5 to 8 Tunis (Tunisia): individual interviews with the national Coordinator, the members of the Tunisian Steering Committee, and some representatives of target groups.

February 9 to 14 Fès, Rabat and Casablanca (Morocco): individual interviews with the national Coordinator, the members of the Moroccan Steering Committee, and some representatives of target groups.

February 18 to 22 Tirana (Albania): individual interviews with the national Coordinator, and representatives of Albanian partners and target groups.

February 23 to 2 March Preparation of the final report

Annex III List of meetings and interviews

ITALY

Ministry of Foreign Affairs

Mr Mauro Massoni, Head of the Multilateral Office, General Directorate for Development Cooperation

Ms Vincenza Russo, Multilateral Office, General Directorate for Development Cooperation

Ministry for the Environment and Territory

Mr Antonio Bernardini, Diplomatic Counsellor of the Minister

Ministry of the Economic Development

Ms Carla Petrunaro, National Contact Point for OECD Guidelines, General Directorate for Production Development, member of the Steering Committee

CGIL (Italian General Confederation of Labour)

Mr Leopoldo Tartaglia International Department, member of the Steering Committee

CISL (Italian Confederation of Workers' Trade Unions)

Ms Cecilia Brighi, International Department, member of the Steering Committee

UIL (Italian Labour Union)

Ms Cinzia del Rio, International Department, member of the Steering Committee

Confindustria (General Confederation of Italian industry)

Mr Massimo Marchetti, Industrial Relations Department

Ms Stefania Rossi, Industrial Relations Department, member of the Steering Committee

CONFAPI (Italian Confederation of small and medium-sized industry)

Ms Melania Carretta, Industrial Relations Department, member of the Steering Committee

Mr Armando Occhipinti, Industrial Relations Department

Chamber of Commerce of Rome

Ms Ottavia Ricci, CSR Desk

ILO Office for Italy and San Marino

Mr Claudio Lenoci, Director of the Office

ALBANIA

Ministry of Labour

Mr Kosta Bajraba, Head of Cabinet of the Minister

BSPSH (Association of Independent Albanian Trade Unions)

Mr Gezim Kalaja, President

KSSH (Confederation of Albanian Trade Unions)

Mr Xhaferr Dobrusha, Vice-President

FSTBSH (Independent Trade Union Federation of Commerce, Banks and Services of Albania)

Mr Hasan Shkalla, President

BOBSH(Union of Business Organizations of Albania)

Mr Koço Kokdhima, President

KOP (Council of Employers Organizations)

Mr Vladimir Koka, President

KOPSH (Council of Employers Organizations of Albania)

Mr Imir Kamba, Vice President

Company

Ms Alma Bici, AGNAGROUP (member of the Global Compact)

MOROCCO

Italian Cooperation office

Mr Sergio Palladini Director of the Office

Mr Nestor Morgandi Programme Officer

Mr Francesco Grieco Programme Officer

Ministry of Employment and Training

Mr Mohamed Baallal Responsible for the International cooperation, member of the Steering Committee

Mr Moha Ajli Chief of the Casablanca District

CDT (Democratic Confederation of Labour)

Mr Abdelkarim Elaziz, member of the Steering Committee

FDT (Democratic Federation of Labour)

Mr Larbi Habschi, member of the Steering Committee

UGTM (General Union of Workers of Morocco)

Mr Abdellah El Azizi, member of the Steering Committee

CGEM (General Confederation of Moroccan Enterprises)

Ms Rajae Tazi, member of the Steering Committee

Mr Sekkat President of the Regional office of Fés

Mr Harti Regional office of Fés

Mr Benchekroun Regional office of Fés

Mr Bennis Regional office of Fés

FCMCIS (Federation of Moroccan Chambers of Commerce, Industry and Services)

Ms Souad El Kohen, President of the Chamber of Commerce of Casablanca

Company

Mr Rachid Belkahia General Director of Eramedic (member of the Global Compact)

TUNISIA

ILO Office in Algiers

Mr Sadok Bel Hadj Hassine, Director of the Office

Italian Cooperation Office

Mr Mariano Foti, Director of the office

Ministry of Social Affairs, Solidarity, and Tunisians Abroad

Mr Abderrazek Khelifi, Director General of Labour, President of the Steering Committee

Ms Samia Bacouche, Sub Director of Labour, Secretary of the Steering Committee

Labour Inspection

Mr Kamel Omrane, Director General of Labour Inspection, member of the Steering Committee

Mr Lassaad Hermassi, Chief of Service

Mr Adel Elouaer, Labour Inspector in Monastir

Mme Alya Khelil, Labour Inspector in Ariana

Mr Foued Mejdji, Labour Inspector in Tunis

Ministry of Industry and SMEs

Mr Noureddine Ben Farhat, Sub Director, member of the steering committee

UGTT (Tunisian General Union of Labour)

Mr Mohamed SHIMI, Deputy Secretary General

UTICA (Tunisian Union of Industry, Trade and Craft industry)

Mr Sami Sillini Central Director of Social Affairs, member of the steering committee

Mr Ridha Ayari, Responsible for Social law, member of the steering committee

Mr Mokhtar Ben Moussa, Responsible for the Leather and footwear sector

Mr Younes Mannai, President Regional Branch of Manouba

Mr Riadh Hamouda, First Secretary of the Regional Branch of Manouba

Companies

Mr. Mohamed Zaouia, Chief Executive Officer of *Ateliers Mécaniques du Sahel* (AMS), (member of the Global Compact)

Mr Ridha Slama, Director General, *ELS Slama Frères* (member of the Global Compact)

Mr Faouzi Slama, food industry *Slama GIAS* (member of the Global Compact)

Mr Mohamed Drira, Human Resources Manager, *Christine Confection Group*(member of the Global Compact)

Ms Zouhaier Yemaiel, Labour Medecine doctor, *Christine Confection Group*(member of the Global Compact)

Mr Hichem Kassis, Manager, *Sicovet*(member of the Global Compact)