



ILO - EVALUATION

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LIST OF ABBREVIATIONS

CHR - Commission on Human Rights
CPT - Comissão Pastoral da Terra
ILO - International Labor Organization
MOL - Ministry of Labor
NGO - Nongovernmental Organization
NHRC - National Human Rights Commission
U.S. - United States
UN - United Nations
USAID - U.S. Agency for International Development
USD - United States Dollar [or US\$]

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EXECUTIVE SUMMARY

Overall, the Project “Eradicating Forced Labor from Global Supply Chains through Social Dialogue” has achieved its planned objectives and greatly contributed for supporting the activities of the National Pact for the Eradication of Slave Labor in Brazil. The main features and dimensions of the evaluation of the Project are summarized below:

i. Relevance:

Accordingly, with the goals of the current Brazilian national policy to eliminate forced labor in the country, the project was of great importance for supporting one of its major initiatives: the National Pact for the Eradication of Slave Labor in Brazil. Indeed, the three goals of the project are consistently described in the 2nd National Plan for the Eradication of Slave Labor (actions 7, 41, 48, 49, 52, 59, 60, 61). In addition, the support of the Project contributed definitely to the international monitoring of forced labor condition in Brazil and the international dissemination of its main challenges and results.

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ii. Validity:

Reporting mechanisms were well established. Nevertheless, the Technical Progress Reports are mainly oriented towards process and activities and do not contain enough analysis of the project outcomes in terms of indicators.

iii. Efficiency:

All interviewed stakeholders (more than 30) expressed the view that the project inputs (financial resources and personnel) were efficiently applied to achieve the project objectives.¹ A large amount of activities were successfully carried out. Given the reduced number of personnel, partners have adopted an efficient strategy of action, emphasizing the economic risk of some sectors in dealing with or being related to forced labor.

iv. Effectiveness:

¹ The final financial report was not available to the evaluators so the above conclusion is based on interviews from stakeholders and partner's feedback.

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The project's management approach applied by ILO in cooperation with implementing partners has been effective. According to the technical progress reports, the project has achieved its main outputs. After a deep analysis of its progress reports and a review of its implementation, in some cases it has even exceeded expectations on some planned activities, surpassing the number of researched chains, meetings, lectures and trainings established as goals of the Project, for instance.²

v. Impact:

The project intervention resulted in a number of long-term impacts on stakeholders, such as:

- ✓ some penalties and sanctions against companies involved in forced labor enhanced;
- ✓ knowledge about the complexity of the functioning and the productive chain of forced labor on Brazilian economy expanded;
- ✓ public officials (judges, auditors, etc.), private employees and businessmen in Brazil and abroad sensitized on the existence of Forced Labor in the economy and its threats to the companies that rely on it to obtain profits and to remain competitive;
- ✓ National Pact's activities against forced labor were supported and expanded;

² As described on the implementation review, exceptions were outputs: 2.1.2; 2.1.3; 2.2.1; 2.2.2; 2.2.3; 2.2.4; 2.3.3.

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- ✓ contributions were made towards the consolidation of a positive image of the ILO among their partners and other stakeholders.

vi. Sustainability:

The interviewed project partners and other stakeholders agreed that the project outcomes are sustainable over time. This is due to the actual institutionalization of the National Pact and the deep involvement of current partners in its activities. For this reason, it is expected that the products continue to be realized even without the U.S. support to the project. Nevertheless, continuous support of the donors, government and private companies was seen as a facilitator to eliminate faster Forced Labor in Brazil.

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Recommendations & Lessons Learned

a) Main recommendations:

- i) To improve the governance of the project and National Pact, since the structure of one's governance affects the other part results and outcomes;
- ii) to reform the National Pact governance structure, including the creation of an autonomous body with an Executive-Secretary (or Executive-Director) in order to enable partners to have a more specialized (and independent) body to carry out the duties and the foreseen actions in their own field of work and an all-encompassing General Council, to increase representation of some private companies which feel under-represented and happy with the current structure of the Steering Committee, as well as to embrace a larger number of interests and partners not represented in the Steering Committee;
- iii) to transform the current Steering Committee in a provisional Advisory Committee, in order to help a transition to the recommended governance reform;
- iv) to assign the task of making denounces of 'forced labor situations' to any member of the National Pact to the future General Council, separating this activity from the current Steering Committee and the future Executive - Secretariat of

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the National Pact - to allow a better negotiation with members;

- v) to negotiate the National Pact addendum with less problematic arenas (sectors) before the negotiation with the most important economic sectors;
- vi) to validate the National Pact addendum with stakeholders before its signature;
- vii) to discuss the implementation of sector Pacts (textiles, automobile, steel, charcoal, etc), in order to facilitate their compliance with the goals of the National Pact;
- viii) to establish a contribution scheduled to companies which join the National Pact, proportional to their invoices, in order to support future projects;
- ix) to allow individual donations by companies and national governments as additional contributions (besides the annual contributions) in order to strengthen the structure of the new body behind the National Pact;
- x) to promote and encourage the autonomous and transparent deep research on supply chains covered by the National Pact's signatories or other sectors considered of relevant interest but which, for some particular reason, have not signed the National Pact yet.

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b) Lessons learned

- ✓ an appropriate selection of partners, as was done by this project, is a key aspect in its success;
- ✓ a previous consultation of the future partners about the foreseen joined activities of the Project to be carried out, might have avoided some inefficiencies and rework observed in some cases and it could have helped to obtain a more effective and productive engagement on planned activities;
- ✓ a legitimate and reliable partner, like ILO, is an essential coordinator agent in any project which aims to strengthen network policies and that involves public policies, private and non-governmental stakeholders and the Brazilian government in a National Plan Against Forced Labor;
- ✓ a well-succeed policy, such as the Brazilian National Plan Against Forced Labor, might be difficult to be exported exactly as it is shaped accordingly with Brazil's peculiarities of its institutional environment, but its concept and model can be replicated if conditions are identified;
- ✓ partners need to be aware that they are going to be evaluated in accordance with the planned indicators. This cannot be taken for granted.

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1. BACKGROUND AND PROJECT DESCRIPTION

In 1995, Brazil was one of the first countries to officially recognize that modern slave labor, although illegal, still marginally exists in its territory. Since then, according to ILO, the country has become a case study for its advancements in combating labor analogous to slavery.

The main reason for this achievement is believed to be the well-established Brazilian policy network rooted on public and societal collaborative efforts to promote decent work conditions.

This policy has helped the federal government with the capillarity and also the strengths of the civil society organizations (CSOs) to plan some key actions against Forced Labor in Brazil. As a result, in 2003 and 2008, the President of the Republic launched respectively the 1st and 2nd National Plans for the Eradication of Slave Labor.

At the public side, even though a program to abolish completely Forced Labor in Brazil has existed since 1995, it was only in 2003 that the Brazilian Government made the slave labor eradication a top priority in the public agenda.

According to the data collected in the Labor Inspection Secretariat (Brazilian Ministry of Labor and Employment), from 1995 until 2002, 177 inspections, carried out by Mobile Inspection Groups, have freed 5.893 employees which were maintained in working conditions that could be compared to slavery.³

³ There are some common features which are used to evidence the existence of 'Forced Labor', such as the withdrawn of the Labor Identity (or Card) by the boss, the

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In contrast, from 2003 until 2010, after the launch of the 1st and 2nd National Plan for the Eradication of Slave Labor, 2.029 inspections have freed 33.287 slave workers.

Currently, challenges for governmental policies are fundamentally linked to prevent the worker's return to slavery conditions. The main strategies used by Brazilian government were:

- a) to improve the social assistance network through social programs such as '*Bolsa Família*';
- b) to offer professional formal training for workers (Qualification Programs);
- c) to deepen sanctions against violators; and
- d) enforcing legal actions against offenders - the proposal of a PEC 438/2001 is an example of such practice.

From a Civil Society point of view, NGOs, such as the *Comissão Pastoral da Terra (CPT)*, have a long tradition on denouncing and fighting against forced labor in Brazil. The experience of the *Comissão Pastoral da Terra (CPT)* was pivotal to allow a national program to be launched.

lack of freedom or movement (to go or to stay) and the existence of debts which are not payable (due to its amount) with the boss or the person which served as an intermediary. In Brazil this person who makes the intermediation of workforce is called 'gato' ('cat').

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Indeed, NGOs, social movements and other CSOs, mainly led by CPT, in association with ILO, have had a decisive role on putting Forced Labor on governmental agenda – particularly from 1995 onwards.

CSOs also have helped Brazilian government to formulate and to propose new public policies that would allow the social control of Forced Labor and other labor violations. In the end, as it could be expected, the CSOs were also called to help to implement the measures proposed. In this scenario, a private agreement among civil society actors - the National Agreement on Eradicate Slave Labor in Brazil - was established in May 2005.

This National Pact was celebrated as a unique initiative on labor relations which resembled the ILO itself with its three part tier (patron-labor-government) membership. In this area, Brazilian innovative dealings showed that it was possible to combat Forced Labor through a policy network involving a public-private partnership.

Besides, the Pact indicated that one of the most important remedies against the plague of modern slavery was to involve businessmen into the solution of this societal problem, especially by cleaning their supply chain from forced labor and promoting other related actions.

In order to strengthen the National Pact, the International Labour Organization (ILO) seeks continuously funds from international donors who are concerned with the issue of 'Forced Labor'.

One of these donors is the US Government, through two main agencies: the Depart of Labor (DOL) and through the United States Department of State (USDOS). This final evaluation report covers the entire execution of the Project supported by the United States

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Department of State (USDOS) in the latest two years of duration of the Pact: 2010/2011.⁴

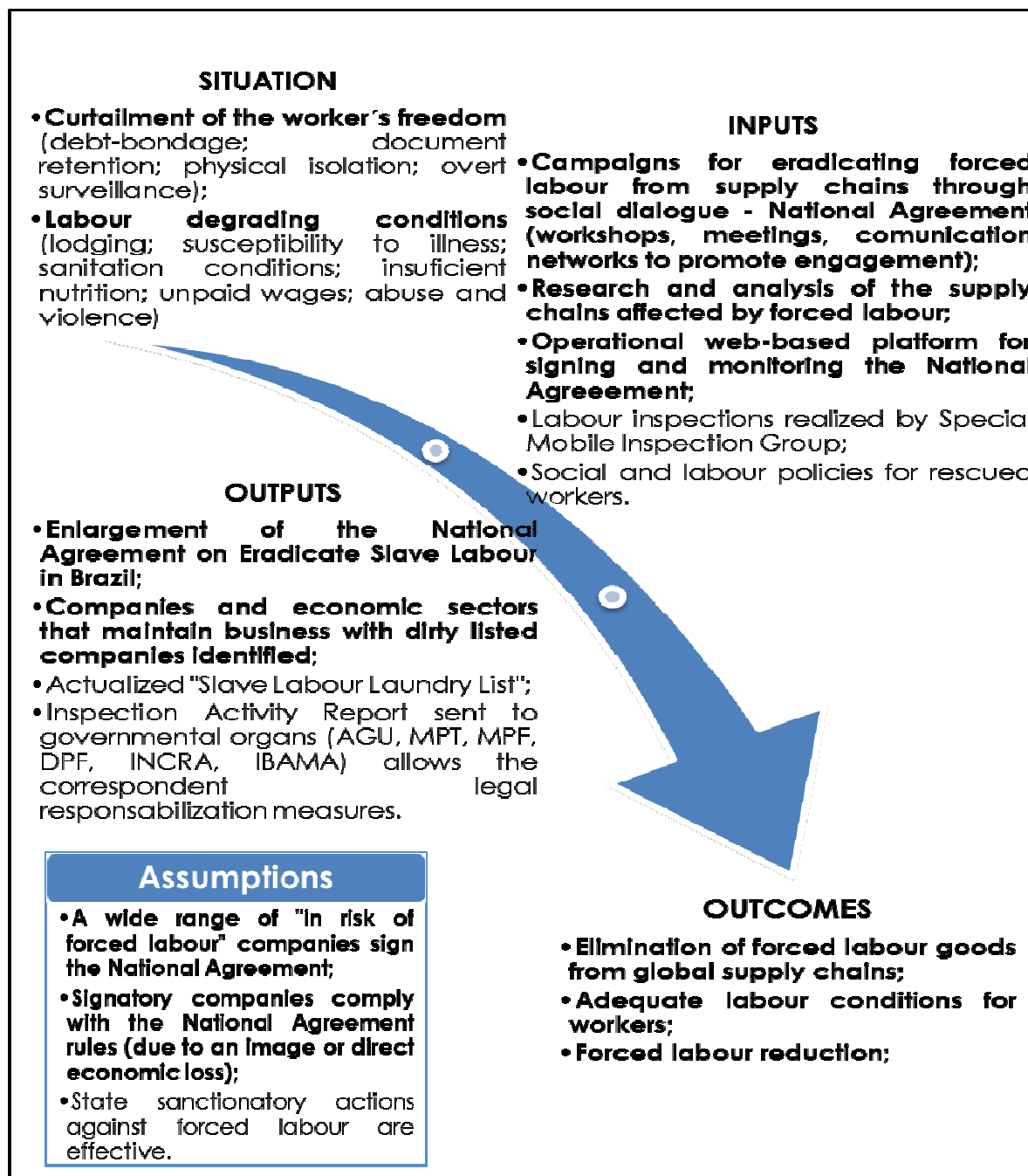
In order to assure the viability of the Project intervention, the International Labour Organization (ILO) has sought associated with three well-known Brazilian Civil Society Organizations: **Reporter Brazil** (a Research organization), **Social Observatory** (linked to Brazilian Trade Unions) and **Ethos Institute**, which promotes social responsibility practices among Brazilian companies. In the next Graph it is presented the Logical Framework of the Project:

⁴ "Eradicating Forced Labor from Global Supply Chains through Social Dialogue" (BRA/08/02/USA – M26010216818). Although the Project was signed in 2009, it only started its implementation in 2010.

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GRAPH 1: LOGICAL FRAMEWORK



Obs.: Actions related with the National Pact are bolded

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Overall objective of the project:⁵

The project enhances the National Pact for the Eradication of Slave Labor in Brazil to eliminate forced labor from Global Supply Chains in risk sectors through Social Dialogue.

Specific objectives of the project (according to its logical framework):

1. To rise general awareness on fundamental principles and rights at work violations within commercial chains;
2. To strengthen risk management capacity of enterprises to identify, monitor, prevent and remediate the use of forced labor in their supply chains and operations;
3. Enlarge the scope of mapped information and research on current global supply chains;
4. To promote the international cooperation (through the National Pact Addendum called “commitment by multinational companies doing business in Brazil”).

The project's final beneficiaries are the actual and potential victims of Forced Labor in Brazil. Nevertheless, the project target group is the national companies, committed with the promotion of decent work by “cleaning” its value chain.

⁵ The complete terms of reference for this evaluation can be found at the Appendix 01

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2. EVALUATION'S PURPOSE AND METHODOLOGY

In line with the ILO's standards for evaluation of technical cooperation projects, the final independent evaluation is based on the evaluation of the project's effectiveness in carrying out its objectives and its impact. According to this general objective, the purpose of this informational, external and independent evaluation was to:

- accountability to the USDOS-DRL regarding the results achieved from the project implemented by the ILO Office in Brazil;
- provide an assessment of the contribution of the project to the achievement of related ILO's Global Outcomes in the context of the ILO's Strategic Framework;
- assess the outcomes of the project and its effectiveness with regard to achieving the overall and specific objectives;
- identify problems encountered during implementation and the actions taken to overcome these problems to improve the relevance, validity, efficiency, impact and sustainability of the project operations;
- provide a set of lessons learned and good practices that can be applied to ILO interventions in other parts of Brazil and in other countries (particularly in the context of South-South Cooperation).
- develop recommendations for future interventions.

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The main clients of the evaluation are the USDOS-DRL and the ILO Office in Brazil. The ILO's tripartite constituents, international partners in Brazil and national implementing partners are also important clients.

A major emphasis were placed on the project logical framework, qualitative and quantitative outputs, and the indicators of performance provided by the original project and the evaluation process established by ILO's Evaluation Office (EVAL). Evaluation was structured around the following dimensions:

- Project relevance and strategic fit of the intervention;
- Validity of the project design;
- Project's effectiveness and progress;
- Efficiency in resource use;
- Management structure effectiveness;
- Project sustainability and long-term impact;
- ILO expertise and contribution to key program stakeholders.

Several evaluation techniques were used in the Evaluation were used by the evaluators:

- desk reviews of project documents
- interviews with stakeholders,
- informed judgment and
- field visits.

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- Desk reviews of project documents

The desk reviews were carried out based mainly on the Progress Reports presented by the Steering Committee of the Pact - which included the **Reporter Brazil, Social Observatory, Ethos Institute** and, naturally, the International Labour Organization (ILO) itself. Other documents used in the Desk Review were the Country Reports commissioned to the ILO by different governments in several countries. During the research to prepare the Desk Review many other Desk reviews were found and some of them were also used and were included in this Desk Review about Brazil prepared to the ILO. There is also plenty of bibliography on Forced Labor and in order to take advantage of the information available, a short Review of Literature was also prepared and included in this Desk Review on Brazil.

It should also be mentioned that an important publication supported by the U.S. Department of Labor (USDOL), was a very rich source of information about 'Forced Labor' in Brazil: Annotated Bibliography of Child and Forced Labor Information.⁶

- Interviews with stakeholders

In order to prepare the evaluation, interviews were conducted with the tripartite constituents of the International Labor Organization (ILO). Overall, around 30 interviews were carried out, of which half (15) with private companies one quarter (7) with government agencies and a quarter (7) with Civil Society Organizations (CSOs). A beneficiary of the

⁶ ICF MACRO. Annotated Bibliography of Child and Forced Labor Information. Washington, US DEPARTMENT OF LABOR, 2009 (2v.). Contract number: DOLQ059622436.

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Project (a former worker victim of "forced Labor") was also interviewed by the evaluators.

The interviews were very rich, educational and informative, and helped the evaluators to have a broader picture of the Project supported by US Department of State (USDOS). The interviews also allowed the evaluators to answer the questions proposed in the Terms of Reference (TOR) about the validity, relevance (importance), effectiveness, efficiency and sustainability of the Project. In order to reach this objective, four structured questionnaires were created specifically to this evaluation (for steering committee, for companies, for beneficiaries, and for public officials).

The major limitation of the interviews carried out by the evaluators was their limited time available for evaluation interviews due to the large number of stakeholders. Indeed, only around 30 interviews were carried out, with different actors from the private sector, government and Civil Society Organizations (CSOs).⁷ Moreover, the Ministry of Labor, had just changed their officials in charge of the 'Forced Labor' area. As a result of this fact, they did not know details of the functioning of the Project, supported by the USDOS.

- Informed judgment

The evaluation process assumes that the information gathered is transparent and accurate. However, during the interviews, individuals

⁷ Some companies refused to answer the questionnaire elaborated by the evaluators due to the period of the evaluation (December and beginning of January), because many stakeholders were either in business trips or in holidays.

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have a tendency to answer the questions in order to favor a project that is part of their work or which may affect their future activities. For this reason, evaluators have to interview different stakeholders and had to filter the information obtained in order to avoid bias in its analysis and increase the validity of its statements. For this reason, evaluators have to use informed judgment to draw important conclusions.

According to the evaluator's expertise, all gathered information was analyzed inside a broad context of opinions and a policy framework of concepts and different perspectives. Therefore, no information was taken for granted or presumed to be valid without prior verification – with factual data or at least two different stakeholder's opinion.

- Field visits

The evaluation was based mainly on interviews, as already mentioned, and on field visits. The field visits have occurred in Brasília/DF, Cuiabá/MT, São Paulo/SP and Rio de Janeiro/RJ, from 12 to 15 December 2012. These visits were not programmed to happen in places where Forced Labor occurs. The logic of the field visits was to meet the Stakeholders, such as the Steering Committee of the National Pact, companies which have been mentioned of being part of a chain where the Forced labor is a reality, or firms which could favor (or not) the maintenance of a Forced Labor's scheme, such as the banks and firms which have an important role in the acquiring products in the supply chain (buyers`), such as ADM, Wal-Mart, C&A, etc.

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Indeed, the field visits have included the headquarters of the Steering Committee: Reporter Brasil, Observatório Social and Ethos Institute, all of them in São Paulo. The only member of the Steering Committee, whose headquarters' is not located in São Paulo, is the ILO Office in Brazil, which is based in Brazilian capital – Brasília.

Most companies based in São Paulo were interviewed in their headquarters (Santander, ADM, etc.) while most companies based in Rio de Janeiro were interviewed by phone due to agenda constraints and other limitations.⁸ There was also an international interview carried out from Brasília with an ILO officer in Washington D.C.

⁸ Some of the persons who were supposed to be interviewed in São Paulo or Rio de Janeiro were actually in holidays and could not be reached during our field mission from 12 to 15 of December to Cuiaba/MT, Sao Paulo/SP and Rio de Janeiro/RJ.

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3. IMPLEMENTATION REVIEW

According to the technical progress reports, since January 2010, the Project's Steering Committee, which are the members of the Committee for Coordination and Monitoring of the National Pact, have been meeting on a monthly-basis at Ethos Institute, in São Paulo, to implement its activities.

As a result, the Project implementation process was generally consistent with previously agreed working plan (in line with *Project's Detailed Monthly Timeline*).

The main outcomes achieved by the Project, during the 24 months of its foreseen duration, are briefly presented as follows:

- Guidance material for businesses, worker's and organizations and auditors to identify and prevent forced labor were translated or created and distributed (*Combate ao Trabalho Forçado: Um Manual para Empregadores e Empresas; Escravo, nem pensar!*);
- 36 technical meetings on forced labor theme with companies were promoted to discuss policies and good practices;
- 15 trainings workshops on forced labor with prosecutors, judges, labour inspectors, and other public and private professionals were held;
- 14 lectures were given at national and international universities about issues concerning the National Pact, forced labor and its impact in the Brazilian economy;

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- 02 conferences on the eradication of forced labor issue were organized by the Steering Committee (*IIIº Seminários do Pacto Nacional pela Erradicação do Trabalho Escravo*, which took place in São Paulo, in September 2010; and, *IV Seminário Internacional do Pacto Nacional pela Erradicação do Trabalho Escravo*, realized in Brasília, on May 2011);⁹
- 05 detailed researches of economic sectors which were analyzed due to the existence of forced labor in their supply chains. This was mapped out by Reporter Brasil. It was found the existence of Forced Labor on some sectors such as charcoal, steel, wood, grains (soy, corn and cotton), sugarcane and beef;
- An internet-based monitoring system was tested and effectively implemented by the Social Observatory Institute (available at: <http://www.observatoriosocial.org.br/pesquisa/index.php?sid=43322&lang=pt-BR>);
- The ILO and Reporter Brasil, - on behalf of the Steering Committee of the Project -, joined two international conferences: "*The Road to Corporate Responsibility: An Automotive Conference*", which took place in Detroit, on January 2011; and "*Addressing Forced Labor in Global Supply Chains: Lessons and Applications of the Brazilian Experience*", which took place in Washington D.C., on June 2011. The objective of this Conference was to promote stakeholders dialogue and enhance the first international public-private partnership between the USA and Brazil to prevent risks of forced labor in supply chains. A first draft of this agreement was discussed at this conference – the document was called "*Commitment by*

⁹ According to the National Pact Secretariat, about 700 people attended these technical meetings, trainings, lectures, and conferences.

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multinational companies doing business in Brazil to participate in the Brazilian pact for the eradication of slave labor". Nevertheless, the draft document was not approved by the members of the Conference.

Throughout the project development, the Steering Committee's partners were available to provide assistance to signatory and non-signatory companies, and sustained a permanent contact with governmental agents and other stakeholders. Companies were primarily attended by the Ethos institute and Reporter Brasil (the National Pact secretariat) while governmental agencies and NGOs looked at ILO as a strategic and trustworthy partner for their actions (in the case of NGOs) and policies (in the case of the government).

3.1. MONITORING ANALYSIS

Accordingly with the monitoring and evaluation plan, the last technical progress report, which was presented on October 2011, states that the 1st and 3rd components were completely achieved.¹⁰

These components are related with the comprehensive objectives of the Pact, which are:

¹⁰ As this last technical report does not specify which activities comply with each reported result, verification was essentially avoided. This information was requested by the evaluators for ILO Office and Reporter Brasil, the National Pact secretariat.

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- 1) raising general awareness on Fundamental Principles and Rights at Work violations within commercial supply chains;
- 3) enlarging the scope of mapped information and research on current global supply chains.

In contrast, still according to the technical progress reports, the middle term evaluation and some other activities related with the 2nd output components were admittedly not carried out, as this was clearly mentioned by the staff of ILO and other members of the Steering Committee. The other items analyzed were:

2.1.2) validation workshops of existing tools with current signatories of the National Pact;

2.1.3) after detecting gaps in existing materials, engage experts to prepare other guidance material to different national contexts of Brazilian and US business;

2.2.1; 2.2.2; 2.2.3) targeted workshops for (companies and auditing industry; employer's organizations and worker's organizations) to increase its capacity to identify and address forced labor and use tools developed in output 2.1;

2.2.4) broad publicity of these workshops to ensure greatest impact across the auditing industry and CSR communities in Brazil and US;

2.3) conduct a validation workshop with project partners and other relevant stakeholders, including end-users of the tool, e.g. social auditors, monitoring and CSR personnel.

The items above mentioned were considered to have been achieved by the Steering Committee with the exception of the item

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2.2.4. It was mentioned by some stakeholders that sometimes the seminars and the workshops did not have all the publicity that they deserved, probably due to financial limitations of the project.

In relation with the planned short-term goals, it is worthy to emphasize that the supply chains studies and the monitoring system are not able to verify the number of commercial relations which have been curtailed for taking into consideration the “Dirty List” (as provided by indicator 1).

Furthermore, the target number of public-private partnerships and private sector agreements were not established and its occurrence was not properly described at technical progress reports, compromising the importance and the role of the indicator 2 as a tool of evaluation of the Project.

3.2. GOVERNANCE

According to the interviewed stakeholders, the coordination role played by the ILO was essential to achieve the objectives proposed by the Project. The main objection raised was that the Steering Committee of the Pact [*Reporter Brasil*, *Observatório Social* and *Ethos Institute*] had little participation – if any - in the designing of the project objectives and its activities.

Nevertheless, the current governance (the structure) of the National Pact has been questioned by some stakeholders. They argued that it did not encourage the execution of the current Project, quite the opposite. The division of function was not very clear and in some cases it was not evident who was the responsibility for some activities foreseen in the Project. Furthermore, there was an accommodation of some of the project's partners over time. This did not help to strengthen the division of

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work in the Project and in some cases some took responsibilities of other actors.

In order to clarify better the division of the functions, some suggestions were presented to address this issue that could have increased the results of the Project:

- xi) to separate forced labor denounce from other activities of the National Pact - especially the negotiation with companies;
- xii) to enable partners a more specialized operation in their own field of work;
- xiii) to increase representation, embracing a large number of interests and partners.

Besides, with the objective of overcoming such problems, stakeholders suggested the following changes in the governance structure of the National Pact:

- a. to create a new body with an Executive - Secretary (or an Executive-Director): Council's trustee, autonomously responsible for implementing decisions, with emphasis on: monitoring, forced labor awareness, negotiation and organizations counseling.
- b. to create a General Council: responsible for setting the guidelines of the National Pact, formulating key policies and evaluate their performance;

The General Council may well consist of a varied range of organizations, including business representatives, International Organizations, governmental offices, trade unions, NGOs, social movements.

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The main advantages of this new structure are:

- i. to increase the recognition of the National Pact among different economic sectors throughout the country;
- ii. to professionalize and make the Executive - Secretary (or an Executive-Director) more responsible to external demands from the donors, from the ILO or from the members of the National Pact;
- iii. to establish a proper division of tasks between partners and members of the new proposed body.

4. EVALUATION QUESTIONS¹¹

4.1. Relevance – *the extent to which the objectives of the development intervention are consistent with beneficiaries' requirements, country needs, global priorities and partners' and donors' policies.*

In accordance with the goals of the current national policy to eliminate forced labor, the project is of great importance for supporting one of its major initiatives: the National Pact for the Eradication of Slave Labor in Brazil. Indeed, the three goals of the project are consistently described in the 2nd National Plan for the Eradication of Slave Labor (actions 7, 41, 48, 49, 52, 59, 60, 61). In addition, the support of the project contributed to the international monitoring of forced labor condition in Brazil and the international dissemination of its main challenges and results.

In this context, the coordination role played by an independent and trustworthy agency as ILO was recognized by their counterparts as indispensable for the implementation and results achieved by the project.

For this reason, ILO is consensually seen by other stakeholders as an important guarantee of their agreements and a strategic partner for their policies to eliminate Forced Labor in Brazil.

On the other hand, it was not possible to find an institution from the Civil Society that could be accepted by all stakeholders as the only responsible by the execution of a Project, let alone the National Pact itself. As a result, the idea of an independent body - to be created - was

¹¹ These evaluation questions are defined by the OCDE Glossary of Key Terms in Evaluation and Results Based Management, available at: www.oecd.org/dac/evaluationnetwork

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considered to be a better solution since a consensus among partners about a specific already existing institution to deal with the Pact by itself was not found.

4.2. Validity - The extent to which the data collection strategies and instruments measure what they purport to measure.

As it has been discussed before, the project objectives are interconnected with relevant social problems (Graph 1) and it meets the needs of Brazilian beneficiaries.

Its implementation strategies were aligned with the 2nd National Plan for the Eradication of Slave Labor (actions 7, 41, 48, 49, 52, 59, 60, 61) and ILO's "Handbook for Employers & Business: Special Action Programme to Combat Forced Labor".

Reporting mechanisms were well established. However, it has been observed that the Technical Progress Reports are mainly oriented towards process and activities and do not contain enough analysis of the project outcomes.

A comprehensive final project report, concerning the entire project, was not yet available during the final evaluation.

This document would be useful for analysis of cumulative project achievements and internal reflection on project's logical framework.

Nevertheless, the project's management was primarily focused on performance and achievement of outputs, outcomes and impacts.

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Thus, the project's design was logical and it allowed an evaluation, despite the inaccuracy of some of its indicators, as previously described on the implementation review.

4.3. Efficiency – a measure of how economically resources/inputs (funds, expertise, time, etc.) are converted to results.

Generally, all interviewed stakeholders expressed the view that the project inputs (financial resources and personnel) were efficiently applied to achieve the project objectives.¹² A large amount of activities were successfully carried out, considering the reduced number of personnel, and partners have adopted an efficient strategy of action, emphasizing the risk economic sectors.

Nevertheless, there are some warnings to be considered:

- some companies of other Brazilian states said the National Pact put an exaggerated emphasis on São Paulo-Rio de Janeiro-Brasília axis, neglecting its participation;
- considering the available resources, the National Pact has reached a saturation point in terms of personnel;¹³
- there was a considerable delay on partners payment;

¹² The financial report was not available to evaluators so the above conclusion is based on interviews from stakeholders and partner's feedback and informed judgment.

¹³ Indeed, partners indicated an excess of demand from the companies.

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In addition, the National Pact has been excessively depending on governmental dirty list, reducing its efficiency and effectiveness. According to *Comissão Pastoral da Terra* and interviewed auditors, less than a half of the complaints are really investigated by the Ministry of Labor – limiting the scope of the dirty list.

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Recommendations:

- In order to expand activities (increasing the number of signatories), it would be necessary to make the structure of the National Pact more professional, creating a new, independent body, with an Executive-Secretary (or Executive-Director) mostly funded by signatories and Donors;
- In order to strengthen the private feature of the National Pact, it is necessary to have independent funding to promote the autonomous and transparent supply chains research. This should be an activity foreseen and accepted by the signatories of the National Pact;
- To implement regional and/or sector agreements - taking into consideration the specificity and peculiarities of each economic sector and of each region.

4.4. Effectiveness – the extent to which the development intervention's objectives were achieved, or are expected to achieve, taking into account their relative importance.

Overall, the project's management approach applied by ILO in cooperation with implementing partners has been effective, said all interviewed stakeholders. According to the technical progress reports, analyzed on implementation review, the project has achieved its main outputs, even exceeding expectations on some planned activities

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(surpassing the number of researched chains, meetings, lectures and trainings realized, for instance).¹⁴

Nevertheless, important outcomes, not explicitly described on the initial plan, have not been accomplished yet, like:

- the establishment of the first international public-private partnership between the US and Brazil to prevent risks of forced labor in supply chains (indicator 21);¹⁵
- an increase of 20% in the number of signatories (indicator 12);

According with the National Pact statistics, the total number of signatories has even decreased since 2009, when the project has begun. In addition, a worrying number of signatories engaged in monitoring on 2011 – imposing real challenges for the National Pact after the implementation of this system (the most important unexpected result of the project).

¹⁴ As described on implementation review, exceptions were outputs: 2.1.2; 2.1.3; 2.2.1; 2.2.2; 2.2.3; 2.2.4; 2.3.3.

¹⁵ The Steering Committee has failed to promote the international cooperation, thought the National Pact Addendum, called “commitment by multinational companies doing business in Brazil to participate in the Brazilian pact for the eradication of slave labor”. Although, it is important to highlight, the efforts made by the committee particularly in favor of the U.S. automobilist industry engagement on this agreement.

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TABLE 1. National Pact Statistics

Signatories	2009	2010	2011
Included	10	7	40
Excluded	10	75	08*
Monitored	31**	113	71
Total of signatories	213	113	206

* a provisional quantity (based on 31/12/2011 data)

** in 2009 the monitoring system was under test.

Source: Social Observatory Institute (National Pact monitoring system)

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Recommendations:

- two complementary strategies might be applied in order to promote the National Pact addendum:
 - i. to negotiate the National Pact addendum with less problematic economic sectors before the negotiation with the most important ones;
 - ii. to validate the National Pact addendum with the most important stakeholders before the meeting of signature.
- to promote mass media campaigns to raise population and companies awareness about forced labor in Brazil, in order to reduce companies suspicion on this issue (the governmental agencies and large companies are willing to contribute for this initiative).

4.5. Impact – positive and negative, primary and secondary long-term effects produced by a development intervention, directly or indirectly, intended or unintended.

The project intervention resulted in a number of long-term impacts on stakeholders. The main intended, direct, and positive impacts were:

- for society:
 - ✓ economic sanctions against companies involved in forced labor reinforced;
 - ✓ knowledge about forced labor impact on Brazilian economy expanded;

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- ✓ official agents (judges, auditors, etc.), companies entrepreneurs, and others in Brazil and abroad sensitized about forced labor impact on economy.
- For ILO and its partners:
 - ✓ National Pact's activities against forced labor supported and expanded;
 - ✓ contributions were made towards the consolidation of a positive image of the ILO in face of their partners and other stakeholders

4.6. Sustainability – the continuation of benefits from a development intervention after major development assistance has been completed; the probability of continued long-term benefits; the resilience to risk of the net benefit flows over time.

The project partners and other stakeholders interviewed agreed that the project outcomes are sustainable over time. This is due to the actual institutionalization of the National Pact and the deep involvement of partners in its activities. For this reason, it is expected that the products continue to be realized even without the support of the project.

Recommendation:

- ✓ The Steering Committee should look for different donors (countries and companies) to the National Pact, in order to guarantee its independence and future sustainability.

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- ✓ The Steering Committee should apply to receive official funds from the Brazilian government. These funds would give stability for the structure that will replace the current one.

5. LESSONS LEARNED AND BEST PRACTICES

a) Important lessons learned

- ✓ an appropriate chose of the partners, like in this project, is a key aspect for its success;
- ✓ a previous consultation of the partners opinion about the project objectives and activities can avoid inefficacies and help to obtain an effective engagement on planned activities;
- ✓ a legitimate and reliable partner, like ILO, is an essential coordinator agent in network policies – which involves public, private and non-governmental stakeholders;
- ✓ a successful policy, like the Brazilian National Plan Against Forced Labor, may be difficult to export due to the peculiarities of its institutional environment;
- ✓ project partners need to be aware that they are going to be evaluated in accordance with the planned indicators. This cannot be taken for granted.

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b) Best practices

- The Brazilian governmental National Policy against Forced Labor, and its partnership with the National Agreement on Eradicate Slave Labor in Brazil, is considered to be a global model in fighting Forced Labor;
- The training offered by Reporter Brazil is cost effective and, according to the internet-based monitoring results, had a positive impact in the institutions which have benefited from it;
- The Steering Committee's awareness seminars called the attention of business leaders about the importance of the issue and had a significant impact in their supply chain;
- Given the need to mobilize communities against Forced Labor, the choice of training strategic journalists to form opinion can be considered a best practice bearing in mind the importance of media on public opinion;
- Training bankers to include Forced Labor as a socioeconomic risk was a strategic decision and should be supported;
- Training activities in locations where forced labor was a reality, such as in the State of *Mato Grosso*, has had a direct impact in the reduction of Forced Labor.

6. CONCLUSIONS AND RECOMMENDATIONS

a) Positive aspects

- ✓ The project is of great importance for supporting one of the most important initiatives of the Brazilian National Plan Against Forced Labor: the National Pact for the Eradication of Slave Labor in Brazil;
- ✓ The project inputs (financial resources and personnel) were efficiently applied to achieve the project objectives;
- ✓ the project's management has been effective and the project has achieved its main outputs, even exceeding expectations on some planned activities;
- ✓ The project intervention resulted in a number of long-term impacts on stakeholders;
- ✓ The project partners agreed that the project outcomes are sustainable over time.

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b) Challenging aspects

- ✓ The support material was considered by some business leaders as too conceptual;
- ✓ The Project still has difficulties to reach the small and middle enterprises;
- ✓ The Project still has difficulties to reach the Brazilian interior and some regionalization has been required by National Pact signatories;
- ✓ The Project partners and the Steering Committee were also not concerned with the systematization of the indicators. In many cases, the indicators were spread and fragmented and were not joined by the Secretary of the Steering Committee.

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c) Project design - and management-related aspects

- ✓ The lack of a clear division of functions and responsibilities within the Steering Committee prevented the stakeholders of reaping all the benefits that the project could have offered otherwise;
- ✓ There should be a Steering Committee who performed his duties in an exclusive and full time basis, in order to increase the potential benefits of future projects;
- ✓ The new Ministry of Labor (MOL) staff should be better informed about the Project and the National Pact;

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d) Main Recommendations

- i) to reform the National Pact governance structure, including an all-encompassing General Council (to increase representation and embrace a large number of interests and partners) and an autonomous Secretariat (to enable partners a more specialized operation in their own field of work);
- ii) to transform the current Steering Committee in provisory Advisory Committee, in order to help the recommended governance reform;
- iii) to assign the task of making denounces of 'forced labor' to the future General Council, separating this activity from the current Steering Committee and the future Secretariat of the National Pact - to allow a better negotiation with members and stakeholders;
- iv) to negotiate the National Pact addendum with less problematic arenas before the negotiation with the most important economic sectors;
- v) to validate the National Pact addendum with stakeholders before the its presentation for signature;
- vi) to discuss the implementation of sector Pacts (textiles, automobile, steel, charcoal etc.), in order to ease the compliance with the goals of the National Pact;

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- xiv) to establish a scheduled of contribution to companies which join the National Pact, proportional to their invoices , in order to support future projects;
- xv) to promote the autonomous and transparent supply chains research performed by the own National Pact's signatories.

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7. APPENDICES

APPENDIX 1 – EVALUATION PLAN

TERMS OF REFERENCE

**External evaluation of the project Eradicating Forced Labor from Global
Supply Chains through Social Dialogue**

(BRA/08/02/USA – M26010216818)

November, 2011

1. INTRODUCTION

The ILO is conducting an external evaluation of the technical cooperation project: *External evaluation of the project Eradicating Forced Labor from Global Supply Chains through Social Dialogue*, which is funded by the Bureau of Democracy, Human Rights, and Labor (DRL) of the United States Department of State (USDOS).

According with the project document, the project's key objective was to strengthen the Global Alliance against Forced Labor by reducing risks of trafficking and forced labor facing Brazilian suppliers and international buyers. The immediate objectives and expected results were:

- I. Raise general awareness of fundamental rights violations;
- II. Strengthen capacity of enterprises to prevent and remediate the use of forced labor;

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III. Enlarge the scope of information and research on supply chains.

The evaluation will be managed by the ILO's Brazil Program Unit in close coordination with the ILO Evaluation Officer of the Regional Office for Latin America and the Caribbean and with the support of the ILO Evaluation Unit (EVAL). The evaluation will be made by a national evaluation consultant in close coordination with ILO Evaluation Officer from the Regional Office.

2. BACKGROUND AND CONTEXT

Brazil ratified ILO's Forced Labor Convention, 1930 (No. 29) in 1957 and the Abolition of Forced Labor Convention, 1957 (No. 105) in 1965. The Government acknowledged the existence of contemporary forced labor before the ILO and the international community in 1995 and requested ILO technical assistance, making Brazil a leading example of a country committed to solving, rather than denying that problem. The ILO has been assisting the Government of Brazil and its social partners in its efforts since 2002.

Brazil has made steady progress in the elimination of forced labor, as noted in ILO's 2005 and 2009 Global Reports. Since 1995, over 40,000 workers have been rescued from working conditions "analogous to slavery" by the Mobile Inspection Unit of the Ministry of Labor (MOL). In 2003, the Government renewed its commitment to forced labor eradication by launching its National Plan for the Eradication of Forced Labor (now in its second revised version).

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In 2004, the Special Secretariat for Human Rights, linked to the Brazil's Presidency, requested ILO-Brasilia to commission a study of forced labor in supply chains to identify goods produced with tracks to forced project. As agreed by that Secretariat, this research was conducted by Reporter Brazil. Based on the Ministry of Labor's "Laundry List", researchers mapped the commercial relations of 100 farms. The result was a network of 200 national and international companies that commercialize products from these farms. Instituto Ethos, assisted by ILO, held meetings with the companies identified in the study. The consultations initiated with these companies led later to the National Pact for the Eradication of Slave Labor in May 2005.¹⁶

The Pact made public the companies' commitment to combat forced labor while adopting measures to ban suppliers with confirmed practices of forced labor. The Pact was a unique initiative in Brazil and in the world. By 2007, the Pact signatories had increased from 164 to 191 companies,¹⁷ accounting for 25% of Brazilian GDP. Though voluntary, the Pact has enabled companies committed to good practices to help reduce their risks of forced labor as suppliers and buyers and engage in a public-private partnership against the scourge of forced labor.

The project, initiated in December 2009, aimed to involve a multi-faceted approach to raise awareness, build capacity and ensure sustainability through strengthening dialogue and collaboration between national and international companies. **The project also worked with employers' and workers' organizations to mobilize their affiliates for developing and improving mechanisms to prevent and combat forced labor.** Although adhesion to the Pact remained voluntary, the project has motivated more

¹⁶ See full text at <http://www.pactonacional.com.br>

¹⁷ See full list at or at www.ethos.org.br/Rainbow/Documents/Microsoft%20Word%20-20Pacto_Signat%C3%A1rios_19062008.pdf

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companies to become signatories or at least support its objectives and effective implementation. The capacity building and monitoring strategies of the project aimed to support and strengthen ongoing efforts by Brazil's Government as well as the ILO and its partners in the U.S and in Brazil.

Strengthening the actions of the Steering and Monitoring Committee of the National Pact for the Eradication of Slave Labor was necessary to advance with the elimination of forced labor in global supply chains. The project aimed at renewing supply chain studies based on the Ministry of Labor's "Dirty List", creating and consolidating the online platform for the monitoring of the signatories, maintaining the web site (pactonacional.com.br), engaging new enterprises with a focus in the automotive industry.

The project foresaw the involvement of Brazilian and US buyers into a joint effort to help companies prevent and manage forced labor risks in their commercial relations and businesses. The project was part of an international initiative led by the ILO's Special Action Program to Combat Forced Labor (SAP/FL), under the Follow Up of the Declaration on Fundamental Principles and Rights at Work, to build up and strengthen a business alliance against forced labor. The initiative was carried out in cooperation with other international and national organizations, including the Instituto Ethos, Reporter Brasil and others.

The project's approach was in line with Commission on the Eradication of Forced Labor (CONATRAE)'s recommendations regarding the National Pact. It contributed to achieve the commitments made by CEOs in June 2007 in São Paulo, in the presence of the President of Brazil, which was sponsored by the Ethos Institute and the Special Secretary for Human Rights to promote business engagement against forced labor and other human rights violations.

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3. CLIENTS

The principal clients of the evaluation are the USDOS-DRL and the ILO. The ILO's tripartite constituents, international partners in Brazil and national implementing partners are also important clients.

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4. PURPOSE

The purpose of this external evaluation is to:

- Provide an account to the USDOS-DRL regarding the results achieved from the project implemented by the ILO Office in Brazil;
- Provide an assessment of the contribution of the project to the achievement of related ILO's Global Outcomes in the context of the ILO Program and Budget;
- Provide an opportunity for reflection and lesson-learning regarding how the ILO could improve the relevance, validity, efficiency, effectiveness, impact and sustainability of its operations;
- Provide a set of positive and negative lessons learned that can be applied to ILO programming in other parts of Brazil and in other countries (particularly in the context of South-South Cooperation).
- Formulate recommendations to guide future ILO intervention in Brazil regarding forced labor.

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5. EVALUATION CRITERIA AND QUESTIONS

ILO evaluations usually focus on the relevance of the project to the donor's priorities, beneficiary needs, the validity of the project design, and its efficiency and effectiveness, the impact of the results and the potential for sustainability. For each criterion, two or three specific evaluation questions are suggested.

Relevance

- What were the social, political, and economic contexts of the problems that the ILO sought to address in this project?
- How well did the projects priorities and outcomes reflect the ILO's ability to deliver products and services at a lower opportunity cost than its strategic partners (comparative advantage)?

Validity

- Was the project strategically aligned with national and international development frameworks such as the National Decent Work Agenda and the ILO Program and Budget?
- How well did the project respond to the priorities and needs of the constituents?
- Was the project design logical and able of being evaluated ('evaluable') by donors and stake holders?
- Did the project apply principles of Results-Based Management?

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Efficiency

- How well were the activities and outputs contained in the Implementation Plan aligned with the program outcomes?
- Was funding sufficient and was it allocated in a manner that would permit achievement of the project outcomes?

Effectiveness

- To what extent were project outcomes achieved?
- Were there any unexpected results?
- What evidence exists in support of these achievements?
- What were the key factors of success?

Impact

- How did the project influence coordination among the ILO and its strategic partners?

Sustainability

- What positive and negative recommendations and lessons could be offered to improve the sustainability of the ILO's strategies to tackle forced labor?
- What recommendations can be derived from the project to guide future ILO support in Brazil to prevent and combat forced labor?

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6. METHODOLOGY

In order to answer the above questions, the evaluator will seek to apply a variety of evaluation techniques— desk reviews of project documents, interviews with stakeholders, informed judgment and possible field visits. When conducting the evaluation, the tripartite constituents will be asked to participate to the extent possible.

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7. EXPECTED OUTPUTS

At the conclusion of the evaluation process, the evaluator will submit a report of findings and recommendations using appropriate/ common language within ILO to be presented to the USDOS-DRL. The report should conform to UN Evaluation Group and OECD DAC quality standards. The suggested format for the report is found below:

1. Introduction
 - Purpose of the evaluation
 - Scope and methodology
 - Limitations
2. Context and background of the program
 - General information
3. Analysis of the project design and implementation
 - Strategic alignment
 - Analysis of design
 - Evaluation Capability
 - Conformance to Implementation Plan
4. Progress towards components, activities and indicators of achievement
5. Conclusions, recommendations and lessons learned
 - Conclusions
 - Recommendations
 - Lessons learned

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8. PROVISIONAL WORK PLAN AND SCHEDULE

The provisional work plan calls for the evaluation to be carried out in three phases:

Phase I: 01-21 November, 2011

- Internal consultations to prepare the draft Terms of Reference and approve the evaluator selection.
- The evaluator will be contracted through an External Collaboration Contract (EXCOLL).

Phase II: 22 November -11 December, 2011

- The evaluator will conduct a desk-based portfolio review to analyze project and other documentation, key performance criteria and indicators, to compare and assess developments and performance over time for the main program technical areas.
- The evaluator will conduct interviews with related ILO officials in Brasília/ Distrito Federal.
- The evaluator will conduct missions to São Paulo-SP and Rio de Janeiro-RJ in order to conduct interviews with key international and national constituents, development partners, implementing partners, country office specialists and management.

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Phase III: 12-31 December, 2011

- The evaluator will submit a first draft of the evaluation report to ILO Office in Brazil and SAP-FL Geneva for comments.
- The evaluator will submit a final draft integrating those comments to ILO office in Brazil and SAP-FL Geneva.
- The report will be sent by the ILO to USDOS-DRL, as well as to stakeholders and partners.

9. AMOUNT AND MODALITIES OF PAYMENT

This contract is an external collaboration contract. The total amount of the contract is **USD 15.540,96 (fifteen thousand five hundred forty dollars and ninety six cents)**. In this amount is included all and any expense that the consultant may have to develop his work, including expenses of missions to São Paulo-SP and all other related expenses. The consultant has total responsibility in the organization of his missions. The installments will be made as follows:

- **PAYMENT 1 = USD 3.540,96** as lump sum for the missions to Cuiabá – MT, São Paulo-SP and Rio de Janeiro-RJ. It will be paid upon presentation of a mission plan (Lump Sum 1)
- **PAYMENT 2 = USD 8.000,00** upon presentation of an evaluation 1st report draft.(Product 1)
- **PAYMENT 3 = USD 4.000,00** upon presentation of an evaluation FINAL report

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APPENDICE 2 - AGENDA OF THE MISSION

07 December – Brasília/DF

08:00-09:00- Meeting with Luís Antônio Melo, Labor Prosecution Office (MPT)

14:00-15:00- Meeting with José Guerra, Human Rights Secretariat (SDH)

17:00-18:00- Meeting with Vera Lucia Albuquerque, Ministry of Labor and Employment (MTE/SIT)

12 December –Cuiaba/MT

9:00-12:00: Seminar

11:00-12:00: Meeting with Juliana Lopes, Maggi Group;

13 December – São Paulo/SP

9:00-12:00: Meeting with Leandro de Souza, Social Observatory Institute;

14:00-16:00: Meeting with Márcio Nappo and Cibebe Oliveira, ADM do Brasil;

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14 December – São Paulo/SP

8:00-9:00: Meeting with Leonardo Sakamoto, Reporter Brasil;

10:00-11:00: Meeting with Christopher Wells and Vinícius Morita, Santander;

12:00-13:00: Meeting with Felix Peña, INDITEX;

14:00-16:00: Meeting with Caio Magri, ETHOS Institute;

16 December – Rio de Janeiro/RJ

9:00-12:00: Meeting with João Sucupira, Petrobrás.

9:00-12:00: Meeting with Gilmar , Petrobrás.

22 December – Brasília/DF

16:00-19:00: Meeting with Brazilian' ILO Officers:

- ✓ Luis Machado,
- ✓ Fernanda Carvalho and
- ✓ Natanael Lopes

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19-30 December – Brasília / DF

Telephone interview with representatives of Mcdonalds

Telephone interview with representatives of Vale do Rio Doce.

01-30 January – Brasília / DF

Telephone interview with representatives of ITAU BANK.

APPENDICE 3 - DETAILED MONTHLY TIMELINE

[illegible]

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ACTIVITIES	Year 1												Year 2											
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12
dialogue and joint solutions or pacts.																								
1.2.2 Eight technical meetings with different groups of companies to raise their awareness on their possible direct involvement with forced labor.																								
Component 2: Strengthen risk management capacity of enterprises to identify, monitor and prevent and remediate the use of forced labor in their supply chains and operations																								
2.1.1 Project partners identify and assemble all existing materials, guiding manuals and questionnaires, checklists, tools and other publications on decent work and corporate social responsibility, forced labor and the monitoring of supply chains to verify their adaptability, gaps and relevance to target groups																								
2.1.2 Validation workshop of existing tools with current signatories of the National Pact with AIAG and BSR participation to identify additional requests and needs for other capacity building materials.																								
2.1.3 After detecting gaps in existing materials, engage international and national institutions to prepare other draft guidance material for business on addressing forced labor relevant to different national contexts of US and Brazilian																								

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ACTIVITIES	Year 1												Year 2											
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12
business.																								
2.1.4 Where appropriate, draw upon, revise and translate the relevant parts of existing global materials as the one prepared by the ILO Special Action Programme to Combat Forced Labor, for example, the resources of "Combating Forced Labor: A Handbook for Employers and Business"																								
2.1.5 Through project partners, carry out validation workshops with a representative cross-section of business actors in both USA and Brazil, drawn from different economic sectors and industries targeted by the project, to validate, finalize and promote these materials																								
2.1.6 Widely disseminate and communicate this material through relevant business and CSR networks, online, and through the networks of all project partners																								
2.2.1 ILO experts and leading experts in CSR and social auditing amongst partner organizations will conduct targeted workshops for companies and to engage auditing industry and increase its capacity to identify and address forced labor in supply chains and use tools developed in output 2.1																								

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ACTIVITIES	Year 1												Year 2											
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12
2.2.2 ILO experts and leading experts in CSR and partner organizations will conduct 1 targeted workshop for employers' organizations to increase its capacity to identify and address forced labor in supply chains and how to use developed tools																								
2.2.3 ILO experts and leading experts in CSR and partner organizations will conduct 1 targeted workshop for workers' organizations to increase its capacity to identify and address forced labor in supply chains and how to use developed tools																								
2.2.4 Results and learning from these workshops will be broadly publicized and disseminated to ensure greatest impact across the auditing industry and CSR communities in both USA and Brazil																								
2.3.1 Convene internal technical working group to determine content and form of the tool and ensure coherence and integration of good practice lessons from existing ILO projects involving such technology and tools																								
2.3.2 Engage IT institution to design the tool and ensure its technical sophistication and relevance to the project's needs																								
2.3.3 Conduct a validation workshop with project partners																								

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ACTIVITIES	Year 1												Year 2											
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12
and other relevant stakeholders, including end-users of the tool, e.g. social auditors, monitoring and CSR personnel																								
2.3.4 Conduct pilot tests of the tools and make final modifications before finalizing the tool																								
2.3.5 Conduct ongoing training for users of the tool to ensure its use and implementation is effective, efficient and user-friendly																								
Component 3: Enlarge the scope of mapped information and research on current global supply chains																								
3.1.1 Identify the different economic sectors at the revised "laundry-list" and the companies maintaining business transactions with them																								
3.1.2 Analyze and map out the supply chains affected by forced labor, particularly within the steel, meat and soy productive chains																								
Independent Evaluation																								
Close-out activities																								