



Fundamental Principles and Rights at Work Branch
(FUNDAMENTALS)

Final Internal Evaluation of the Stora Enso/ILO PPP “Elimination of child labour and promotion of Decent Work in the Stora Enso value chain, with a focus on Pakistan”

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Executive Summary

The Public-Private Partnership (PPP) between the company Stora Enso Oyj, a global provider of renewable solutions in packaging, biomaterials, wood and paper, with head offices in Finland and Sweden operating in more than 35 countries, and the International Labour Organization (ILO) for the project “Elimination of child labour and promotion of Decent Work in the Stora Enso value chain, with a focus on Pakistan”, was implemented between 22 April 2015 and 31 December 2018, with a total funding of US\$ 860.179.

It comprised a global component to strengthen its policies and due diligence processes in order to progressively eliminate child labour in its supply chain and increase its capacity to align with relevant International Labour Standards (ILS), supplemented by a country-specific intervention to combat child labour and to deal with issues affecting the use of child labour in the agricultural and recycled paper supply chains of Bulleh Shah Packaging (BSP), Stora Enso’s joint venture with Pakistani partner, Packages Ltd.

The ILO/Stora Enso PPP was an intervention relevant to the needs of Stora Enso to improve its global policies for compliance and due diligence across its supply chain as well as to the objectives of the ILO on progressing on the elimination of child labour and forced labour and promoting freedom of association, collective bargaining and non-discrimination. The choice of Pakistan as a country component was well grounded given the evidences of issues on child labour and other fundamental rights in the Stora Enso supply chain at the time of the project design and aligned with the country and Punjab’s policies on Decent Work as well as with the tripartite priorities defined in the Pakistan’s Decent Work Country Programme (DWCP-II 2010-15).

Whereas the objectives defined in the project were in principle realistic with the management set-up, there were gaps in the ownership by the Stora Enso top management regarding the project objectives, rationale and the nature of the partnership with the ILO, who would have required more intense interaction between the two organizations during the design process.

The effectiveness of the project in achieving its results was varied between the global and country components, which seems to reflect the different context and management of Stora Enso Headquarters for the global component, and at BSP in Pakistan for the country component.

In the global component, only the Immediate Objective 1 (*increasing Stora Enso’s (SE) capacity to effectively align global policy and practice with relevant international labour standards*) achieved some degree of progress, though very limited. The gap analysis of the Stora Enso Policy Framework on Human and Labour Rights was the only product delivered by the ILO, but lacked further follow up to the implementation of its recommendation by the two project partners, and on the Immediate Objective 2 (*increasing Stora Enso’s knowledge base of the effect on the use of child labour and other fundamental rights at work violations of socio-economic and legislative context of countries in which it operates*), little action was implemented, as the ILO and Stora Enso did not reach an agreement on possible countries and subsectors for research on the legal and practical framework of fundamental rights at work. Insufficient dialogue and follow-up between both organizations seem to be the major factor for behind the lack of achievement. One positive effect of the PPP participation of Stora Enso in sessions of the Child Labour Platform (CLP), which shows the added value of the ILO to link the PPP with global initiatives that mobilize the broader private sector.

Regarding the Pakistan component, overall the project achieved significant progress towards the objectives. The project supported the reform and further implementation along the supply chain actors of the BSP’s Supplier Sustainability Requirements improving the company’s

framework to implement a due diligence mechanism on fundamental rights in the supply chain. The project also mobilized and created synergies between government institutions, including Punjab Government's Integrated Project, and BSP and its suppliers to strengthen the remediation measures. The pilot interventions included in the project suffered a lag on implementation due to time constraints that limited a full-scale launch.

Sustainability prospects vary significantly between the two project components, reflecting the different degree of achievement of both objectives and the different implementation context for the global and country components.

In the case of the global component, the limited extent of development does not allow for significant sustainability. However, the initiative of the PPP to bring Stora Enso present their experience in the session with CLP members may stimulate the CLP members interest around the issue of child labour in the future business round table supported by the CLP.

In regard to the Pakistan component the project has improved conditions for sustainability in various dimensions, including greater awareness and commitment on child labour and decent work of BSP management and its suppliers in the value chain, building a pool of expertise to implement and strengthen due diligence and compliance measures, and creating linkages between the supply chain stakeholders and various government departments improving the institutional environment for sustainability.

Recommendations

General and global component recommendations:

1. Intensify interaction with the private partner during the project design. To: ILO and private partner
2. Develop a complete project document for the PPP implementation and monitoring. To: ILO
3. Include key performance indicators and implement baseline and endline. *To: ILO*

Country component.

4. Include an initial phase for contextual analysis of pilot interventions. To: ILO
5. Incentivize the interaction between local actors and the ILO. To: ILO
6. Foster stronger participation of the ILO social partners. To: ILO
7. Develop alternative scenario analysis for the design of the pilot interventions. To: ILO

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List of acronyms

ACT/EMP	Bureau for Employers' Activities, ILO
ACTRAV	Bureau for Workers' Activities, ILO
BSP	Bulleh Shah Packaging
CLP	Child Labour Platform
DoL	US Department of Labor
DWCP	Pakistan's Decent Work Country Programme
EFP	Employers Federation of Pakistan
FPRW	Fundamental Principles and Rights at Work
FUNDAMENTALS	Fundamental Principles and Rights at Work Branch, ILO
ILO	International Labour Organization
ILS	International Labour Standards
NPC	National Project Coordinator
PPP	Public-Private Partnership
PWF	Pakistan Workers Federation
SDG	Sustainable Development Goals
SME	Small and Medium Enterprises Unit, ILO
SPIF	Strategic Program Impact Framework
ToC	Theory of change
UNEG	United Nations Evaluation Group
UNGPs	UN Guiding Principles on Business and Human Rights
WFCL	Worst forms of child labour

1 Introduction

This report presents the results of the final internal evaluation commissioned by the ILO on the project “Elimination of child labour and promotion of Decent Work in the Stora Enso value chain, with a focus on Pakistan”.

The project, a Public-Private Partnership (PPP) between the company Stora Enso Oyj and the International Labour Organization (ILO), was implemented between 22 April 2015 and 31 December 2018. It comprised a global component supplemented by a country-specific intervention to combat child labour and to deal with issues affecting the use of child labour in the agricultural and recycled paper supply chains of Bulleh Shah Packaging (BSP), Stora Enso’s joint venture with Pakistani partner, Packages Ltd. The final evaluation was carried concurrently with the closure of project activities and covered both the global level and country component in Pakistan.

The primary clients of the evaluation include the project management unit and involved units (ACTRAV, ACT/EMP, SME, ILO Country Office-Islamabad, ILO Regional Office-Asia and the Pacific), the ILO FUNDAMENTALS Branch in Geneva, Stora Enso and its partners in Pakistan. The findings and recommendations of the evaluation will be used by the ILO and Stora Enso to contribute towards the sustainability of the project outcomes and to feed future PPP initiatives.

The evaluation had two main objectives:

1. Assess the level of achievement of the project objectives at output and outcome levels; the strategies and implementation modalities are chosen; the partnership arrangements, constraints, both internal to the project as well as factors beyond the project control and opportunities.
2. Provide recommendations to the ILO, Stora Enso and other stakeholders as relevant, lessons learned and good practices to inform the design and implementation of future PPP initiatives on the elimination of child labour and promotion of the fundamental labour rights.

2 Project description and background

2.1 The project

The ILO/Stora Enso PPP project was implemented between 22 April 2015 and 31 December 2018 with two components:

- a) One global component under the responsibility of FUNDAMENTALS Branch, through which the ILO provided technical support to Stora Enso to strengthen its policies and due diligence processes in order to progressively eliminate child labour in its supply chain and increase its capacity to align with relevant International Labour Standards (ILS).
- b) One Pakistan-specific component, implemented by the ILO Pakistan in collaboration with Bulleh Shah Packaging¹ (BSP), aimed to promote decent work and combat child labour in BSP's value chain through formative research, technical assistance and support to strengthen the capacity of the joint venture partner to promote decent work and eliminate child labour in the supply chain. This includes both the urban informal waste recycling sector and rural communities supplying agricultural by-products, mainly wheat straw, to the paper and board industry.

The global component included two immediate objectives (see in Annex 3 the full logical framework corresponding to the global component):

1. To increase Stora Enso's capacity to effectively align global policy and practice with relevant international labour standards, with three outputs: (i) Report on the alignment of Stora Enso's global policies and practices with fundamental rights at work; (ii) Human Rights Impact Assessment methodology strengthened; and (iii) Stora Enso's relevant staff trained on fundamental rights at work.
2. To increase Stora Enso's knowledge base of the effect on the use of child labour and other fundamental rights at work violations of socio-economic and legislative context of countries in which it operates with the following outputs: (i) Desk reviews on the legal and practical framework of fundamental rights at work of selected non-ratifying countries and sub-sectors in which Stora Enso operates; (ii) In-depth research studies on labour rights and socio-economic conditions in selected sub-sectors in the Stora Enso supply chain; and (iii) Strategic guidance for capacity building of partner cooperatives in Stora Enso subsectors.

The national component included: (1) a baseline study to identify decent work deficits in the BSP supply chain and key responsibilities of Stora Enso and BSP; (2) orientation and sensitization of BSP management and staff on dividends of decent work; (3) pilot interventions oriented towards the progressive elimination of child labour; and (4) developing a proposal for a medium-term technical support programme.

¹ Bulleh Shah Packaging is the joint venture formed in 2013 between Stora Enso's (with a 35% shareholding) and the Pakistani company Packages Limited.

2.2 Background

Socio-economic context

Waste paper recycling is emerging as a major sector in the urban informal economy, particularly in big cities. Use of agriculture by-products, like wheat straw and corn stalk in the industry is contributing toward environment improvement as otherwise this material is burnt in the open sky. Besides, this activity is generating thousands of employment opportunities in the rural economy.

However, the living conditions of workers and communities involved in picking, collection, transportation, processing and use of urban waste are a cause of concern. Research commissioned by Stora Enso suggests that the incidence of child labour in the Pakistan supply chain is significant, particularly at the stage of collection of wheat straw and waste paper. Occupational health and safety hazards, including an often unhygienic environment, are frequent problems in both wheat straw and waste paper.

Earlier research carried out in Pakistan identified a number of adverse effects faced by children working in sectors, in which Stora Enso and/or BSP are active. Examples of these effects in the wheat straw collection include excessive hours; prolonged exposure to the sun; allergies; and work-related injuries, such as back pain, abdominal problems etc.² In terms of waste recycling, concerns include particularly low levels of hygiene.

Children collecting waste paper originate from different regions and cities. The children collecting wheat straw, migrate with their parents mainly from the nearby areas and, in most cases, work in the fields alongside their parents.

Child labour in Pakistan

While there are no recent and specific child labour figures available for Pakistan, all indications are that child labour remains a critically serious issue. Most recent estimates³ indicate that almost 2.5 million children aged 10 to 14 years were in employment (13 per cent of all children) – 11 per cent of them being exclusively in employment. The figures do not include child labour data for many children whose work falls outside the ambit of the national statistical surveys. A large percentage of children (13 per cent) were also estimated to be neither in schooling nor employment.

Many of these children who went to school, or dropped out, or are combining schooling with child labour are part of the informal labour force, including in the value chains that stretch into the sectors of the unorganized and informal economy.

Pakistan has ratified 34 ILO Conventions (out of 189) including all eight fundamental conventions on Forced Labour, Child Labour, Discrimination and Freedom of Association.

Eliminating child labour is a particular focus on the country's labour legislation. The first national Law to Eliminate Child Labour was enacted in 1991 and further updated and modified in 1996. The 18th Amendment to the Constitution eliminated the pre-eminence of federal labour law and responsibility and, in June 2011, regulatory and enforcement powers were devolved to the

² Socio-Economic and Business Consultants. Undated. *Child Labour in Wheat Straw and Recycled Paper Supply Chains*. Available at: [http://assets.storaenso.com/se/com/DownloadCenterDocuments/SEBCON Stora Enso Pakistan report.pdf](http://assets.storaenso.com/se/com/DownloadCenterDocuments/SEBCON_Stora_Enso_Pakistan_report.pdf) [Accessed on July 8th 2014]

³ UCW: *Children's employment in the South Asia region: A review of descriptive evidence from national household surveys* (2012); UCW is an inter-agency research cooperation project of the ILO, WB and UNICEF.

provincial labour departments. The 1996 Act remains applicable in the provinces until such time that the provincial laws are enacted. According to this law, the employment of children below 14 years of age in any hazardous work is prohibited. With support from the ILO, the provincial governments have been preparing their child labour laws in line with the 18th Constitutional Amendment and the ILO Conventions on child labour, which prohibit hazardous work for all persons under 18 years of age. Other guarantees related to Decent Work, such as freedom of association, the right to collective bargaining and ensuring workers' occupational safety and health, have been enshrined in the Factories Act and other relevant laws.

The Constitution of Pakistan also provides certain fundamental rights regarding employment. **Article 18** prescribes the right of its citizens to enter any lawful profession or occupation and to conduct any lawful trade or business. **Article 37(e)** makes provisions for securing just and humane conditions of work ensuring that children and women are not employed in occupations unsuited to their age or sex, and the provision of maternity benefits for women in employment.

Stora Enso

Stora Enso Oyj is a global provider of renewable solutions in packaging, biomaterials, wood and paper, with head offices in Finland and Sweden, operations in more than 35 countries worldwide and some 28,000 employees. Its customers include publishers, printing houses and paper merchants, as well as the packaging, joinery and construction industries.

In 2012, Stora Enso launched a public human rights statement consolidating the alignment of Stora Enso's human rights commitments with the UN Guiding Principles on Business and Human Rights (UNGPs).⁴

In December 2013, Stora Enso's Global Responsibility Council decided to complete, by the end of 2014, an assessment process aimed at identifying and assessing actual and potential human rights risks and impacts of all Stora Enso's production units, wood supply operations, their supply chain management and relations with local communities.

In 2014 Stora Enso engaged with the Danish Institute for Human Rights to conduct an assessment on the human rights impact of the company forestry operations in 22 countries worldwide, including Pakistan, with the purpose of improving the company's human rights approach and ongoing due diligence. At Stora Enso's request, ILO-IPEC provided technical advice on the design of this research. This assessment comprised the review of employment practices (including child labour), community impacts and human rights issues on the supply chain.

Following this assessment Stora Enso identified a critical need for assistance to address child labour in the BSP supply chain. As part of Stora Enso strategy to implement appropriate response to child labour or other labour rights violations in the supply chains, Stora Enso and the ILO agreed to establish a Public-Private Partnership to design and implement a project to support Stora Enso and BSP in meeting their commitments to respect labour rights, including those related to child labour and the other fundamental principles and rights at work.

Stora Enso in Pakistan

In 2012, Stora Enso and its Pakistani partner Packages Ltd. established a joint venture company in Pakistan called Bulleh Shah Packaging Ltd. (BSP). Stora Enso owned 35 per cent of this joint

⁴ The UNGP pledges commitment to respect the Universal Declaration of Human Rights, the International Covenant on Civil and Political Rights, the International Covenant Economic, Social and Cultural Rights as well as the ILO core conventions, the OECD Guidelines for Multinational Enterprises, and the Children's Rights and Business Principles, among other universally accepted international and regional human rights instruments.

venture until 2017 when it divested its 35% holding in the equity accounted investment to the main owner Packages Ltd.⁵

BSP operates the Kasur Mill (paperboard and corrugated packaging) and the Karachi Plant (corrugated packaging), manufacturing and selling packaging materials and tissue products to international and local customers in the fast-growing Pakistani market. BSP employs about 950 people and has an annual capacity of 335 000 tonnes of paperboard. One of BSP's sources of raw material comes from waste paper collected from dumps across Pakistan from its subcontractors.

In advance of the establishment of the joint venture company BSP, the Stora Enso commissioned research to the Danish Institute for Human Rights that confirmed that child labour, alongside other decent work deficits, was a problem in the wheat straw and waste paper supply chains in Pakistan. BSP committed to implement an action plan based on the findings of this research.

In March 2014, the Swedish TV4 channel aired a documentary, echoed by various international and Pakistani news outlets, showing violations of fundamental rights at work including the existence of child labour in wheat straw production and waste collection in the value chain of BSP. Stora Enso admitted that child labour was an issue in its Pakistan operations and that they were taking steps to address the problem⁶. These labour rights violations and the need to resolve them was further highlighted by the global union federation IndustriALL and the national trade union centres in Pakistan in communications with the management of Stora Enso.

Stora Enso and BSP faced significant challenges in addressing labour rights problems in wheat straw and waste paper recycling. In Punjab, where large landowners who engage tenant farmers in wheat production predominate, the ILO research has documented irregular tenancy arrangements in wheat farming in Pakistan as a root cause of labour rights violations⁷. Furthermore, Stora Enso and BSP's commercial leverage with farmers was limited, as straw is a by-product of wheat and represents only an estimated 3% of farmers' income. The waste paper recycling supply chain presents other challenges, notably that recyclers are typically not organized into cooperatives or other structures that would facilitate engagement, and as a group are marked by low levels of education, high levels of poverty and social marginalization. Moreover, the fraught security situation could impose significant constraints on efforts to improve labour rights in both supply chains⁸.

⁵ See <https://www.storaenso.com/en/newsroom/regulatory-and-investor-releases/2017/7/stora-enso-to-divest-its-holding-in-bulleh-shah-packaging-in-pakistan>

⁶ <http://www.helsinkitimes.fi/finland/finland-news/domestic/9704-stora-enso-admits-child-labour-an-issue-in-pakistan.html>

⁷ Bonded Labour in Agriculture : A rapid assessment in Punjab and North West Frontier Province, Pakistan Declaration Working Paper No. 25, Geneva, ILO, 2004

⁸ Source: ILO-SE PPP Concept Note.

3 Methodology

The evaluation addressed the evaluation criteria of relevance, the validity of design, effectiveness, efficiency, sustainability, gender and social dialogue and tripartism.

The evaluation was carried out by a team of two consultants. The national evaluator focused on the evaluation of the Pakistan component. The lead evaluator conducted the evaluation of the global component and consolidated the findings of the global and country components into a single evaluation report. The evaluation was conducted in four stages including:

1) Briefing to agree on evaluation needs and overall methodology

Briefing meetings/calls with the FUNDAMENTALS officers in HQ and the National Project Coordinator in Pakistan were set up in the first stage to develop an orientation of the evaluation needs as well as to agree on the methodology for the study.

2) Documentation review and development of an evaluation framework

The second phase consisted on the revision of relevant project documentation, including the project concept note, the ILO-Stora Enso agreement, technical progress reports, project deliverables, as well as relevant ILO and Stora Enso background documentation. Based on the documentation review and briefing meetings, the consultants developed the evaluation questions based on the objectives of the exercise.

3) Data collection

The third stage comprised the data collection. For the global component, the lead evaluator carried out interviews with key informants including ILO officers in Geneva and Stora Enso representative. In Pakistan, the national evaluator carried out field visits to interview selected respondents. The list of informants is presented in Annex 2.

4) Preparation of the evaluation report

The last stage comprised the preparation of the evaluation report. The findings, lessons learned and recommendations obtained in the Pakistan component were incorporated into the evaluation report.

4 Findings

4.1 Relevance and design

Evaluation questions

Was the project relevant and adequately suited to the ILO policies, the Stora Enso policies and the global agendas on eliminating child labour and promoting Decent Work?

Does the project address relevant global gaps on the elimination of child labour and promotion of Decent Work in the paper, biomaterials, wood products and packaging value chain?

How realistic were the project global objectives within the management, budget and time frameworks?

Did the project design establish a clear strategy to solve the problems and needs detected?

Was established an adequate institutional framework clearly defining the roles and responsibilities of the project's main partners at the global level?

Were there any steps taken towards mainstreaming gender issues within the global component design and implementation?

The project was relevant to the ILO and Stora Enso policies and adequately suited to the global agenda on eliminating child labour and promoting decent work. Specifically, the PPP focused on key gaps and challenges for the elimination of child labour and promotion of decent work in Stora Enso and BSP supply chain, specifically in wheat straw and waste paper recycling.

The design of the intervention responded to the problems and needs identified. A coherent strategy was outlined in the concept note as an integral part of the PPP. However, it was not developed into a full Project Document, as Stora Enso did not consider necessary and wanted a more flexible PPP agreement. Therefore, some important elements for sound project management, such as a theory of change for both components and a set of indicators for monitoring and evaluation were not available.

The project design would have benefited from a more detailed formulation. With a proper set of SMART⁹ indicators with baseline and end line measures, the measure of change brought about by the project could have been assessed much more effectively. Another is for improvement in the design was the lack of specific measures aimed at incorporating gender equality within the design and implementation of the project.

Regarding the implementation modality, the partnerships with Stora Enso through a PPP contributed with ILO's objective of building innovative alliances with a diversity of institutions in order to promote policy dialogue and mobilize extra-budgetary funds.¹⁰

Overall, the project objectives were realistically designed considering the management, budget and timeline set in the design. The outputs, combining research, training and technical assistance for the two global objectives were attainable in usual implementation conditions given the capacity and expertise of the ILO.

However, the project design overlooked some contextual factors that affected the project feasibility, and particularly the need to develop a good common understanding of both organizations' expectations and how they were going to work together in the PPP, considering that Stora Enso and ILO came from very different worlds with different organizational practices. In the case of Stora Enso, its main previous experience in labour rights and dialogue with workers organizations were centred on European trade unions and Nordic laws and customs. Therefore, from the company perspective, more time of face-to-face interaction with the ILO during the project design and implementation would have been adequate to reduce the learning curve for Stora Enso and facilitate the project to take momentum. It would also have been very useful to

⁹ Specific, Measurable, Attainable, Relevant, Time-Bound

¹⁰ ILO Program and Budget 2018-2019

develop a better understanding of the ILO procedures and language –and vice versa. A greater interaction with the local Stora Enso partner in Pakistan and other local stakeholders would have been instrumental to ensure their ownership from the project start and avoid delays in the country component. There were also different views of what this PPP was about between stakeholders. It took a significant amount of time to translate it from Stora Enso to BSP in order to proceed further. At the beginning, BSP was resisting any engagement of ILO's constituents under the project. However, over a period of time, it was made possible.

Global component

The project objectives in this component are highly relevant with regard to the global agenda on child labour, particularly in light of the recent global estimates that found that, of the 152 million child labourers worldwide, 62 million are in the Asia and Pacific region (more than 40 per cent) and 28.4 million of them are engaged in hazardous work.¹¹

The project is also consistent with ILO's policies, in particular, the promotion of the Decent Work Agenda through support to realise the Fundamental Principles and Rights at Work (FPRW), the ILO Convention No. 138 on Minimum Age and the ILO Convention No. 182 on the Worst Forms of Child Labour. It is also in line with ILO's 'Resolution on Promoting Sustainable Enterprises' (2007), the 'Tripartite Declaration of Principles Concerning Multinational Enterprises & Social Policy (MNE Declaration)', and the 2012 International Labour Conference Resolution on FPRW.

The design outlined in the PPP comprised a multi-pronged approach with a consistent strategy to achieve the ultimate goal of contributing to the elimination of child labour and promoting Decent Works throughout the Stora Enso value chain.

For the achievement of the immediate objective 1 of improving Stora Enso capacity to align global policies and practices with the relevant ILS, the project strategy was logic and adequate to the needs. It comprised an initial diagnostic phase focused on revising the Stora Enso global policies and practices with FPRW (output 1) as a basis to strengthen the company's human rights impact assessment methodology. These two products would then be used as the basis to develop a training program on fundamentals right at work for all the Stora Enso management and operations staff.

For the second immediate objective, focused on improving the Stora Enso knowledge base of the effects of child labour and other violations to FPRW in the countries where the company operates, the project strategy was also logic and according to best practices. The rationale for selecting a sample of countries based on their status of ILS ratification was relevant as these are likely to have wider gaps in terms of FPRW and therefore represent greater compliance challenges for Stora Enso. In these countries, the intervention strategy was clear and logic, based on a first phase of revision of the legal and policy framework and in-depth research on labour rights and socio-economic conditions in the Stora Enso supply chain, which would shape the provision of guidance to build the capacity of Stora Enso and its partners in the selected subsectors.

From Stora Enso perspective, the global component was an important stimulus for Stora Enso to look at his Human Right approaches, policies and practices, and provided a global perspective that complemented the on-the-field corrective measures deriving from the Human Rights Assessment.

Pakistan component

¹¹ ILO 2017. *Global estimates of child labour: Results and trends, 2012-2016*. International Labour Office (ILO), Geneva.

At the national level, the project was aligned with the 'Joint Action Plan on Promotion of Workplace Safety & Health' signed by the Tripartite Constituents in Pakistan in October 2013, and also with the national priority to improve compliance with international standards and to enhance its trade and commerce potential.¹² Locally, it supported the integrated programme of the Punjab Labour Department on promoting Decent Work for vulnerable workers, including issues of child labour, bonded labour and informal economy workers.

It was strategically aligned with Pakistan's Decent Work Country Programme (DWCP-II 2010-15) which prioritizes the promotion of decent work in the rural economy (Priority 1) and compliance with international labour standards through social dialogue (Priority 3). More specifically, it is aligned with its following outcomes related to child labour: progressively eliminating the worst forms of child and bonded labour in the rural economy (Outcome 1.3) and protecting workers from unacceptable forms of work, including child and bonded labour (Outcome 3.3).¹³

Overall, the project provided an appropriate and structured response as evidenced in the analysis gap, which required a thorough mapping of the supply chains, assessment of the relevant governmental organizations, social partner and other organizations with presence in target communities, and analysis of the influence that Stora Enso and BSP wield and how it might be optimized and strengthened.

The need for action to improve the compliance of the paper and biomaterials sector in Pakistan, and in the province of Punjab where BSP operates, had been already documented by ILO research.¹⁴ The project design took into account key factors highlighted by this research and also analyzed some of the challenges and risks for the project implementation in Pakistan, such as the limited commercial leverage of Stora Enso and BSP's with farmers (as straw is a by-product of wheat and represents only an estimated 3% of farmers' income), the lack of organization of recyclers that would facilitate engagement with them, and the fraught security situation that could constraint on efforts to improve labour rights in the supply chains.

The design of the Pakistan component had various strengths. It rightly focused on building a knowledge base to address the lack of information and data about decent work and child labour. The design also benefited from a dual focus: on the one hand, interventions to raise awareness about FPRW, both among the BSP staff and management and their vendors along the supply chain; and on the other hand by helping to create organizational mechanisms to ensure due diligence and decent work compliance. Additional strengths were the dual focus on approaching the issue decent work by creating awareness about labour rights among the staff, management and vendors along the supply chain and creating the organizational mechanisms to make it effective, as well as the flexibility in the design, which allowed for readjusting targets (reaching more suppliers in the awareness sessions) or extending the geographic coverage.

On the other hand, some aspects of the design could have been planned better. Given the operational context, the national component should require a longer period in order to demonstrate impact, particularly being a pilot project. The time constraint also limited the opportunity to incorporate the learning obtained from the research activities and validate the efficacy of the partnership model.

Concerning the institutional framework, the participatory approach adopted by the project brought together not just ILO's constituents (government, workers and employers' organizations) but also two businesses: Stora Enso with a global presence and BSP representing a local business firm. However, it did not fully leverage their strengths to support in different

¹² Pakistan has ratified ILO Conventions No. 138 on Minimum Age to Employment and No. 182 on the Worst Forms of Child Labour.

¹³ The Islamic Republic of Pakistan Decent Work Country Programme (2016-2020)

¹⁴ Bonded Labour in Agriculture : a rapid assessment in Punjab and North West Frontier Province, Pakistan Declaration Working Paper No. 25, Geneva, ILO, 2004, available at https://www.ilo.org/global/topics/forced-labour/publications/WCMS_082027/lang--en/index.htm

interventions. The role of employers and workers' organizations, such as respectively the Employers Federation of Pakistan (EFP) and the Pakistan Workers Federation (PWF), could have been embedded more strongly into the project design. Their engagement in the project was somewhat peripheral, limiting their role to linkage development and participation in different events. There were also inherent challenges in bringing disparate organizational interests and sometimes divergent approaches to what constitutes formal and informal segments in the supply chains or the companies' area of influence along the supply chain.

The management structure foreseen in the design, with the global component with centralized management in FUNDAMENTALS and the Pakistan component managed by the ILO Islamabad, with a National Project Coordinator (NPC) was adequate to both global and national level of the project. From the Stora Enso operational structure, it also makes sense as the headquarters of Stora Enso are in Europe, thus facilitating the contact with the ILO for the global component, as well as the coordination with the company subsidiary in Pakistan for the country component. In the case of Pakistan, changes in the management structure following the Stora Enso divestment from Packages Limited implied some delays in the project implementation (see Efficiency section below).

In the case of Pakistan, the project engaged with local and national governments to advocate for and support the implementation of Pakistan's National Policy and Plan of Action to Combat Child Labour (NPPA-CL) in target communities. These efforts build upon the support provided by the ILO to the tripartite National Steering Committee (NSC) in Pakistan that coordinates action against child labour. The NSC and the Provincial Coordination Committee on Child Labour in Punjab were consulted in the design phase to ensure that the project was aligned with national priorities and policies, and to secure their support during the implementation of the project.

The project engaged social partners in awareness raising and dissemination of knowledge derived from the project, with a view to promoting greater respect for FPRW in the sectors concerned. EFP and the PWF, representing employers and workers platforms respectively, took part in several meetings and workshops where issues around decent work and child labour were discussed.

Elimination of all forms of discrimination, including gender-based discrimination, is one of the four FPRW and therefore one of the areas to be addressed in the improvement of Stora Enso capacities to promote compliance in its supply chain.

The project design explicitly recognized that discrimination and gender-based discrimination, in particular, is closely linked with child labour. Accordingly, the project included a set of specific measures to mainstream gender in the project through awareness-raising campaigns and capacity building, to promote gender equality and women and girls' empowerment, a proven strategy to combat child labour. The project design also highlighted that differences in the causes, nature and consequences of child labour and other violations of FPRW among girls and boys, women and men, were to be taken into consideration throughout the project.

4.2 Effectiveness

Evaluation questions

To what extent has the project contributed to strengthen Stora Enso's policies and due diligence processes on child labour and the other labour rights and to address decent work deficits and promote respect for the FPRW its global supply chains?

What are the main factors –internal to the project and external- that have hindered the project capacity to reach the objectives?

Are there alternative strategies that would have increased the perspectives of achieving the global results?

Have there been unforeseen positive or negative multiplying effects as a result of project actions? (in ILO, in the global value chain, in employees' and employers' organizations)?

The project attained a different level of effectiveness regarding the global and national component. As explained below, several factors and constraints affected the project capacity to reach the objectives.

A table capturing a summary of the project's progress and results under each objective and output is presented at the end of this section.

Global component

Regarding objective 1 (to increase Stora Enso's capacity to effectively align global policy and practice with relevant international labour standards) Gap analysis of Stora Enso Policy Framework on Human and Labour Rights was conducted by the ILO (Output 1.1). It was based on a desk review of publicly available documentation provided by Stora Enso (Human Rights Policy, Code of Conduct, Code of Conduct for Suppliers and a series of the company's statements) and international instruments and conventions on human and labour rights. From the ILO perspective, this exercise would have been more action-oriented if it had included interviews with Stora Enso staff involved in the design and implementation of the policy, as it was initially foreseen.

A number of gaps were identified with regard to Stora Enso's conformity with ILO core conventions on freedom of association and collective bargaining, elimination of forced or compulsory labour, the abolition of child labour and elimination of discrimination in respect of employment and occupation, and recommendations to address these gaps were provided to Stora Enso. The further follow-up to implement the recommendation as part of the company's Human Rights Statement, Minimum Human Rights Requirement and the Practical Guide for Suppliers, was carried out the Stora Enso focal point for the project, but the incorporation of these recommendations seems to have been very limited. The training programme on awareness raising and sensitization suggested by ILO for the different teams did not take place.

The set of activities designed to strengthen Stora Enso's Human Rights Impact Assessment methodology (Output 1.2) were not carried out. The company shared with the ILO an impact assessment previously done to which the ILO provided feedback.

Several changes on the Stora Enso focal point caused difficulties in communication and delays in implementation. The number of different counterparts along the project life affected the whole implementation, the common understanding of objectives and the perceived relevance of the needs identified during the phase of design, including in terms of training.

Stora Enso was invited to participate in a series of meetings of the Child Labour Platform¹⁵ (CLP), including sessions with experts and CLP members (companies from various sectors) on areas the Stora Enso experience through the PPP had interest for companies in other sectors such as child labour in supply chains, remediation, cross-sectoral collaboration on child labour at the country level and Sustainable Development Goals (SDG) partnerships. This participation in the CLP had the positive effect, unforeseen in the project strategy, of stimulating the interest the CLP members on the how the Stora Enso experience of developing a global policy on fundamental principles and right can be applied beyond the wood and paper supply chains. The partnership with the ILO also helped Stora Enso to gain a better understanding of what human rights and labour rights meant and how to protect them in practice.

With regard to Objective 2, *(to increase Stora Enso 's knowledge base of the effect on the use of child labour and other fundamental rights at work violations of socio-economic and legislative context of countries in which it operates)* several alternatives of research on the legal and practical framework of fundamental rights at work of selected countries and sub-sectors in which Stora Enso operates were discussed (such as China, Laos and Mexico). However, due to the lack of definition from the side of Stora Enso on the implementation of this component, it was agreed between the two partners to reallocate the funds for objective 2 to the Pakistan component. The role of the ILO global specialists was also redefined to providing guidance on the implementation of the national component, including extensive reviews from Geneva of research carried out in Pakistan.

Pakistan component

Regarding Immediate Objective 1, the first stage was focused on implementing a situation analysis and knowledge base to orient the intervention and address the lack of information and data around decent work in the country.

Another initial priority was to secure buy-in by BSP, the national company operating in Pakistan. Management support was necessary to allay any concerns regarding potential business risks associated with the project. Sensitization sessions for different departments of BSP helped to generate the momentum for change and to create a critical mass within the company. It also provided the opportunity of bringing together the strengths of the collaborating partners. ILO's technical expertise and design support ensured that the content and messages delivered through these sessions remained relevant, focused and clear. BSP, on its part, ensured mobilization and broadening the outreach for sessions to include different organizational tiers.

On immediate objective 2, translating organizational commitment into practical demonstration required updating the organizational mechanisms to ensure decent work compliance in supply chains. With the technical support of ILO, the existing suppliers' code of conduct (or the Supplier Sustainability Requirements, as it is referred to by BSP) was refined in order to set up a framework for operationalization of fundamental rights due diligence within the supply chain. As the next step, the project launched a series of awareness-raising sessions on FPRW and decent work as well as environmental stewardship, health and safety, initially targeting tier 1 suppliers of BSP. Following these sessions, the suppliers' code was implemented with the aim of gaining and maintaining commitment among suppliers.

The sessions soon gained traction among the supply chain actors and participation gradually grew, reaching out not only to further tiers but also to the communities at the basis of the supply

¹⁵ The Child Labour Platform (CLP) is a thematic membership-based workstream of the UN Global Compact Labour Working Group (LWG) and functioning under its supervision and oversight. This thematic workstream builds on an earlier initiative taken by the Dutch Government, the UN Global Compact and the Dutch Sustainable Trade Initiative (NGO) to enlist broader business commitment to the roadmap on the elimination of child labour adopted during the 2010 Child Labour Conference at The Hague. Source: https://www.ilo.org/ipec/projects/global/WCMS_390400/lang--en/index.htm

chains where the collection centres were located. Participants comprised community leaders, farmers as well as different tiers of suppliers. The methodology was interactive and participatory, with the use of short videos, animated clips and innovative communication tools. The topics referenced ILO's core conventions and FPRW, the legal provisions covering them, and guidance on how to put them in practice along the supply chains. A majority of the participants found these sessions useful and informative, filled with many '*new and highly informative*' topics such as workers rights or decent work.

The project also performed an assessment of the needs of selected collection centres of BSP suppliers in order to convert them into model centres. The project also managed to successfully build synergies and linkages between various government institutions, including Punjab Government's Integrated Project, and BSP and its suppliers to strengthen the remediation element. Similarly, from the prevention side, the project successfully built linkages between the Punjab TEVTA's skill development centres and selected communities among BSP's suppliers to create awareness and access for vocational trainings in order to support livelihood in target areas.

The other project strand aimed at engaging other businesses and stakeholders with the purpose of initiating dialogue for identifying ways to ensure that supply chains are decent work compliant and free from child labour. The events provided an opportunity for businesses to share experiences of initiatives focusing on social compliance.

The only project component which lagged behind others was the immediate objective 3, involving the launching of pilot interventions based on research evidence and developed through a consultative process engaging various stakeholders. The time constraint did not allow for full-scale launch of various direct action interventions.

Stakeholders agree that one of the main positive factors for the overall success in meeting most of the targets in Pakistan was the collaborative approach. The PPP model brought together not only ILO's constituents but also two businesses: Stora Enso, with a global presence, and BSP as a local firm. The planned and productive interaction among BSP and ILO's constituents facilitated progress. Engagement of the Punjab Labour Department and the PWF in awareness raising and sensitization sessions was quite instrumental. The project facilitated engagement between Stora Enso and the stakeholders that otherwise would have been very unlikely, such as the PWF the EFP, workers and employers organizations respectively, in tackling human rights concerns in the supply chain.

There was, indeed, an inherent challenge in bringing diverse organizational interests to work in alignment to address the issue of decent work, particularly because there were differences in understanding of various concepts among the stakeholders, as for instance in what constitute formal and informal segments in the supply chain. Besides, the engagement of employers and workers' organizations was somewhat peripheral and could have been embedded strongly.

table 1. Summary of project achievements by Immediate Objective

Review of progress against project objectives		
GLOBAL COMPONENT		
Immediate Objectives	Outputs	Progress towards achievement
Immediate Objective 1: To increase Stora Enso's (Stora Enso) capacity to effectively align global policy and practice with	Output 1.1: Report on the alignment of Stora Enso's global policies and practices with fundamental rights at work	Gap analysis of Stora Enso Policy Framework on Human and Labour Rights was conducted (July 2017 <i>Draft</i>) by ILO as a desk review based on public documentation that Stora Enso provided, (Human Rights Policy, Code of Conduct, Code of Conduct for

relevant international labour standards		Suppliers and generic statements) and international instruments and conventions on human and labour rights.
	Output 1.2: Human Rights Impact Assessment methodology strengthened	Not implemented
	Output 1.3: Stora Enso’s relevant staff trained on fundamental rights at work	Not implemented
Immediate Objective 2: To increase Stora Enso ‘s knowledge base of the effect on the use of child labour and other fundamental rights at work violations of the socio-economic and legislative context of countries in which it operates	Output 2.1: Desk reviews on the legal and practical framework of fundamental rights at work of selected non ratifying countries and sub-sectors in which Stora Enso operates	Not implemented. Funds shifted to Pakistan component.
	Output 2.2: In-depth research studies on labour rights and socio-economic conditions in selected sub-sectors in the Stora Enso supply chain	
	Output 2.3: Strategic guidance for capacity building of partner cooperatives in Stora Enso subsectors	
PAKISTAN COMPONENT		
Immediate Objectives	Outputs	Progress towards achievement
Immediate Objective 1: An evidence base is created to develop targeted and responsive interventions to address the issue of child labour and promote decent work agenda in BSP’s supply chain	Output 1.1: Supply Chain Mapping conducted	Study Completed
	Output 1.2: Decent Work deficits focusing on child labour in the BSP value chain assessed	Formative study conducted in waste paper and agricultural biomass supply streams in Punjab
	Output 1.3: Need assessment of the target waste paper suppliers conducted	BSP Waste Paper Suppliers assessed and a report prepared
Immediate Objective 2: Institutional capacity of BSP is strengthened to effectively address the issues of child labour and decent work deficits in its supply chain	Output 2.1: BSP management sensitized on child labour issues and decent work deficits	Number of orientation sessions conducted for BSP staff and management with attendance of over 100 participants.
	Output 2.2: BSP workers and supply chain sensitized on child labour issues and decent work deficits	21 awareness-raising sessions conducted in various districts with over 1100 participants including BSP workers, contractors/sub-contractors, transporters and farmers engaged in biomass supply and collection of waste paper along with community representatives

	Output 2.3: ILO related documents of the BSP reviewed and aligned with national labour laws and ILS	Suppliers code of conduct reviewed and aligned with national labour laws and ILS
Immediate Objective 3: Direct actions targeting child labour and promoting decent work in supply chain piloted	Output 3.1: Pilot interventions developed through a consultative process	Numerous interventions discussed and developed through stakeholder consultations i.e. DoL, Punjab, Pakistan Workers' Federation and BSP in light of the finding of the formative study and shared with the Stora Enso-BSP
	Output 3.2: Interventions, agreed by the ILO-Stora Enso-BSP, launched	<p>The time constraint did not allow for interventions to be fully launched. However, various linkages, particularly between the Integrated Project Government of Punjab and P-TVETA, were formed for ongoing as well as future collaborative action.</p> <p>One of the most successful interventions included widening the outreach to other businesses and stakeholders by setting up a platform to promote dialogue and experience sharing. 3 business round table meetings were organized through the CLP with one each in Lahore, Islamabad and Karachi attended by 116 participants.</p>
Immediate Objective 4: Principles of decent work mainstream in BSP value chain	Output 4.1: Technical cooperation project developed by the ILO	Not carried out due to the donor's decision to confine commitment to the initial pilot.
	Output 4.2: Roadmap for future interventions designed	<p>A case study documenting the pilot experience, project successes and lessons learnt was conducted and key findings disseminated through a showcasing event.</p> <p>An exit strategy for the project was also developed as a roadmap for future work.</p>

4.3 Efficiency

Evaluation questions

Has the project received the necessary institutional, technical, and administrative guidance from different decision-making levels for successful execution?

To what extent have material, human, and institutional resources been sufficient and adequate to meet global objectives?

What have been the amount, quality, and opportunity of the products supplied?

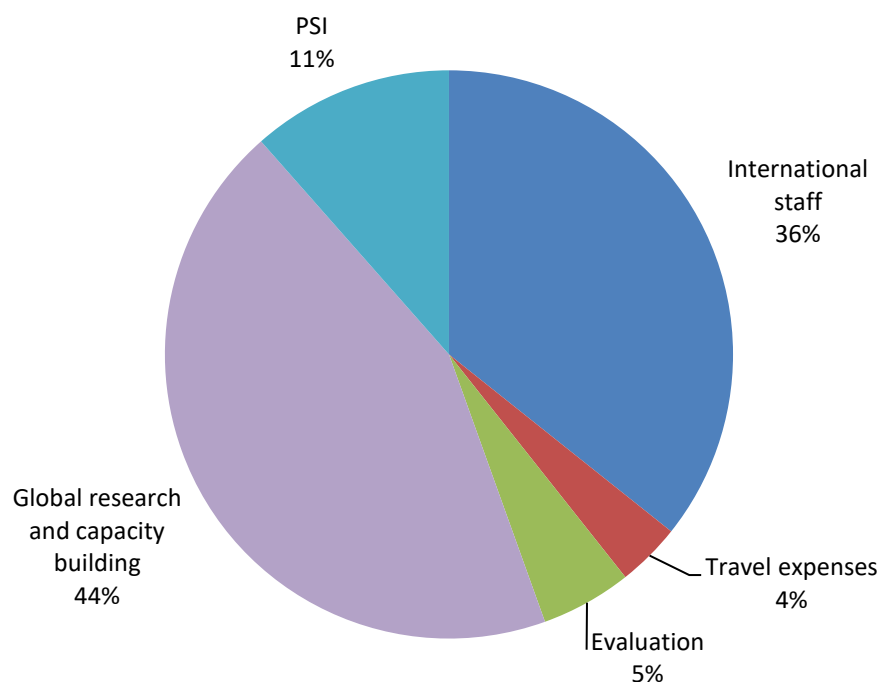
To what extent is there congruency between the work plan, the budget, and the number of human resources available to the project?

To what extent has the global work plan been met?

To what extent has the global component's budgetary execution been met?

The project had a total budget of USD 860,179 distributed as shown in figure 1 below.

Figure 1. Budget distribution of the total budget



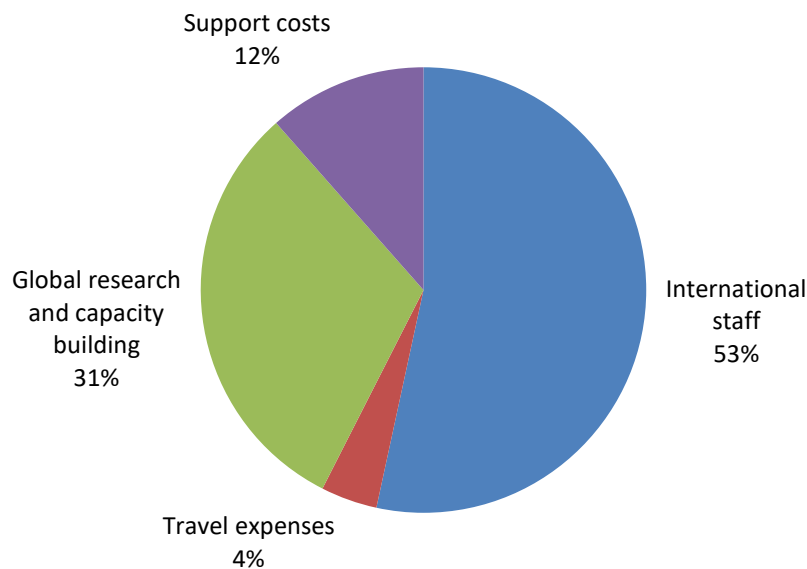
Note: Programme support costs include travel expenses, monitoring missions, evaluation, training of project staff and operation expenses.

This total budget was distributed between the global and the national component in Pakistan. Initially, USD 395,311 (46 per cent of the total budget) was allocated to the global component and USD 464,862 (54 per cent) to the national component.

Global component

The budget initially allocated to the global component amounted to USD 464,862. Figure 2 below shows the distribution of these funds. Part of these funds were reallocated to support the Pakistan national component following the Stora Enso decision to cancel immediate objective 2 of the Global Component (see section 4.2 on effectiveness above), reducing the global funds to USD 267,820.

Figure 2. Budget distribution of the global component

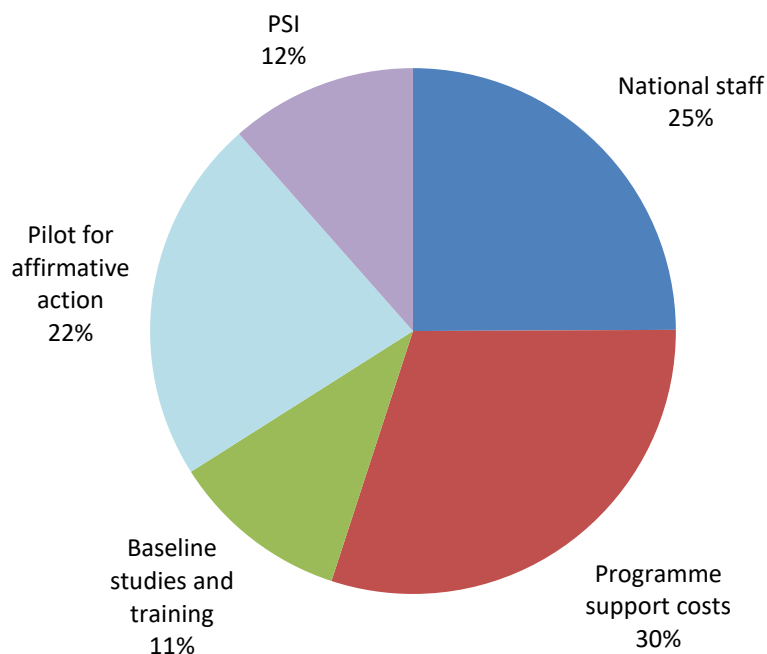


The level of expenditure of the global component at the end of the project was only 33% (USD 87,630). Most of the expenditure was invested in international staff (76%) providing backstopping and technical advice and travel costs (12.5%). There was no expenditure on consultancy or subcontracts for research or capacity building.

Pakistan component

The national component of the project had a budgetary allocation of USD 464,868 (54 per cent of the total budget). The distribution of these funds by type of expenses is shown in Figure 3.

Figure 3. Budget distribution of the national component



Concerning the time efficiency of the project, the implementation was fraught with numerous delays right from the inception phase. In Pakistan, the initial design was developed in April 2015

followed by the first planning workshop (Strategic Program Impact Framework –SPIF- workshop) in August 2016. However, the design modalities could not be agreed until the second SPIF workshop in February 2016. As noted earlier, a varied understanding of concepts by different stakeholders remained one of the constraints that led to considerable time lags in implementation.

Another factor which resulted in pushing over timelines was getting BSP on board as implementing agency through a formal arrangement. The original institutional arrangement for the project was based on an agreement between Stora Enso and the ILO. BSP at that time was operating as a joint venture between Packages Limited and Stora Enso. However, in July 2017 Stora Enso divested from Packages Limited. BSP was then taken on board as the implementing agency for the pilot project through an Aid Memoire with the ILO. The change in institutional arrangement and the interim period between led to considerable delays in initiating various project activities.

Examining the project management, the project team from the ILO was actively engaged in providing technical backstopping and advisory support to the various project components. The BSP staff as representatives of the implementing organization interviewed by the consultant acknowledged the hands-on engagement of the ILO project team. They said that project staff, particularly the NPC, was available and accessible at all times and would step in to support whenever required.

4.4 Sustainability

Evaluation questions

To what extent has the project contributed to develop conditions that facilitate ES long-term capacities to develop global policies to promote decent work and progressively eliminate child labour in its value chain?

What further concrete steps can be taken to increase the perspectives of the sustainability of the results?

Global component

Given the low extent of implementation of this component, sustainability prospects are not significant. There are, however, unforeseen effects that may lead to sustained contributions to the fundamental rights agenda in the global business community, in particular the initiative of the PPP to bring Stora Enso present their experience in the session with CLP members that has created a momentum for gathering together different stakeholders around the issue of child labour that may continue in the future business round tables supported by the CLP.

Pakistan component

One of the foremost elements of sustainability is the creation of stronger awareness and commitment by both BSP and its suppliers along the chain about issues related to decent work and child labour in the supply chains of paper and packaging. Through the orientation sessions with the BSP staff and management, the project created a critical mass within the organization which was able to generate institutional support and gain organizational ownership for addressing the issues. The project efforts thus, not only led to the creation of well-informed chains but also contributed to the institutional development of supply chain actors particularly with good documentation practices introduced among the supply chain tiers.

A further element to sustainability was added when the project efforts led to the creation of a resource pool with expertise and knowledge to undertake this work at the organizational level.

Sustainability of project efforts can also benefit from linkages and gaining traction between the supply chain actors and various government departments. Numerous sessions in Punjab were attended by representatives from the Department of Labour and Manpower as well as the

provincial Technical and Vocational Education and Training Authority of Punjab. The government officials invited to the sessions shared various government initiatives to address the issue of child labour, in particular, the PKR 5,150 million the Integrated Project by the Government of Punjab, which seeks to eradicate child labour from various economic sectors and promote decent work for vulnerable workers. The interaction provided a valuable opportunity for collaboration between the public sector initiatives and the efforts undertaken in the private sector.

Reaching out to more businesses also created avenues for sustainable collaboration with other stakeholders. The project organized three roundtables with various businesses and other stakeholders in attendance. The roundtables provided a chance for businesses to share experiences of undertaking initiatives focusing on social compliance. A consensus evolved around continuing to share experience and best practices to promote fundamental rights in supply chains by businesses.

The project also developed an exit strategy with potential actions for all stakeholders involved to provide a clear roadmap for sustainability.

The PPP contributed to create a momentum for gathering together different stakeholders around the issue of child labour, along with constituents of the ILO. Other multinational companies present in the country are expected to engage and discuss about child labour on the coming business round table (at the end of June 2019), supported by the CLP.

5 Conclusions

The ILO/Stora Enso PPP was an intervention relevant to the needs of Stora Enso to improve compliance and due diligence across its supply chain as well as to the objectives of the ILO on progressing on the elimination of child labour and forced labour and promoting freedom of association, collective bargaining and non-discrimination. The choice of Pakistan as a country component was well-grounded given the evidences of issues on child labour and other fundamental rights in the Stora Enso supply chain found by an independent research study. From Stora Enso's perspective, partnership with the ILO was extremely important for both the global and the Pakistan component. It opened the company's policies and practices to scrutiny, giving Stora Enso a broader perspective on human rights and labour rights.

The project design was logic and consistent with the needs identified. Building the capacities of Stora Enso to ensure that its operations throughout its supply chain is free of child labour and forced labour and respect freedom of association, collective bargaining and non-discrimination required action at the global level to strengthen the company's global policy and to build capacity amongst the management and other relevant staff the capacities to implement and monitor effective measures. At the country level, the project has an adequate consistency with the need, evidenced by the research, of improving the compliance of Stora Enso supply chain. It was also aligned with the country and Punjab's policies on Decent Work as well as with the tripartite priorities defined in Pakistan's Decent Work Country Programme (DWCP-II 2010-15).

The institutional framework of the project was consistent with the governance and management structure of both partners both at the global and country levels. The management of the global component by FUNDAMENTALS in Geneva allowed benefiting from articulation with other global initiatives, such as the CLP.

De-centralizing the Pakistan component to the ILO office in the country was an adequate decision to transfer the implementation capacity to the field and to foster ownership by BSP, the Stora Enso partner in the field. However, higher engagement of workers and employers organizations could have been promoted more strongly in the project design, as well as in the implementation.

Whereas the objectives defined in the project were in principle realistic with the management set-up, there were gaps in the ownership by the Stora Enso top management regarding the project objectives, rationale and the nature of the partnership with the ILO, who would have required more intense interaction between the two organizations during the design process. This understanding would have benefited also if both organizations had jointly developed the project concept note into a full project document with a more detailed theory of change, workplan and indicators, which would have provided a structured basis to create a clearer understanding of the project objectives and strategy.

The effectiveness of the project to achieve its results was varied between the global and country components, which seem to reflect the different context and management of the two PPP counterparts in practice, the management staff at Stora Enso Headquarters for the global component, and at BSP in Pakistan for the country component.

In the global component, only the Immediate Objective 1 achieved some degree of progress, though limited. The gap analysis of the Stora Enso Policy Framework on Human and Labour Rights was delivered by the ILO, including recommendations for action. However, there was no joint follow up by the ILO and Stora Enso on the use of the report by the company or the implementation of the recommendations. Regarding Immediate Objective 2, little action was implemented, as the ILO and Stora Enso did not reach an agreement on possible countries and subsectors for research on the legal and practical framework of fundamental rights at work. The underlying factors for these lack of understanding between the two partners were difficult to calibrate for the evaluation, but they may include differences on expectations between Stora

Enso and the ILO, lack of buy-in from Stora Enso top management and high turnover on the Stora Enso focal point for the project, and insufficient follow-up by both the ILO and Stora Enso, which in any case reflects the need for a more intense and continuous communication between the two project partners.

One positive effect of the PPP was the interest of Stora Enso in participating in several activities organized by the Child Labour Platform (CLP), including sessions with experts and CLP members on areas as child labour in supply chains, remediation, cross-sectoral collaboration on child labour at the country level and partnerships for the SDGs, which shows the added value of the ILO to link the PPP with a global initiatives that mobilize the broader private sector.

Regarding the Pakistan component, overall the project achieved significant progress towards the objectives. On the Immediate Objective 1, the project made an initial investment in gaining the support and buy-in of BSP management through a strategy that combined improving the knowledge base through situational analysis with sensitization session for different departments of BSP. To this end, it was instrumental the ILO's comparative advantage and experience of previous interventions to tackle child labour in supply chains in Pakistan particularly in the soccer ball, carpet and surgical industries.

The reform of the BSP's Supplier Sustainability Requirements improved the company's framework to implement a due diligence mechanism on fundamental rights in the supply chain. Furthermore, the project supported the implementation of this framework along with the supply chain actors, improving their knowledge and awareness on FPRW and the legal provisions covering them.

Another significant project achievement was to mobilize and create synergies between government institutions, including Punjab Government's Integrated Project, and BSP and its suppliers to strengthen the remediation measures.

Regarding the Immediate Objective 2 on implementing pilot interventions, this component suffered a lag on implementation due to time constraints that limited a full-scale launch.

Stakeholders agree that one of the main positive factors for the overall success in meeting most of the targets in Pakistan was the collaborative approach, bringing to the same table Stora Enso, BSP and ILO's constituents such as the Punjab Labour Department and the PWF the EFP. However, the engagement of employers and workers' organizations was somewhat peripheral and could have been embedded strongly.

The budget distribution between the global and country components was proportionate to the respective outputs and objectives. The transfer of funds from the global component to Pakistan after the cancellation of immediate objective 2 in the project extensions was an appropriate decision to increase the support for the Pakistan actions, though the pilot for affirmative action was not implemented at the expected level.

Sustainability prospects vary significantly between the two project components, reflecting the different degree of achievement of both objectives and the different implementation context for the global and country components.

In the case of the global component, its limited extent of development does not allow for significant sustainability. There are, however, unforeseen effects that may lead to sustained contributions to the fundamental rights agenda in the global business community, in particular the initiative of the PPP to bring Stora Enso present their experience in the session with CLP members which may stimulate the CLP members interest around the issue of child labour in the future business round table supported by the CLP.

In regard to the Pakistan component, the project has improved conditions for sustainability in various dimensions. The project has raised the awareness and commitment on child labour and decent work of BSP management and its suppliers in the value chain, reaching what may constitute a critical mass to generate long-term ownership that can rely on the pool of expertise

created to implement and strengthen due diligence and compliance measures. The linkages between the supply chain stakeholders and various government departments can also foster the collaboration between the initiatives of the public and private sectors improving the institutional environment for sustainability.

6 Recommendations

General and global component recommendations:

1. Intensify interaction with the private partner during the project design. To: ILO and private partner

The design and implementation of a PPP with a multinational company is a complex process that needs to be underpinned on a clear mutual understanding and agreement of the expectations, objectives and the route map to achieve them. The buy-in and support of the top level management of the private partner are in this regard essential for the success. Building such an understanding requires intense communication particularly when, as in the case of the PPPs, the business partner of the ILO comes from a different environment and may not be familiarized with the technical cooperation of the ILO.

In future PPPs, it is therefore, recommended that the design phase includes strong communication and collaboration with the partner, including briefing sessions on the nature of the ILO mandate, governance structures and modalities to deliver technical assistance, clarify the expectations, the objectives, outputs and results, the responsibilities of each partners and the conditions for success. This collaboration and dialogue must also include the top-level management of the private partner as well as its business partners in the field, if any, to ensure full commitment and ownership form them.

2. Develop a complete project document for the PPP implementation and monitoring. To: ILO

It is recommended that in future PPP a fully-fledged project document according to the ILO standards is developed. Beyond providing a solid basis for the implementation and monitoring of the PPP, the process of elaboration of the project document in close collaboration with the private partner and with the participation of the ILO constituents and other partners as relevant, will also be beneficial to ensure that both organizations share the same perspective of what the project is going to achieve and how.

3. Include key performance indicators and implement baseline and endline. To: ILO

For future interventions, it is recommended that as part of the project design, a set of SMART indicators is included in order to monitor the project progress towards results and improve the project capacity to take corrective action. It is recommended also to consider developing a solid baseline and endline exercises to provide rigorous evidences of the project achievements and to be able to demonstrate results and impact.

Country component.

4. Include an initial phase for contextual analysis of pilot interventions. To: ILO

For a pilot initiative of a pioneering kind, the time duration is of the essence. In order to assess the efficacy of the pilot interventions, it is worthwhile to consider building in a time margin for contextual analysis and subsequent design based on research findings.

5. Incentivize the interaction between local actors and the ILO. To: ILO

In order to leverage optimal use of available expertise to design the project, ILO can consider seeking out more input both from local actors on ground enriched with global or regional experience and expertise available at the HQ level or in the region.

6. Foster stronger participation of the ILO social partners. To: ILO

ILO can consider building in a stronger role of employers' and workers representative forums in future programs. Support of employers' organizations can be leveraged to encourage member organizations to map their supply chains for potential risk segments. It can also take the lead in developing a model supplier code based on FPRW and subsequently advocate for its adoption by member companies.

The role of workers' organizations can be instrumental in providing support to identify and map potential risk sectors in companies' supply chains. It can also advocate for the adoption of model supplier code by employers among member organizations. Additionally, their support can be leveraged to reach out to members to create awareness on decent work compliance in supply chains.

7. Develop alternative scenario analysis for the design of the pilot interventions. To: ILO

With the experience of running a pilot with a single organization, it is worthwhile to consider different options for selecting the implementation model. For future, the design could potentially consider taking a sectoral approach and working with an industrial sector e.g. paper industry or textile/ garments sector. By choosing to focus on an entire sector or industry as part of the upscale, the program impact can be greatly enhanced.

Annex 1. List of Interviewees

Respondents and stakeholder groups	Tools for collecting data	Number of interviews
Global component		
Noel MORRIN, Executive Vice President, Sustainability, Stora Enso	In-depth Interview	1
Benjamin Smith	In-depth Interview	1
Katherine Torres	In-depth Interview	1
Pakistan component		
Project NPC	In-depth Interview	1
BSP representatives	In-depth Interview	1
Government representative – Department of Labour	In-depth Interview	1
Workers representative organization	In-depth Interview	1
Employers representative organization	In-depth Interview	1
Selected project beneficiaries	In-depth Interview	2

Annex 2. Documents reviewed

- Project Concept Note: Public-Private Partnership between the International Labour Organization and Stora Enso for the project “Elimination of child labour and promotion of Decent Work in the Stora Enso value chain, with a focus on Pakistan”
- Agreement between the International Labour Organization and Stora Enso Oyj for “Elimination of child labour and promotion of Decent Work in the Stora Enso value chain, with a focus on Pakistan”, signed on April 2015
- Final Project Report & Final Technical Progress Report, Reporting period from 22 April 2015 to 21 April 2016
- Internal Evaluation Report for the Pakistan Component of the project “Elimination of Child Labour and Promotion of Decent Work in the Stora Enso Value Chain, with a Focus on Pakistan”. Sabina Ahmad, April 2018
- Stora Enso’s Sustainability Report 2018, available at <https://www.storaenso.com/en/sustainability/sustainability-reporting>
- ‘Stora Enso signs a global framework agreement with IndustriALL Global Union, UNI Global Union and the Building and Wood Workers’ International’, news.cision.com, January 19, 2018, available at <https://news.cision.com/stora-enso-oyj/r/stora-enso-signs-a-global-framework-agreement-with-industrial-global-union--uni-global-union-and-th,c2434533>
- Stora Enso Human Rights Assessment, Review and consolidation report, The Danish Institute for Human Rights, 2015
- BSP Supply chain mapping of the paper and board industry (waste paper and agricultural biomass). Submitted by Javaid Gill to ILO

Annex 3. Evaluation TORs



Final Self-Evaluation

Public-Private Partnership between the International Labour Organization and Stora Enso

Elimination of child labour and promotion of Decent Work in the Stora Enso value chain, with a focus on Pakistan

Terms of Reference.

Draft - 21.03.2019

XB Symbol:	GLO/14/47/STO
Programme title:	Elimination of child labour and promotion of Decent Work in the Stora Enso value chain with a focus on Pakistan
Country:	Global
Country Programme Outcome:	GLO 751
P&B Outcome.	16
Technical field:	IPEC
Administrative Unit:	FUNDAMENTALS
Responsible Chief:	Beate Andrees, FUNDAMENTALS Ingrid Christensen, CO-Islamabad
Collaborating ILO Units:	ACTRAV, ACT/EMP, SME, CO-Islamabad, RO-Asia and the Pacific
Time frame	22 April 2015 - 31 December 2018
Budget:	USD 860.179
Donor:	Stora Enso Oyj

1. Background and Context

The project “Elimination of child labour and promotion of Decent Work in the Stora Enso value chain” funded by Stora Enso Oyj through Public-Private Partnership (PPP) has been implemented between 22 April 2015 - 31 December 2018, to increase Stora Enso’s capacity to align its global policy and practice with relevant International Labour Standards as well as increasing the company’s knowledge of the effect on the use of child labour and lack of access to other fundamental principle and rights at work (FPRW), of the socio-economic and legislative context of countries in which it operates.

The project comprised a global component of the partnership supplemented by a country-specific intervention to combat child labour and to deal with issues affecting the use of child labour in the agricultural and recycled paper supply chains of Bulleh Shah Packaging (BSP), Stora Enso’s joint venture with Pakistani partner, Packages Ltd.

The importance of this partnership is rooted in the number of adverse effects faced by children working in sectors in which ESE and/or BSP are active. Examples of these effects in the wheat straw collection include excessive hours; prolonged exposure to the sun; allergies; and work-related injuries, such as back pain, abdominal problems etc. In terms of waste recycling, concerns include particularly low levels of hygiene.

Stora Enso is a leading paper, biomaterials, wood products and packaging company with its head offices in Finland and Sweden. The Group has operations in more than 35 countries worldwide. In June 2013, Stora Enso, with its Pakistani partner Packages Ltd, established a joint venture company in Pakistan called Bulleh Shah Packaging (BSP). The joint venture includes the operations of the Kasur Mill, (paperboard and corrugated packaging), and the Karachi Plant (corrugated packaging).

ILO provided support to Stora Enso to meet their commitments and strengthen its policies to respect labour rights, including those related to child labour and the other fundamental principles and rights at work.

In particular, the ILO provided Stora Enso with technical support to:

- 1) Strengthen Stora Enso’s policies and due diligence processes on child labour and the other labour rights; and
- 2) Address decent work deficits and promote respect for the FPRW in BSP’s supply chains.

The global component pursued the following objectives:

- To increase ES’s capacity to effectively align global policy and practice with relevant international labour standards, including identification and review of ES’s relevant internal policies and a training programme for relevant Stora Enso staff, including management and workers and their representatives.
- To increase ES’s knowledge base of the effect on the use of child labour and other FPRW violations of socio-economic and legislative context of countries in which it

operates, which included a high-level desk reviews of selected countries and sub-sectors in which Stora Enso operates, in-depth research into labour rights and socio-economic conditions in selected sub-sectors in the Stora Enso supply chain, and provision of concrete recommendations on how Stora Enso can put its policies regarding human and labour rights into practice while taking into consideration diverse local socio-economic and legal conditions in sourcing countries.

- Risk assessments in selected countries and sub-sectors that are important to Stora Enso's supply chain.

The Pakistan component comprised the following outcomes:

- Situation Analysis and orientation phase, including a baseline Study to identify decent work deficits in BSP Value Chain and clarify Stora Enso's and BSP's responsibilities, orientation and sensitization of BSP Management and workers and their representatives on dividends of decent work, a pilot intervention in selected communities to support the progressive elimination of child labour, development of a proposal for a medium-term technical support programme, and technical assistance and affirmative action.

The Global project is centralized and under the responsibility of FUNDAMENTALS Branch, the Pakistan project is decentralized under the responsibility of CO-Islamabad.

The project fits with Outcome 8 of the ILO Programme and Budget 2016-2017 focusing on protecting workers from unacceptable forms of work. In particular, it addresses indicator 8.2 by strengthening the constituents' capacities at the global level to protect workers, especially the most vulnerable, from unacceptable forms of work.

The final self-evaluation of the global component will be carried out by the technical backstopping unit (FUNDAMENTALS), in close collaboration with the project officer. The evaluation of the Pakistan component will be carried out separately by ILO Country Office in Islamabad, Pakistan. Once evaluation for both components are finalised it will be then consolidated into a single report by a consultant responsible for preparing the global component report.

The project has not been subjected to mid-term evaluations. Therefore, this final self-evaluation will focus on the analysis of the whole project duration to provide recommendations and lessons learned.

2. Purpose, scope and clients of the evaluation

2.1. Purpose

The final self-evaluation of the Global component serves two main purposes:

1. The assessment of the level of achievement of the project objectives at output and outcome levels; the strategies and implementation modalities chosen; the partnership

arrangements, constraints, both internal to the project as well as factors beyond the project control and opportunities.

2. Provide recommendations to the ILO, ES and other stakeholders as relevant, lessons learned and good practices to inform the design and implementation of future PPP initiatives on the elimination of child labour and promotion of the fundamental labour rights.

2.2. Scope of the evaluation

The scope of the evaluation covers the full project period from 22 April 2015 - 31 December 2018. The evaluation will notably assess progress in global component against all outputs produced, the overall level of achievement of the project, and the prospects of results to be sustained over time.

2.3. Clients of the evaluation

The primary clients of the evaluation include the project management unit and involved units (ACTRAV, ACT/EMP, SME, CO-Islamabad, RO-Asia and the Pacific), the ILO FUNDAMENTALS Branch in Geneva, ES and its partners in Pakistan. The findings and recommendations of the evaluation will be used by the ILO and ES to contribute towards the sustainability of the project outcomes and to feed future PPP initiatives.

2.4. Evaluation questions

The evaluation will focus on the following 7 evaluation criteria and themes: relevance, validity of design, effectiveness, efficiency, sustainability, gender and social dialogue and tripartism. For each of the evaluation criteria, the evaluation will address the questions presented in the table below:

Global component
<u>Relevance</u>
Was the project relevant and adequately suited to the ILO policies, the Stora Enso policies and the global agendas on eliminating child labour and promoting Decent Work?
Does the project address relevant global gaps on the elimination of child labour and promotion of Decent Work in the paper, biomaterials, wood products and packaging value chain?
<u>Effectiveness</u>
To what extent has the project has contributed to strengthen SE's policies and due diligence processes on child labour and the other labour rights and to address decent work deficits and promote respect for the FPRW its global supply chains?
What are the main factors –internal to the project and external- that have hindered the project capacity to reach the objectives?
Are there alternative strategies that would have increased the perspectives of achieving the global results?

Have there been unforeseen positive or negative multiplying effects as a result of project actions? (in ILO, in the global value chain, in employees' and employers' organizations)?
<u>Validity of the design</u>
How realistic were the project global objectives within the management, budget and time frameworks?
Did the project design establish a clear strategy to solve the problems and needs detected?
Was established an adequate institutional framework clearly defining the roles and responsibilities of the project's main partners at the global level?
<u>Efficiency</u>
Has the project received the necessary institutional, technical, and administrative guidance from different decision-making levels for successful execution?
To what extent have material, human, and institutional resources been sufficient and adequate to meet global objectives?
What have been the amount, quality, and opportunity of the products supplied?
To what extent is there congruency between the work plan, the budget, and the number of human resources available to the project?
To what extent has the global work plan been met?
To what extent has the global component's budgetary execution been met?
<u>Sustainability</u>
To what extent has the project contributed to develop conditions that facilitate ES long-term capacities to develop global policies to promote decent work and progressively eliminate child labour in its value chain?
What further concrete steps can be taken to increase the perspectives of the sustainability of the results?
<u>Gender</u>
Were there any steps taken towards mainstreaming gender issues within the global component design and implementation?

3. Methodology

This evaluation will be implemented under a self-evaluation modality. As per the ILO procedures, self-evaluations are managed and conducted by ILO staff members who are entrusted with the design and delivery of an intervention. Self-evaluations have a strong focus on bringing together the project stakeholders for participatory dialogue on the project results and identification of lesson learned.

The final self-evaluation will be conducted in the following steps:

1. Desk review: including the Project documents and Stora-Enso relevant policy documents.
2. Key Informant Interviews: The list of informants will include:

- ILO: staff in FUNDAMENTALS branch, CO-Islamabad, RO-Asia and the Pacific, ACTRAV, ACTEMP, SME, as relevant

- SE focal points.

Stakeholder	Data collection instrument	Number
Global		
Project Staff / CTA	In-depth interview	1
FUNDAMENTALS child labour/forced labour officers		2
STORA ENSO HQ staff / focal points	In-depth interview	4
<i>Other as relevant</i>		

3. Preparation of the draft report of findings

A draft report presenting the main findings and conclusions obtained from the desk review and the stakeholders' interviews will be prepared for circulation by the ILO officers in HQ.

4. Consultation and elaboration of the evaluation report

The draft report will be shared with SE and other project stakeholders as relevant for feedback. A working session (either face to face or virtual), will be held with ES and the ILO, (including HQ and country participants) to jointly assess the findings, conclusions identify lessons learned and recommendations. The results of this working session will be used by the lead evaluator, with the support of the FUNDAMENTALS M&E officer, to draft lessons learned and recommendations and to prepare the final version of the evaluation report.

4. Outputs and timeline

The outputs to be delivered are:

- Draft evaluation report presenting findings and conclusions based on the results of the interviews and desk review.
- Final version of the evaluation report incorporating feedback from stakeholders, lessons learned and recommendations.

The expected structure of the evaluation report is as follows. The report should be 20 pages maximum excluding annexes:

- Executive Summary
- Project background
- Purpose, scope and clients of evaluation
- Methodology (and methodological limitations)
- Findings (organized by evaluation criteria)
- Conclusions
- Recommendations (including to whom and timeline)

Annexes:

- List of Interviewees
- Schedule
- Documents reviewed
- TORs
- Lessons Learned
- Good practices

5. Management arrangements

The final self-evaluation will be managed by FUNDAMENTALS Branch that is backstopping the project, with the support of the FUNDAMENTALS M&E officer and guidance from the EVAL focal point of GOVERNANCE. The evaluation manager will be supported by an external consultant who will collect and process the primary data (desk review and interviews) and prepare the draft evaluation report, as per the specific task and deliverables specified below.

The evaluation manager will be responsible for:

Desk review:

- Provide the consultant with the relevant project documentation both for the global and Pakistan components.

Collection of primary data in Pakistan:

- Agree with the consultant the list of informants and provide the consultant with the interview guidelines.
- Support the consultant to organize the interviews

Draft report of findings

- Revise and provide feedback to the draft evaluation report submitted by the consultant.
- Circulate the report to ES and other stakeholders.

Stakeholders' feedback

Facilitate the feedback from the project stakeholders, including as relevant a working session with ES for joint discussion of findings, identification of lessons learned and recommendations.

Final evaluation report

Prepare, with the support of the M&E officer, the final version of the evaluation report incorporating the stakeholders' feedback.

The consultant will be responsible for:

Desk review:

- The consultant will do an initial review of the relevant project documents regarding the Global component, including workplans, budgets, activity and progress reports, relevant studies and thematic reports.

Collection of primary data:

- Carry out interviews with the stakeholders of the Global component (see the table of informants above). Under the supervision of the self-evaluation manager, the consultant will interview the stakeholders, including arranging the interview schedules and logistics, using the interview guidelines to be provided by the ILO.

Draft evaluation report

- Systematize the information gathered through the interviews and desk review to identify the main findings, conclusions and preliminary lessons learned.
- Elaborate the draft evaluation report and incorporate the comments from the evaluation manager

6. Timeline and Payment Schedule

The assignment will be for 13 working days, starting in the third week of May 2019, including 5 days for preparatory work, 5 days for data collection and draft reporting and 2 days for incorporating stakeholder feedback. One-time (100%) payment (6,500 USD) will be paid upon satisfactory performance/outputs/deliverables received and verified by ILO.

7. Profile of Evaluation Consultant/s

The Evaluator should have the following qualifications:

- Advanced university degree in social sciences or related graduate qualifications;
- A minimum of 10 years of professional experience in conducting programme or project evaluations, experience in the area of child labour/research/social dialogue will be an added advantage but not required;
- Proven experience with logical framework approaches and other strategic planning approaches, M&E methods and approaches (including quantitative, qualitative and participatory), information analysis and report writing;
- Fluency in written and spoken English is required, knowledge of one or more languages spoken in the project countries would be an asset;
- Knowledge and experience of the UN System is desirable;
- Understanding of the development context of the Project Countries is an added advantage;
- Excellent consultative, communication and interviewing skills;
- Demonstrated excellent report writing skills in English; and
- Demonstrated ability to deliver quality results within strict deadlines.

Annex 4. Lessons learned and emerging good practices

Lesson Learned	
Evaluation Title: Final Internal Evaluation of the Stora Enso/ILO PPP “Elimination of child labour and promotion of Decent Work in the Stora Enso value chain, with a focus on Pakistan”	Project TC Codes GLO/15/53/STO (Global component) PAK/15/50/STO (Pakistan component)
LL Element	Text
Brief description of a lesson learned (link to specific IO, SOs and outputs)	<p>Developing good mutual understanding and a common language with private partners that may lack a deep knowledge of the ILO management structure and operations arrangements to implement development cooperation require an intense communication and exchange particularly during the design phase and also throughout the PPP implementation.</p> <p>Strong communication between the ILO and the private partner is also key to mobilize and gain the buy in of the top management of the partner, which is fundamental for ownership and sustainability of the PPP results.</p> <p>This need for close dialogue was also relevant the Pakistan component, as the Stora Enso- BPS joint-venture was a key cornerstone of the PPP. Whereas In the early discussions there was high understanding and involvement by the staff in Stora Enso, But BSP was not as engaged in child labour issues as Stora Enso. This shows that not only need high-level buying of the project but also that of the business partners in the field.</p>
Context and any related preconditions	- Mutual trust between the ILO and the partner and commitment from the top management.
Targeted users	ILO, partners participating in the PPP
Challenges /negative lessons - Causal factors	n/a
Success / Positive Issues - Causal factors	n/a
ILO Administrative Issues (staff, resources, design, implementation)	- Resources for travel of the ILO staff for scoping missions and face-to-face meeting with the partner may be necessary.

Evaluation Title: Final internal evaluation of the Stora Enso/ILO PPP “Elimination of child labour and promotion of Decent Work in the Stora Enso value chain, with a focus on Pakistan”		Project TC/SYMBOL: GLO/15/53/STO (Global component) PAK/15/50/STO (Pakistan component)
LL Element	Text	
Brief description of a lesson learned (link to project goal or specific deliverable)	Introducing in the PPP a component to improve the private partner’s global policies and practices on FPRW creates an important incentive for the partner to revise its compliance with human rights in its operation throughout its whole supply chain and operations, and to strengthen a comprehensive global perspective.	
Context and any related preconditions	- Interest and buy-in from the partner on the added value of the ILO to provide support and guidance to strengthen the company’s global policies on FPWR.	
Targeted users	Private partners engaging on a PPP, ILO	
Challenges /negative lessons - Causal factors	- n/a	
Success / Positive Issues - Causal factors	- n/a	
ILO Administrative Issues (staff, resources, design, implementation)	- n/a	

Emerging good practice		
Evaluation Title: Final Internal Evaluation of the Stora Enso/ILO PPP “Elimination of child labour and promotion of Decent Work in the Stora Enso value chain, with a focus on Pakistan”		Project TC Codes GLO/15/53/STO (Global component) PAK/15/50/STO (Pakistan component)
GP Element	Text	
Brief description of the good practice; link to specific action, task or policy	The design of the Pakistan component benefited from a dual focus: on the one hand, interventions to raise awareness about FPRW, both among the BSP staff and management and their vendors along the supply chain; and on the other hand by helping to create organizational mechanisms to ensure due diligence and decent work compliance.	
Relevant pre-conditions, Context	- Buy in from the top management of the company - Analysis of the supply chain identifying gaps and strengths on compliance	
Causal Factors	n/a	
Targeted users /Beneficiaries	All the stakeholders in the supply chain	
Indicate Measurable impact	n/a	
Potential for replication	This good practice is applicable to value chains in other sector, either to a single company or in entire sectors.	
Links to Country Programme Outcomes or ILO Policy	n/a	
Other relevant documents or comments		

Emerging good practice	
Evaluation Title: Final Internal Evaluation of the Stora Enso/ILO PPP “Elimination of child labour and promotion of Decent Work in the Stora Enso value chain, with a focus on Pakistan”	Project TC Codes GLO/15/53/STO (Global component) PAK/15/50/STO (Pakistan component)
GP Element	Text
Brief description of the good practice; link to specific action, task or policy	Participation of Stora Enso in the meetings of the Child Labour Platform (CLP) to present and discuss with companies and multinationals from various sectors the PPP experience on strengthening global policies and practices on FPRW in the supply chain. This participation in the CLP stimulated the interest the CLP members on the how the Stora Enso experience of developing a global policy on fundamental principles and right can be applied beyond the wood and paper supply chains.
Relevant pre-conditions, Context	- Initiative of the project management to link the PPP with the CLP, and to mobilize Stora Enso to participate
Causal Factors	n/a
Targeted users /Beneficiaries	Company members of the CLP The broader business community
Indicate Measurable impact	n/a
Potential for replication	This good practice is applicable to other PPP either at global or country levels
Links to Country Programme Outcomes or ILO Policy	n/a
Other relevant documents or comments	

Annex 5. Logical framework: Global component

