



## Access to justice in labour disputes through mediation and conciliation

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Tripartism and constituent partnerships

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

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**Acronyms and Abbreviations**

ALDR	Alternative Labour Dispute Resolution
CMIS	Case Management Information System
DWCP	Decent Work Country Programme
DWT/CO	Decent Work Team/Country Office Budapest
EU	European Union
ILO	International Labour Organization
ILS	International Labour Standards
ITC	ILO International Training Centre
MFE	Ministry of Finance and Economy
M & E	Monitoring and Evaluation
NAES	National Agency for Employment and Skills
NLC	National Labour Council
NSDI	National Strategy for Development and Integration
OECD-DAC	Organisation for Economic Co-operation and Development – Development Assistance Committee
P&B	Programme & Budget
PSC	Project Steering Committee
SDG	Sustainable Development Goal
SIDA	The Swedish International Cooperation Development Agency
ToR	Terms of Reference
TWG	Tripartite Working Group
TU	Trade Union
VET	Vocational Education and Training

## Executive Summary

### **Background and Context**

In Albania the ILO promotes decent work as a national objective and assists constituents to make progress towards achieving that objective. Alternative Labour Dispute Resolution (ALDR) is one of the priorities in the Decent Work Country Programme (DWCP) for Albania in the period 2017-2021 (Outcome 2.2). The Swedish International Cooperation Development Agency (SIDA) funded project, 'Access to justice in labour disputes through mediation and conciliation', contributes to the achievement of the goals under this priority of the DWCP. This project builds on a previous project, 'ALB103: Strengthening the effectiveness and quality of labour inspection systems and social dialogue institutions'.

The project strategy is organised around 5 outcomes:

- Outcome 1: Increased effectiveness of labour disputes mediation and conciliation services.
- Outcome 2: Increased use of alternative resolution of labour disputes by workers, employers and their organizations.
- Outcome 3: Increased application of International Labour Standards (ILS) by national judges dealing with labour litigations.
- Outcome 4: Dispute prevention policies developed and introduced at enterprise level.
- Outcome 5: Improved negotiations and dispute prevention skills of would-be workers and employers.

The present situation of the project is that 49 activities have been completed, 6 are in progress, 3 are delayed in progress and 3 have been discontinued. It is likely that the 6 activities in progress will be completed by the project end. The 3 activities that have been delayed, which relate to a Ministerial Order for a new tripartite working group (TWG), is currently awaiting approval by the Cabinet.

### **Purpose, Scope and Clients of the Evaluation**

The purpose of the final independent evaluation is accountability, programme improvement and planning of the next steps.

The objectives of the evaluation are to:

- a) Determine the extent to which the outcomes of the project have been achieved, the kind of changes produced, and the intended or unintended effects of the project, and an assessment of the reasons/factors that helped to produce these changes and effects.
- b) Obtain feedback from the national partners and other stakeholders: what is working, what is not and why, and to assess that feedback against broader evaluation evidence.
- c) Provide suggestions, recommendations to better target the next steps, future strategies, and new areas of technical cooperation.

The evaluation covers the whole project, 2019 – 2023, over all 5 outcomes.

The evaluation serves the following - external and internal - clients' groups:

- ILO tripartite constituents and national project partners.

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- The donor.
- ILO management and technical specialists (in the ILO/Budapest and cooperating departments at the Headquarters).
- Project staff.
- Wider stakeholders and beneficiaries.

### **Evaluation Methodology**

Evaluation methodology was based on assessments of the areas of influence on the tripartite social partners, namely trade union federations, employers' organisations, national government and project stakeholders and beneficiaries. These influences were assessed through:

- Reviews of evidence of the project, [the products of the project- e.g., dedicated staff, agreements (procedural and substantive) at different levels, normative results (legislation, ratification of ILO conventions, policies etc), infrastructure, training packages and events etc].
- 1 to 1 and group interviews with key stakeholders influencing or influenced by the project [trade union officers, employers, government officials, project staff, stakeholders].

Where available, findings will be compared with similar initiatives in other countries as well as national statistics over the life of the project.

The primary evaluation activities were:

- Document review.
- Review of the results of the project and discussions with project team around these.
- 1 to 1 and group interviews with direct stakeholders – project management, country management, stakeholders, and beneficiaries as organised by project management.

### **Main Findings and Conclusions**

#### **Relevance**

- The project is linked to and helps to meet ILO mandates contained in the Director-General's Programme & Budget (P&B) 2020 – 21 Output 1.4 and the Director-General's P& B 2022 – 23 Output 1.4.
- The project helps to meet DWCP Albania 2017 – 2021 Outcome 2.2 and DWCP 2023 – 2027 Outcome 3.2.
- The project helps to meet Albania's national development plans.
- The social partners might have had a role to validate the schools and VET college ALDR syllabus and materials to ensure relevance to the real-world workplace.
- The project makes a modest contribution towards national development plans in respect of promoting gender equality, youth empowerment and building a more inclusive society.
- The project makes a modest contribution towards the achievement of Sustainable Development Goal (SDG) 8 to promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.

### **Coherence**

- The project was mostly standalone with few specific overlaps with other projects, but it coheres with the national priority towards convergence with European Union (EU) standards for accession to the EU and with the Government of Albania and United Nations Programme of Cooperation for Sustainable Development 2017-2021.
- The project has also contributed for 18 months to the United Nations Sustainable Development Cooperation Framework 2022 – 2026.

### **Effectiveness**

- The project has helped to further enhance social dialogue at national, regional and enterprise levels.
- There has not been any specific analysis undertaken on how the project results benefit members of different groups but there is some evidence that the project has had an impact on them especially in respect of disabled workers in the enterprises and special needs students in schools.
- The quality of the training provision and materials was high, attributable in large part to the expertise of the ITC and the comparative advantage of the ILO in the technical topics of ILS, social dialogue, and ALDR.
- The project has a high-quality monitoring system and adequate oversight at project, DWT/CO and donor levels.
- The project was able to make use of monitoring data to enable the project to stay on track while adjusting to changing circumstances in order to achieve its goals.
- The project has focussed on the free mandatory ALDR collective dispute resolution but has made some progress towards ALDR in individual disputes as well in helping to develop a tripartite consensus to extend free ALDR to individual disputes which is an important legacy for the project.
- The project has assisted twenty enterprises to build their internal capacity for ALDR and social dialogue which can act as templates to extend the programme to new enterprises after the project closes.

### **Efficiency and Management Arrangements**

- The project has been managed efficiently and transparently, largely achieving the project results, and making good use of ILO comparative advantage in social dialogue, ALDR, and employment relations.
- The inability to fully operationalise an integrated Case Management Integration System (CMIS) due to cyber security and data protection risks has resulted in IT hardware being supplied that has not been put to its full intended purpose, although it has helped to install an internal Ministry of Finance and Economy (MFE) system.
- The project has made excellent use of social partner representatives to help recruit enterprises, who might otherwise have been reluctant to take part in the project.
- The project made good use of local experts who contributed significantly to the success of the project.

### **Sustainability and Impact**

The project has potential for sustainability due to the systems that have been built but it will require Government funding and the willingness of partners and stakeholders to make good use of the systems in the future.

- The lack of an improved legal framework to support trade union collective bargaining and dispute settlement may hinder future sustainability.
- The lack of an independent mediation and conciliation service is a risk to longer term sustainability and impact.
- The project has produced comprehensive training materials and other resources that can assist longer term sustainability.
- The extension of ILO interventions into high schools is an innovative development that has the potential to achieve longer term impact through the development of transferable skills in dispute resolution for good citizenship.
- The training of the judiciary on ILS has the potential for longer term impact through the development of case law that makes use of the ILS in decision making.
- Extending access to free ALDR for individual disputes is critical for longer-term sustainability and impact.

### **Cross-cutting issues**

#### **COVID-19**

- The project responded to COVID-19 by helping project stakeholders change their working practices to online and digital methods.

#### **Gender Mainstreaming and Equality**

- The project integrated gender mainstreaming in activities and outputs under all 5 Outcomes.
- The project promoted gender equality through its design, management structure, and monitoring of data.

#### **ILS and Social Dialogue**

- There is strong evidence that the project contributed to the strategy of promoting labour standards through the training of the judiciary in ILS.
- The project has built capacity for collective bargaining in relation to ALDR, for example in respect to the use of collective agreements to establish internal dispute handling procedures.
- While the project helped build negotiation skills of the social partners, it did not result in new collective agreements outside the scope of ALDR, which remain the prerogative of the social partners to enter into voluntarily.

#### **Theory of Change**

- The project is based on a Theory of Change that is logically coherent and internally plausible but might have taken better account of external contexts such as the capacities of the partners to take advantage of the project.



**Main Recommendations**

1. ALDR should be extended to individual as well as collective disputes with adequate state funding to support it.

Addressed to	Priority	Resource	Timing
Tripartite partners	High	High	Short-term

2. ALDR delivery models should be developed flexibly with the ambition of an independent body as a long-term goal.

Addressed to	Priority	Resource	Timing
Tripartite Partners	High	Medium	Medium-term

3. As soon as security conditions allow, the CMIS should be extended to allow external users to access it to produce a fully integrated system.

Addressed to	Priority	Resource	Timing
Government	High	Low	Medium-term

4. The social partners should work together to extend the ALDR and social dialogue programme at the enterprise level to new companies. Advocates should be identified to promote the benefits of the programme to new enterprises and to assist them with implementation.

Addressed to	Priority	Resource	Timing
Social partners	High	Low	Medium-term

5. An improved law to support trade union ability to conclude collective agreements and dispute resolution agreements should be considered.

Addressed to	Priority	Resource	Timing
Tripartite partners	Medium	Low	Medium-term

6. In future projects, the ILO project teams should collect disaggregated data for other personal characteristics, such as age, ability etc so that a project's impact on targeted groups can be better monitored and evaluated.

Addressed to	Priority	Resource	Timing
ILO	Medium	Low	Medium-term

7. In future projects that develop materials for schools and VET colleges, those materials should be validated by the social partners through established mechanisms where they exist or by a specially established group where they don't exist.

Addressed to	Priority	Resource	Timing

ILO	Low	Low	Medium-term
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## **Lessons Learned and Good Practices**

### **Lessons Learned**

1. Making use of the credibility of the social partners to encourage enterprises to work with the project to help deliver Outcome 4. By visiting enterprises with a social partner, it opened up doors to cooperation that might otherwise not been possible. Companies were proposed by social partners (among their affiliated members) and selected by the PSC. They were contacted through the proposing social partner organisations. This helped social partners to have ownership of the project, increase the capacities of their members in the targeted enterprises, and enable those enterprises to take advantage of the project's activities.

### **Emerging Good Practice**

1. Intervention at high school level to incorporate ALDR into curriculum for 16 – 18-year-old students. Linked to Outcome 5 to influence future workers in respect of amicable conflict resolution at work.
2. Strong and active involvement by the social partners in many aspects of the project. Tripartite and bipartite involvement in critical project activities. Social dialogue was built through participation in activities such as the public awareness campaign. Social partners gained greater ownership of the project.

## MAIN EVALUATION REPORT

### 1. Project Background

#### **Economic, political, social, cultural, historical context**

Albania is a post-communist emerging market economy aspiring, since 2014, to European Union membership. It has yet to obtain a positive vote for accession, but it remains a high national priority. European integration is the main driver of reform in the country and a shared political priority (UN 2020). According to the World Bank (2018) Albania was one of the fastest growing economies in the Western Balkans before the 2008 global economic crisis. However, a post-2013 austerity agenda in Albania was initiated to meet the many pre-conditions for EU membership (Dizdari et al., 2019). At the same time, EU pre-conditions also demand progress towards European standards in the Social Rights Pillar before admission to membership of the EU. A study conducted in 2015 found that trade unions were institutionally weak and were unable to effectively resist the demands of employers for greater employment flexibility and lower wages (Dragoshi and Pappa, 2015). Consequently, compliance with the EU accession agenda has resulted in an increase in precarious employment. In a study for the Global Labour Organisation, Drishti and Carmichael (2022) found that Albania had drifted towards the 'liberal market economy paradigm with limited social protection and rights and rising flexibility ... resulting in lower job quality, higher informal employment and more job insecurity' (p. 7). This report should be tempered by findings by the EU that Albania had made progress in 2021 – 22 towards meeting required standards under the Social Rights Pillar.<sup>1</sup>

The ILO promotes decent work as a national objective and assists constituents to make progress towards achieving that objective. Advancement of tripartism, social dialogue and improved collective bargaining and dispute resolution are some of the priorities in the DWCP for Albania 2017 – 2021.<sup>2</sup> The DWCP for Albania 2023 – 2027 also prioritises increased use of ALDR and improved social dialogue.<sup>3</sup>

#### **Purpose, logic, structure and objectives of the project**

As set out in the project document the overall objective of the project was to achieve fair, fast and inclusive access to justice for all, including vulnerable categories of workers (youth, old, informal, women, low skilled). Specifically, the project was designed to build the capacity of the government, and the social partners to: a) increase recourse to conciliation, mediation or voluntary arbitration for peaceful settlement of labour disputes; b) engage more actively in collective bargaining and use collective agreements and workplace procedures in order to handle grievances in the workplace; c) be able to devise and implement informed policies in the area of prevention and amicable settlement of labour disputes and industrial relations; d) improve access to justice of vulnerable workers (youth, women, informal, low skilled).

#### **Theory of Change**

The Theory of Change was set out in the Terms of Reference (ToR) and is reproduced below:

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<sup>1</sup> <https://www.esap.online/docs/196/performance-of-western-balkan-economies-regarding-the-european-pillar-of-social-rights-2022-review-on-albania>

<sup>2</sup> [Final DWPC \(Anglisht\).indd \(ilo.org\)](#)

<sup>3</sup> [wcms\\_865203.pdf \(ilo.org\)](#)

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- If the ILO assists the relevant stakeholders (government, social partners, National Labour Council (NLC) Association of Private Mediators, other relevant dispute resolution institutions, including the judiciary) in revisiting the current system of labour dispute resolution and devising measures to increase its effectiveness and outreach, and if the ILO builds the capacity of the government and the social partners to operationalize an independent, impartial, free of charge, and speedy extra-judicial mechanism for labour dispute resolution, and if the ILO contributes to up-skilling a specialized corpus of labour mediators, conciliators and arbitrators, and if the ILO helps the Government and the social partners to promote the advantages of amicable settlement of labour disputes, and if the ILO contribute to enhancing the knowledge of national judge handling labour dispute on international labour standards, and if the ILO contribute to improve negotiation and dispute prevention skills of would be workers and employers
- ...then workers and trade unions on the one hand, and employers and employers' organizations on the other hand will: a) make recourse to conciliation, mediation or voluntary arbitration in order to settle their disputes in a peaceful and consensual manner rather than resorting to litigation in court ; b) engage more actively in collective bargaining and will use collective agreements in order to handle disputes at the workplace; c) the number of labour litigations in court will decrease; d) the government and the social partners will be able to devise and implement informed effective policies in the area of prevention and amicable settlement of labour disputes and industrial relations; d) the judges will make use of international labour standards; e) the to be workers and employers will be capable to prevent and manage disputes in the future workplace
- ... leading to i) improved collective bargaining, dialogue and cooperation in the workplace, and ultimately harmonious labour relations, conducive to increased productivity and better working conditions; ii) better implementation of fundamental principles and rights at work; iii) fair, fast and inclusive access to justice for all workers, including the vulnerable ones; iv) development of a culture of dialogue and compromise in the workplace.

To summarise the evaluation ToR, the target groups for the project are:

- The Government, represented by the MFE (in charge of labour related issues).
- Trade unions: The ILO has been closely working with the Albanian Confederation of Trade Unions and the Independent Confederation of Trade Unions of Albania, the two main workers' organizations in Albania.
- Employers' organization: The ILO has been working with Business Albania as one of the main employers' organizations in Albania.
- Labour mediators and conciliators of the State Mediation Network and State Conciliation Offices.
- National judges, lawyers, and private mediators.
- General high school and VET school students (to be workers and employers).
- Managers and trade unions/workers representatives in 20 pilot enterprises.

The project strategy is organised around 5 outcomes:

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- Outcome 1: Increased effectiveness of labour disputes mediation and conciliation services.
- Outcome 2: Increased use of alternative resolution of labour disputes by workers, employers and their organizations.
- Outcome 3: Increased application of international labour standards by national judges dealing with labour litigations.
- Outcome 4: Dispute prevention policies developed and introduced at enterprise level.
- Outcome 5: Improved negotiations and dispute prevention skills of would-be workers and employers.

### **Present situation of the project**

The present situation of the project is that 49 activities have been completed, 6 are in progress, 3 delayed in progress and 3 that have been discontinued. A full summary of the project status can be found in Appendix IV.

It is likely that the 6 activities in progress will be completed by the project end, but that the 3 that have been delayed, which relate to a new tripartite working group (TWG), will not be completed. The new Ministerial Order to establish the TWG is awaiting Cabinet consideration and approval.

The 3 activities that have been discontinued and replaced in the annual workplans by other activities relate to the case management information system (CMIS) and information website on a public ALDR mechanism. The CMIS has not been fully integrated with external users due to issues around cyber security and data protection. However, the computer hardware associated with the CMIS (PCs, scanners, printers etc) has been supplied so it is important that the CMIS is integrated with external users by the Government as soon as security conditions allow. The hardware is being used to support an internal MFE CMIS but does not allow external users to access it, thus limiting its benefits.

### **Role of ILO, project partners and other stakeholders**

The project is managed and technically backstopped by the ILO DWT and Country Office for Central and Eastern Europe, based in Budapest, which provides the necessary administrative support and technical and project-backup services. A local project office is set up in Tirana to manage and coordinate the activities with a National Project Coordinator and a Project Assistant. The project team reports directly to the Senior Specialist on Social Dialogue and Labour Law based in DWT/CO Budapest.

A Steering Committee of the project was established for provision of strategic, political and technical guidance to the project, monitoring progress and assistance where possible in overcoming any obstacles to progress in any aspect of the contract. The Steering Committee members include the ILO, MFE, Biznes Albania, Trade Unions, National Agency of Employment and Skills and the donor. The Steering Committee has met five times over the course of the project. Planned meetings were delayed by the outbreak of COVID-19 and replaced when necessary with online meetings.

## **2. Evaluation Background**

### **Purpose of the evaluation**

The purpose of the final independent evaluation is accountability, programme improvement, and planning of the next steps to ensure the sustainability of the project's outcomes.

In accordance with the ToR, the objectives of the evaluation are to:

- Assess the effectiveness of the project approaches.
- Measure progress of the interventions against the P&B output 1.4 and DWCP Albania 2022-2026 outcome 3.2. Examine what are the common factors that have contributed to the achievement of the results, their potential impact and likelihood of their sustainability.
- Assess the extent to which the project used ILO technical expertise and comparative advantages to position ILO in the country and/or as instruments/frameworks that pave ways for other interventions that respond to national priority?
- Assess the extent to which the project mainstreamed key ILO tenets in the delivery of its activities, including the promotion of ILS, social dialogue, and gender equality.
- Assess how the project contributed to delivery of results, that were agreed during the design stage of these interventions?
- Assess how the project contributed to leveraging additional resources?
- Identify success stories as well as good practices and lessons learned, including innovation to feed into regional learning and future programming of similar interventions and strategies.
- Assess the strengths and weaknesses of the project proposal design, monitoring, and reporting.
- Assess the risk management and impact of significant factors including crisis and fragility. How did it affect the interventions?
- Identify key lessons learned and good practices.

### **Scope of the evaluation**

The evaluation covers the project from 2019 – 2023 in respect of all 5 outcomes. The evaluation integrates ILO's cross-cutting issues, including norms and social dialogue, gender equality, disability inclusion, other non-discrimination concerns, COVID-19, and medium and long-term effects of capacity development initiatives throughout the evaluation methodology and deliverables.

### **Clients of the evaluation**

The evaluation will serve the following - external and internal - client groups:

- ILO tripartite constituents
- Project partners and stakeholders

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- The donor
- ILO DWT Budapest and HQ (DIALOGUE, Evaluation Office, PARDEV, and PROGRAM)
- Project staff
- Other ILO units and regions
- Academic institutions
- The public

### Dates, events and operation sequence of the evaluation

Task	June 2023 Wk4	July 2023 Wk1	July 2023 Wk2	July 2023 Wk3	July 2023 Wk4	Aug 2023 Wk1	Aug 2023 Wk2	Aug 2023 Wk3	Aug 2023 Wk4
Background research									
Inception report finalised									
Briefing meeting									
Eval questions finalised									
Field Visit 1 (data collection)									
Debrief									
Draft report									
Report revisions									
Field Visit 2 (presentation of findings)									
Final report submitted									

### 3. Criteria and Questions

#### Criteria

The OECD/DAC Criteria for Evaluation of Development Assistance were used for this evaluation. These are summarised as follows:

#### Relevance

- To what extent are the outcomes of the project still valid?

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- Are the outcomes and outputs consistent with the overall goal and the attainment of its objectives?
- Are the activities and outputs of the programme consistent with the intended impacts and effects?

### **Effectiveness**

- To what extent were the outcomes achieved / likely to be achieved?
- What were the major factors influencing the achievement or non-achievement of the outcomes?

### **Efficiency**

- Were outcomes achieved on time?
- Was the project implemented in an efficient way?

### **Sustainability and Impact**

- What has happened as a result of the project?
- What real difference has the activity made to the beneficiaries?
- How many people have been affected?
- To what extent are the benefits of the project likely to continue after donor funding?
- What are the major factors which are likely to influence the achievement or non-achievement of the project?<sup>4</sup>

### **Questions**

See Appendix V for the Evaluation Questions matrix.

Evaluation questions were developed in a dialogic process between the project team and the independent evaluator as part of the inception phase of the evaluation.

Questions related to the cross-cutting issues were added to the evaluation during the inception report phase. These are concerned with COVID-19, gender mainstreaming and equality, social dialogue and ILS, and the Theory of Change.

## **4. Evaluation Methodology**

### **Evaluative Reasoning**

The process of evaluative reasoning has involved the following steps:

Identifying the subject: Clearly understanding the project through contextual reading, academic literature research and a review of background project documentation.

Gathering information: Collecting relevant data, facts, evidence, or arguments related to the subject being evaluated. This stage has included discussions with ILO staff, interviews with stakeholders and a review of project documentation.

Identifying criteria: Evaluation criteria used to evaluate the project are the standard OECD-DAC evaluation criteria of relevance, effectiveness, efficiency, impact and sustainability.

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<sup>4</sup> <http://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm>



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**Analysing and assessing:** Carefully examining the gathered information and applying the identified criteria to assess the strengths, weaknesses, and overall value of the project. This has involved comparing and contrasting different viewpoints, considering counterarguments, and weighing the evidence.

**Forming judgments or conclusions:** Based on the analysis and assessment, making reasoned judgments, opinions, or conclusions about the project. This includes synthesising the information and evidence to arrive at an informed evaluation.

**Communicating the evaluation:** Effectively conveying the evaluation to others, providing clear and logical explanations of the reasoning behind the judgments or conclusions reached.

An inception report was developed to identify different data sources that would allow an assessment of each evaluation question. The report also set out the generic and specific questions that would be asked of each interviewee. The data collection instrument of a structured/semi-structured interview schedule was developed in order to ensure that respondents were asked the same foundation questions so that similarities, comparisons and contrasts could be drawn from the interview data. Follow up questions that departed from the schedule were asked where a particular line of enquiry appeared to promise rich data. Interviewees were nominated by the project team on the basis of their involvement as proximate stakeholders in the project. As such, the interview data is specific to this project and is not generalisable.

As set out in the inception report, evaluation methodology was based on assessments of the areas of influence on the tripartite social partners, namely trade unions and their federations, employers and their associations, and national government and its labour institutions. The methodology assessed how other project stakeholders, namely i) labour mediators and conciliators of the State Mediation Network and State Conciliation Offices; ii) national judges, lawyers and private mediators; and iii) general high school and Vocational Education and Technology (VET) college students (to be workers and employers) have been influenced by the project, and have, in turn, been able to shape it to meet their needs.

These influences were assessed through reviews of evidence of the project, the products of the project- e.g., dedicated staff, agreements (procedural and substantive) at different levels, normative results (legislation, ratification of ILO conventions, policies etc), forums, training packages and events etc. 1-to-1 interviews and/or group interviews with key stakeholders influencing or influenced by the project (e.g., trade union officers, employers, government officials, project staff, other stakeholders) were conducted (see Appendix VI for list of interviewees).

The evaluation also focussed on 3 additional cross-cutting areas of importance: i) how the project responded to the problems posed by the Covid-19 pandemic; ii) gender and equalities mainstreaming; iii) international labour standards. The project's Theory of Change was also assessed for conceptual validity and practical realisation.

### **Data collection methods**

Data collection activities primarily consisted of document reviews, discussion with project team and interviews with project stakeholders. A rubric of evidence was developed based on the principles of triangulation whereby more than one source of data is examined in order to have

confidence in the reliability of data to support conclusions. As part of this process, where possible, interview data has been composited to elicit key points that were raised by different interviewees using inductive reasoning to extrapolate from individual 'facts' or 'opinions' to project-wide 'truth' or 'judgements'. Documentary evidence has been sought to confirm, refute or otherwise problematise the interview data. Conclusions have been drawn, after discussion with the project team, on the basis of the totality of evidence available to the evaluator.

### Limitations

The evaluation has a number of limitations, stemming from:

- Only documentation that was translated into English was reviewed.
- Ongoing project activities that were held during and after the evaluation period.
- Only a small number of project beneficiaries (i.e., enterprises, judiciary, schools, VET colleges, workers, students, teachers) were interviewed.

Measures have been taken against potential bias through the methodology of utilising multiple sources of data and discussing evaluation results with the project team. However, it should be noted that the evaluator has a background in trade union education in addition to his academic career.

### Norms, standards and ethical safeguards

The evaluation has been carried out in adherence with the ILO Evaluation Policy, ILO Policy Guidelines for Results-Based Evaluation; UN Evaluation Group Norms and Standards, Ethical Guidelines and the OECD/DAC Evaluation Criteria. The evaluator signed the ILO Code of Conduct for evaluation.

In line with ILO Guidance Note 3.2: 'Adapting evaluation methods to the ILO's normative and tripartite mandate'<sup>5</sup>, the evaluation has specifically considered the advancement of social dialogue and tripartism throughout the methodology, deliverables and final report of the evaluation. In terms of this evaluation, this involved interviewing representatives of the tripartite partners during the evaluation process and reporting on the ILS and social dialogue.

In accordance with ILO Guidance Note 4: 'Considering gender in the monitoring and evaluation of projects'<sup>6</sup>, the gender dimension has been considered as a cross-cutting concern throughout the methodology, deliverables and final report of the evaluation. In terms of this evaluation, this implied involving both men and women in the consultation and evaluation analysis.

Ethical safeguards have been maintained during the evaluation process and women and men were interviewed in ways that avoided gender biases or reinforcement of gender discrimination and unequal power relations.

Interviews with stakeholders were recorded with the prior permission of the interviewee. All recordings will be destroyed on the acceptance by the ILO of the final report.

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<sup>5</sup> [wcms\\_721381.pdf \(ilo.org\)](#)

<sup>6</sup> [http://www.ilo.org/eval/Evaluationguidance/WCMS\\_165986/lang--en/index.htm](http://www.ilo.org/eval/Evaluationguidance/WCMS_165986/lang--en/index.htm)

## **5. Main Findings**

### **Relevance**

#### **1. How sensitive are the interventions objectives and design to the country's and constituents' needs and capacity? Does the design address the challenges the constituents are facing? Was the project initiated based on constituents' request?**

The project builds on a previous ILO project 'ALB 103: Strengthening the effectiveness and quality of labour inspection systems and social dialogue institutions in Albania'. The ALB 103 Project work focused on encouraging, facilitating and providing technical assistance for developing an action plan to strengthen social dialogue, collective bargaining and amicable resolution of labour dispute mechanism in Albania, which was endorsed by the NLC on April 2018. The overarching purpose of the project under evaluation, 'Access to justice in labour disputes through mediation and conciliation', is fair, fast and inclusive access to justice for all, including vulnerable categories of workers (youth, old, informal, women, low skilled). The project document sets out the challenges that the country faced in achieving that goal.

Those challenges were identified in the independent assessment commissioned by the ILO in 2018, 'Out of court resolution of individual and collective labor disputes in Albania'. The report identified an array of functional domains that needed to be addressed in order to meet the project's overall goal. To summarise, the report found that the current system of ALDR was ineffective and rarely used by disputing parties due to a lack of capacity and from an excess of bureaucracy and over-centralisation, resulting in long delays. Further, there was little evidence of professional training for mediators and conciliators by responsible public bodies. Access to justice of vulnerable categories of workers was found to be low.

Tripartite constituents stated that there had been many meetings organised, with the help of the ILO senior expert in social dialogue and labour law, in advance of the project proposal. These meetings had discussed relevant concerns and issues, such as how to improve the legal framework, the labour dispute system and collective bargaining. The issues were collated by the social partners and discussed at the tripartite NLC, which is made up of 7 Ministries, and 10 representatives each from trade unions and employers associations. The proposal for a project was unanimously approved and incorporated into the project design.

Despite previous work on institutional capacity building, an issue that arose in interviews raises a question whether the social partners, especially the trade union side, had sufficient legal support to negotiate and conclude collective agreements to take full advantage of the project's benefits. The project helped to build capacity for unions to support individual members through the development of internal company grievance, disciplinary, OSH and equalities policies and procedures. However, unions suggested that a special law on collective bargaining and dispute resolution would be helpful to further embed ALDR in the industrial relations system.

#### **2. The extent to which the design of project interventions was logical and based on the clear result framework (CPOs linkages to DWCP and P&B outcome 1).**

A review of the project document shows that the project design is well thought through and is supported by a Theory of Change, a logical framework, and a results framework methodology to link activities to outputs and outcomes. The project is sophisticated in that it envisaged action taken at multiple levels – national, regional, enterprise, judicial, mediation and

conciliation and schools and VET colleges – in order to meet its immediate and long-term objectives. Part of the logic assumes that work in one area – for example, in developing ALDR systems at different levels - will help build capacity for collective bargaining, thus involving mutually reinforcing activities.

The project links to the DWCP Albania 2017 – 2021 in a number of ways. Specifically, the project is aligned to DWCP Outcome 2.2: Improved system of collective bargaining and labour dispute resolution under Priority 2: Strengthening the capacity of government institutions and social partners for effective social dialogue. In particular the project helps to '(iii) assist in the assessment of the national and regional Service of Mediation functioning and revision of its current regulation, in order to make it fully operational, effective and efficient', and '(v) assist the Service of Mediation in drafting curriculum of regular training programme on labour mediation and provide training of labour mediators' (p.16). The DWCP also had an objective to '(iv) assist the Service of Mediation in the establishment of a labour dispute management information system'. The project will also help to provide a better baseline for Priority 3 in the DWCP for Albania 2023 – 2027, 'Promoting Social Dialogue' and Outcome 3.2, 'Use of Alternative Resolution of Labour Disputes increased'.

The project is linked to the Director-General's P&B 2020 – 2021 Output 1.4, notably, 'improving mechanisms for effective and inclusive social dialogue, strengthening the capacity and impact of the various forms of social dialogue, including at the cross-border level, and strengthening grievance mechanisms and dispute resolution and prevention systems', and 'improving collective bargaining processes and outcomes through the provision of knowledge materials and training programmes covering labour market inclusion, gender equality and wage setting, among other topics' (p.15).<sup>7</sup> For the period, 2022 – 2023, the project is linked the P&B Output 1.4, notably, 'supporting legal reforms to promote social dialogue in enterprises or groups of enterprises, and strengthening grievance mechanisms at the enterprise level' and 'revising legal frameworks in relation to dispute prevention and resolution to extend and protect rights for all, streamlining procedures and reinforcing the qualifications and capacity of personnel' (p.31).<sup>8</sup>

Observable change has occurred over the course of the project in respect of two indicators required under the ILO's 'Output indicators: Technical notes for planning, monitoring and reporting on results' (2022). These are: i) 'The Government or relevant legislative body initiates new or revised regulation promoting social dialogue or sound labour relations at national, regional, local or sectoral levels' (p.8). The new Ministerial instruction "On the organization and functioning of the structures for mediation and conciliation of collective labor conflicts, and relevant procedures" is evidence of this indicator; and ii) 'Institutions for dispute prevention and resolution are established, or their organizational structure and capacity is strengthened' (p. 8). Evidence for this indicator are the training programmes for state mediators and conciliators within the MFE. The Labour Inspectorate has also benefitted from project training interventions to clarify their role.

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<sup>7</sup> [Programme and Budget for the biennium 2020-21 \(ilo.org\)](#)

<sup>8</sup> [The Director-General's Programme and Budget proposals for 2022–23 \(ilo.org\)](#)

**3. The extent to which the needs of different groups (e.g., women and men, people with disability, and other marginalized groups) have been incorporated into consideration in the design of the interventions.**

While there has been no specific research undertaken by the project in respect of the needs of these different groups, there is evidence that their needs have been incorporated into consideration in the design of the project. One of the objectives of the project is to improve access to justice of vulnerable workers (youth, women, informal, low-skilled), thus ensuring that the consequent project logic was geared towards this goal.

Under Outcome 1, the needs of vulnerable non-unionised workers were taken into consideration in the work of the TWG on the new instruction. Due to their vulnerable status and non-unionisation, they could not access either the public ALDR mechanism or the private amicable dispute resolution systems. Therefore, and within the space that was allowed by the existing legal framework, groups of employees (more than 2) were given access to the public free of charge ALDR mechanism. In practice, there have been 2 cases where groups of vulnerable workers (non-unionised women workers working in garment factories in Korca and Kukës) benefitted from the intervention to resolve their workplace rights-based disputes with the intervention of the MFE in the first case and local level structures in the second case.

Under Outcome 3, the training manual for judges on ILS shows a module dedicated to ILO Convention 111 on equal treatment that enables judges to integrate ILO standards on anti-discrimination into judicial considerations. Interview data confirms that discrimination cases make up a large amount of judicial workload and is a big priority for the courts. Reference by judges to Convention 111 in deciding such cases is likely to be beneficial in the future to the targeted groups of the project.

Under Outcome 4, the sectors that were targeted by the project (mining, oil and gas, textiles, garments and footwear manufacturing industry, fishing and agriculture, education, tourism, transport and communications, water supply and garbage collection) were chosen to ensure that the different groups of workers envisaged in the project design would be its beneficiaries. While it is beyond the scope of this evaluation to conduct a demographic analysis of these sectors, discussions with the project staff confirmed that a critical criterion in identifying the twenty enterprises with which to work were the needs of these different groups. The independent audits of the enterprises conducted by the local experts helped to ensure that this objective was met and that interventions at the enterprise level were tailored to the specific needs of the particular workplace and its workers.

Under Outcome 5, the development of the curricula for pre-university education and VET colleges, a review of the manual shows that teaching activities address issues such as gender equalities, equal pay and age discrimination. Interview data confirms that curriculum activities and teacher training incorporated gender workplace issues. It was also reported anecdotally that girls demonstrated increased confidence in handling disputes as a result of the education in this area. Interviews revealed that there had been little input into curricula development by the social partners which may have been beneficial to ensure that the needs of different groups of workers had been adequately realised in the teaching activities. However, the gender elements of the curriculum were regarded as a priority and were scrutinised by experts and

approved for long term use in schools. In VET colleges there was also a focus on special needs students during the curriculum design.

#### **4. How responsive was the project design to national sustainable development plans under specific SDG targets and indicators?**

The National Strategy for Development and Integration (NSDI) combines the EU integration agenda with the country's sustainable economic and social development, including the correlation with the SDGs. The strategic document for 2015 – 2020 confirms that the Albanian government is committed 'to achieving sustainable development in its three economic, social and environmental dimensions, while doing it in a balanced and integrated fashion' (p.35).<sup>9</sup> The project helped to contribute to Pillar 3 of the strategy, 'Investing in Human Capital and Social Cohesion', notably in respect of promoting gender equality, youth empowerment and building a more inclusive society. These objectives contribute to the achievement by 2030 of SDG 8 to promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all and target 8.8: to protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment. The project document specifically includes an objective to 'improve access to justice of vulnerable workers (youth, women, informal, low-skilled)' (p.8), thus incorporating into the design a goal that directly links to Pillar 3 of the NSDI and SDG 8 and Target 8.8.

The project contributes to the National Plan for European Integration 2020-2022 which establishes priorities in the social dialogue area:

- Promotion of amicable resolution of labour disputes.
- Strengthening the capacity of workers and employers to negotiate and prevent labour disputes.
- Improving the effectiveness of the public service of mediation and conciliation of labour disputes.

The 2022–2024 National Action Plan for European Integration as adopted by the Albanian Government in 2022 re-confirms priorities in the area of social dialogue to promote the advantages of amicable/out-of-court resolution of labour disputes, up-skilling of workers and employers to negotiate and prevent labour disputes and improving the effectiveness of the mediation and conciliation services for resolving labour disputes.

### **Coherence**

#### **5. How well does the project intervention complement other ILO projects' effort and other work of relevant national and international agencies working in the same area?**

The project builds on the previous ILO project as well as complementing the work of other agencies. For example, it helps to develop work undertaken in an EU funded project between 2016 and 2019 in respect of access to justice.<sup>10</sup> The project complements the employment elements of a very large EU programme, 'Rural Development Programme under the

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<sup>9</sup> [Strategjia SKZHI me ndryshime sipas porosise se mbledhjes se KM \(dap.gov.al\)](#)

<sup>10</sup> [Civic Engagement for a Functional Judiciary and Access to Justice in Albania – EU Projects in Albania](#)

Instrument for Pre-Accession Assistance of the Republic of Albania 2014-2020'.<sup>11</sup> Project coherence with programmes aimed at achieving EU accession was mentioned in interviews as being of particular importance.

The project also intersects with the Government of Albania and United Nations Programme of Cooperation for Sustainable Development 2017-2021, in particular in its alignment with the National Strategy for Development and Integration 2015 – 2020 (NSDI II) in respect of Social Cohesion: Health, Education, Social Protection, Child Protection and Gender-Based Violence.<sup>12</sup> The project has also contributed for 18 months to the United Nations Sustainable Development Cooperation Framework 2022 – 2026.<sup>13</sup> Interview data from the MFE confirmed that, while the project had few specific overlaps with other current projects, it did complement work ongoing in the field of VET and employment to help shape employment practices in workplaces. The project also complemented efforts in specific garment factories targeted by a new ILO project, 'Empowering Women Against Covid-19 (EWAC)' and provided advisory services to garment factories to establish and improve internal mechanism for prevention and resolution of grievances and disputes within the workplace. The project also complements other regional ILO initiatives, for example a new project in Serbia, selected as a pilot country, that promotes justice in global supply chains for which the ILO is responsible for improving systems of mediation and grievance to help achieve the project objectives.<sup>14</sup> There is complementarity with ILO Regional Projects 'Employment and Social Affairs Platform' (ESAP 2016 – 2019 and ESAP II 2020 - 2023) which contain strong ALDR components and to which the project contributed by training three public mediators in a training session in Serbia in October 2021.<sup>15,16</sup>

## **6. How has the project communicated its efforts to the general public in Albania and other stakeholders? How strategic has the communication been and how much has it been integrated in all activities for awareness raising and for informing interest groups?**

Output 2.1 of the project envisaged a substantial public awareness strategy to support the achievement of Outcome 2 – the increased use of ALDR by workers, employers, and their organisations. The interview data, background reports and project document identified that lack of knowledge of ALDR erected a substantial barrier to take up of ALDR along with low confidence in ALDR systems to achieve justice in workplace disputes. The public awareness campaign was designed to overcome these barriers. The current status of the output is that almost all envisaged activities have been completed with some small amount of work with the social partners still in progress, but due to be completed by the close of the project. As noted in the Progress Report 2021, the campaign was delayed due to a changing situation in the MFE and more generally as a result of the COVID-19 pandemic. Consequently, the activities only started in October 2022, thus limiting its impact within the timeframe of the project. A communication and awareness raising strategy was developed in consultation with the

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<sup>11</sup> [Rural Development Programme under the Instrument for Pre-Accession Assistance of the Republic of Albania 2014-2020 \(IPARD II\) – EU Projects in Albania](#)

<sup>12</sup> Common Country Analysis 2020 found at [https://unsdg.un.org/search?key=albania&f%5B0%5D=content\\_type%3Acountry\\_document](https://unsdg.un.org/search?key=albania&f%5B0%5D=content_type%3Acountry_document)

<sup>13</sup> [Final Albania CF 2022-2026.pdf \(unece.org\)](#)

<sup>14</sup> [https://www.ilo.org/budapest/whats-new/WCMS\\_870797/lang--en/index.htm](https://www.ilo.org/budapest/whats-new/WCMS_870797/lang--en/index.htm)

<sup>15</sup> [Western Balkans: Economic and Social Affairs Platform Project in the Western Balkans \(ilo.org\)](#)

<sup>16</sup> [Western Balkans: Employment and Social Affairs Platform \(ilo.org\)](#)

tripartite partners and was endorsed by the Project Steering Committee (PSC) in its meeting of July 2022.

A review of the materials produced for the awareness campaign show a wide and varied use of different media – e.g., leaflets, photo essays, TV and radio spots and other social media videos, on-line articles, web-banners etc. The use of different type of communication tools and channels was part of the strategy to reach out diverse target groups through different communication channels. In addition, national, regional and enterprise level workshops have been organised. One element that has not been developed is a website associated with the case management system that has not been put into use as a result of the decision to not fully operationalise the CMIS due to cyber security issues.

The project has responded to the need to expand its media profile by adding training of journalists, awareness raising sessions with VET students, as well as supporting awareness raising activities carried out by social partners to the original project plan. The inception report envisages a wide range of media, making use of the ILO DWT/CO Communications Officer and use of ILO and UN Albania communication channels as well as the channels of social partners. The donor also offered their communications outlets as a means to amplify the messages, although they sometimes needed to remind the project team of this opportunity. Further, as noted in the Progress Report 2022, the communications strategy was developed in partnership with the tripartite partners and other stakeholders. The awareness campaign was integrated into other project activities notably TV debates organised under Output 1.4 on how to improve access to justice.

Despite its late start that may not have allowed the campaign to reach its full potential, monitoring data estimated a total reach of approximately 700,000 people through the various activities. There is evidence of integration with other project activities, wide consultation with stakeholders, use of expertise, and a diverse range of activities has enabled the campaign to reach its target audience.

## **Effectiveness**

### **7. What is the progress/achievements made in the country (significant progress made both reportable and not reportable in the PIR2022-23)? The extent to which the project has been value addition to the achievement of target CPOs that contributed to P&B outcome 1)?**

To briefly summarise the project's achievements against its stated objectives and P & B mandates, which are discussed in more detail throughout the report.

Under Outcome 1, increased effectiveness of labour disputes mediation and conciliation services, the project's most significant contribution is a new Ministerial Instruction on ALDR that provides a free and streamlined service for collective disputes. The project has also built ALDR capacity through an array of training provision. Of the references to date to ALDR, 33% have been successfully resolved. While it is too early to say whether this shows substantially increased effectiveness, the project can be said to have helped build a more robust ALDR system.

Under Outcome 2, increased use of alternative resolution of labour disputes by workers, employers and their organizations, there have been 10 formal referrals to ALDR. To the extent that there has been an uptake in ALDR since the project began, it is likely attributable to the



project due to the substantial public and enterprise awareness campaign that the project has undertaken. The project also developed a manual for handling disputes at the company level that has been piloted in 20 enterprises especially selected for their suitability for the project.

Under Outcome 3, increased application of international labour standards by national judges dealing with labour litigations, there is strong evidence that this outcome is being achieved due to project interventions. In particular, the fact that 43 judicial decisions have since been taken that refer to ILS is suggestive of the embeddedness of ILS within judicial deliberations.

Under Outcome 4, dispute prevention policies developed and introduced at enterprise level, the project has established bipartite workplace committees in 20 enterprises and trained local representatives in dispute resolution techniques. In addition, the enterprises have developed their own internal policies and procedures with the aid of a project manual. Overall, there is good evidence of these were introduced in the enterprises as a result of project interventions.

Under Outcome 5, improved negotiations and dispute prevention skills of would-be workers and employers, the project has developed ALDR curricula for high schools and VET colleges and has trained teachers and trainers of teachers to implement the curricula. Overall, there is good evidence that these skills were developed in high schools and VET colleges as a result of project interventions.

The project was linked to, and helped to contribute to, Country Programme Objective ALB103. The Ministerial instruction No. 13 dated 12/05/21, "On the organization and functioning of the structures for mediation and conciliation of collective labor conflicts, and relevant procedures", promotes social dialogue and sound labour relations at national, regional, local and sectoral levels through the establishment of free ALDR in collective disputes. Additionally, the training programmes for state mediators and conciliators within the MFE, and the capacity-building interventions with the Labour Inspectorate, have contributed to the strengthening of national and regional institutions tasked with dispute prevention and resolution. These project results and activities have thereby contributed to strategic output indicator 1.4.1 in the ILO Technical Notes for Planning, Monitoring and Reporting on Results for P & P 2022-23 (p.8).

**8. To what extent have the interventions' results/achievement – had an effect distributed across different groups (marginalised groups, women and men, non-discrimination, and inclusion of people with disability)**

The project did not keep disaggregated data on beneficiaries other than for gender so it is not possible to give precise figures of the numbers of people from marginalised groups or people with disabilities who may have benefitted directly from the project, and I was not able to interview beneficiaries from these groups. There is evidence from the iconnterview data with project stakeholders that the needs of marginalised groups and disabled people were considered during the public awareness campaign to help make people from these groups cognisant of the project and its potential benefits. Interview data also shows that the needs of special needs students were taken into account in VET colleges, but that significant challenges remain. At the enterprise level, it was reported that employers were encouraged to treat newly disabled workers appropriately by finding new work for them to do and that there was some positive change by employers towards disability. The equalities and non-discrimination section of the grievance handling manual contains guidance for employers to make reasonable

adjustments for disabled workers. Similarly, in respect of young people, project interventions helped to reorganise shift allocations and organise transport so that young workers were also able to attend college lectures.

It was reported by interviewees that there had been a change in national law on employment of disabled people that sets quotas for employment rates of people with disabilities in larger enterprises, which came into force in 2022. While this policy change may not be directly attributable to the project, it aligns with project goals and objectives, and workers with disabilities will be able to benefit from the project's results in respect of ALDR.

The ratification by Parliament of Convention 190 on the elimination of violence and harassment at work has the potential to benefit women. The impact of the Convention was included in project training which may amplify that benefit. Similarly, the reversal of the burden of proof in discrimination cases under Convention 111, provided a *prima facie* case has been made, was deemed to be important in helping women to resolve cases. This might be seen as an unexpected benefit of the project since ratification was not a project goal but has coincided with the project. Interview data shows that local experts in particular were involved in the process.

As reported above, the needs of marginalised groups of workers were taken into account in the work under Outcome 1 and extending access to ALDR to groups of non-unionised workers where there were at least two workers who were involved in the dispute and where it was assessed to be an issue that might affect a wider group of workers. The subsequent consultations throughout the country and the policy recommendations that were developed enable access to free of charge ALDR for all workers has a special focus on vulnerable workers. The tripartite consensus reached on the expansion of the free of charge ALDR to individual disputes is an important legacy of the project in this direction.

Overall, there has not been any specific analysis undertaken on how the project results benefit members of these groups but there is evidence that the project has taken their needs into consideration.

### **9. How effectively did the project mainstream gender equality issues into its activities, outputs and outcomes?**

Gender mainstreaming is envisaged within the project document as a cross-cutting issue. Specifically, 'the project will pay special attention to access to justice of most vulnerable workers, including both women and men. Addressing gender issues and non-discrimination within collective agreements and internal procedures of handling disputes at workplace are important elements of the project deliverables' (p. 33). While it would have been useful for gender mainstreaming to have been explicitly addressed in the April 2020 project inception report, there is nevertheless strong evidence that gender mainstreaming and gender equality has been incorporated into the project at different levels.

Under Outcome 1, there is some limited evidence of gender mainstreaming within the mediators and conciliators training materials. For example, one of the role play case studies was partly concerned with maternity rights at work. Another case study examines a dispute between a male doctor and a female nurse. While an examination of the role play case studies does not indicate how gendered relations and power inequalities were to be addressed in

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those scenarios, interview data revealed that the training role plays helped participants to assess the situations from a gender perspective to form an understanding of equalities in the workplace. In addition, as reported in the progress reports and PSC minutes, the project followed-up and monitored the composition of the State Mediation Network and State conciliation Offices from a gender perspective. The project advocated for and helped to mainstream the gender balance during the re-composition of the public ALDR structures, especially with regard to social partners representatives in the state conciliation offices.

It is also important to note that the overall objective of the outcome is to provide easier access to free of charge effective state mediation for collective labour disputes. Free of charge mediation services are likely to benefit workers who might otherwise be financially excluded from justice, including women workers.

Under Outcome 2 a significant number of meetings and seminars were held, including 1 national and 5 regional meetings to promote ALDR; 2 trainings with journalists; 20 bipartite enterprise workshops; 6 regional workshops on collective bargaining and ALDR; and 1 national tripartite meeting. In total, these were attended by 234 men and 286 women. As noted above, the public awareness campaign targeted marginalised groups, including women workers. The selection criteria for enterprises to work with the project included a gender analysis and gender issues were included in the interventions and trainings at some, if not all, enterprises. The bipartite and regional training on collective bargaining and workplace cooperation has a strong component on anti-discrimination, violence and harassment policies through the fast-track procedures for handling such grievances/disputes and established either through collective agreements or workplace cooperation mechanisms.

The manual for handling disputes at work contains policies on dealing with harassment, including sexual harassment, violence and discrimination, which will enable the workplace social partners prevent and resolve these issues in the future through ALDR.

Under Outcome 3, there is good evidence of gender mainstreaming. A total of 63 men and 85 women took part in 6 training events on ILS. The training manual for judges contains a module on the application of ILO Convention 111 which includes discrimination based on sex. Interviews revealed that judges have taken the Convention, as it applies in Albanian law, into account in deciding cases. The manual was regarded by judges and experts as being valuable to help interpret domestic legislation in the light of the ILS on anti-discrimination.

Under Outcome 4, 20 independent assessments were conducted at enterprises to assess the types of issues that they experienced. These enterprises employ 5968 men and 3836 women. The enterprises were chosen on the basis of the prevalence of precarious workers and women workers, categories that are often coterminous with each other. The methodology note and the interview data show that issues of discrimination and harassment were part of the assessment process. 158 men and 375 women attended other project activities under this outcome that included enterprise level meetings, workshops and training events. The recommendations paper shows that training on violence, harassment and sexual harassment was offered as an option, and anti-discrimination rules and policies were recommended to be adopted at the workplace. The project helped enterprises develop internal regulations and procedures to deal with cases of discrimination and initiated awareness campaigns (e.g., through posters, videos etc) to make workers aware of them. Gender discrimination,

managing cultural diversity and discrimination, violence and harassment have been integrated by the local trainers in all enterprise-based level trainings. Interview data also reveals that at least one enterprise had made progress in gender equality in respect of job descriptions and expanding job opportunities for women. However, some gendered stereotypes still persisted in terms of considering physical capacities as a criterion for manual labour roles.

Under Outcome 5, teacher training events were attended by 249 men and 641 women. The content of the schools' syllabus included activities to ensure gender inclusivity which was scrutinised for equalities before adoption as an official option of the syllabus that has embedded mainstreaming through this aspect of the project. Anecdotal interview data suggested that girls had shown an increase in confidence as a result of the training, but this would require more research to confirm positively. In VET colleges, it was admitted that gender segregated industries remained an issue and that more work would be needed to be done to address this.

#### **10. How did outputs and outcomes of the project contribute to other ILO's cross-cutting strategies including social dialogue, and labour standards?**

Social dialogue and labour standards feature prominently throughout the project in a diversity of ways.

Under Outcome 1, the project helped to establish a TWG including the social partners, to consider and develop a new instruction (by-law) on the ALDR of collective disputes. The NLC that approved the new instruction consists of 7 members from Government and 10 members each from the social partners. In these ways the project helped initiate social dialogue at the national level around the ALDR situation. In addition, 6 regional consultation meetings have been held that involved the social partners. The endorsement of policy recommendations was approved in a tripartite National Workshop (Dec 2023) as well as within the NLC meeting held in April 2023. New activities that have been added to the project included a tripartite visit to Serbia to learn lessons from a country further developed in ALDR. A new TWG to develop a draft legal package that would allow the expansion of the public ALDR mechanism to individual disputes is yet to be convened. The Ministerial Order for the establishment of the new TWG is currently with the Cabinet of the Minister for approval/signature.

Under Outcome 2, 20 bipartite workshops were held in enterprises allowing the social partners to discuss and decide upon workplace arrangement for social dialogue and ALDR. 6 regional tripartite workshops on collective bargaining and ALDR were held involving representatives of the social partners in all the 12 regions of the country. A national tripartite workshop that targets members of the NLC is programmed to be held before end August 2023. The manual for handling workplace disputes contains sections of labour standards and social dialogue in addition to dispute handling policies and procedures.

Under Outcome 3, members of the judiciary were trained in ILO international labour standards. The training and the manual focussed on the core ILS, including, *inter alia*, Convention 87 on Freedom of Association, Convention 98 on the right to organise and collective bargaining, Convention 111 on anti-discrimination, Convention 100 on equal remuneration, and Convention 158 on termination of employment. Interview data suggests that this aspect of the project has been successful in raising awareness of ILS among the judiciary. Project

monitoring data shows that 43 judicial decisions have since been taken that refer to ILS, well in excess of the target of 10 in the project documentation.

Under Outcome 4, a notable feature has been the establishment of bipartite committees of worker and employer representatives that have a mandate to discuss workplace issues with a view to resolution before they escalate. These committees effectively establish social dialogue at the workplace level and mark a significant initiative in formalising workplace negotiating and consultation structures and processes. The committees were welcomed as offering a means whereby potential disputes could be discussed and resolved. However, there was little evidence that these committees had formal constitutions at this stage of their development.

Under Outcome 5, the syllabus for the learning module for high schools and VET manuals included content on labour standards and social dialogue that was used to frame practical activities on dispute resolution. The theory of change that supports this element of the project is that by educating future workers they will take the lessons learned at school or college into the workplace situation. It is too early to tell whether this pillar of the project will have a longer-term impact on social dialogue.

#### **11. Has the capacity development been well targeted? Were the right people trained?**

The project has undertaken significant training activities across each of its 5 outcomes. Interviewees praised the standard of the training received. The role of the ILO ITC in developing and delivering training was noted as especially valuable.

Under Outcome 1, two training events were held in 2022 on the new ministerial instruction on mediation and conciliation. The training is directly related to a significant project achievement, the new by-law on mediation and conciliation. The training was attended by the state mediators at national and regional level as the conciliators (Directors of the Regional Employment Offices) who chair the state conciliation offices. Three training courses were delivered on basic mediation skills, attended by 34 men and 49 women. The training was attended by:

- All the public mediators of the State Mediation Network.
- Chair conciliators and member conciliators (representatives of both trade unions and employers' organisations in the state conciliation offices, including the National Conciliation Office)
- A group of 10 private mediators
- Key staff of NAES unit responsible for coordination with MFE on public ALDR mechanism
- Key staff of State Labour and Social Security Inspectorate

12 men and 24 women took part in the follow-on certification course. Given the cost of the certification, this course was restricted to state mediators, chair conciliators, representatives of the social partners in the National Conciliation Office and key staff of labour administration, which seems an appropriate use of limited resources. In addition, 7 online webinars were organised for public mediators. Training for mediators is still ongoing. As far as I can assess, the training was targeted at the right people to fulfil the objective, although more links might be made in future to the private mediation service to help avoid court action. It was also

reported that the training helped to clarify the different roles of mediators and labour inspectors and how those roles were complementary and not overlapping. In summary, the evidence shows that the capacity building activities were suitable to achieve the objective of upskilling mediators and conciliators in order to achieve greater public confidence in the ALDR system. However, it should be noted that some concerns were raised in interviews that the state mediation and conciliation service was not sufficiently professionalised or autonomous and that a dedicated institution, perhaps similar to Advisory Conciliation and Arbitration Service in the UK, would be a preferable longer-term option in order to improve the quality of mediation and conciliation. However, this should be seen as a gold standard long-term goal and that in the intermediate period the focus should be on making the ALDR service work. Flexible delivery models would be appropriate in the absence of a dedicated institution.

Under Outcome 2, 20 bipartite enterprise level workshops were held, led by local experts. The workshops were targeted at employer and trade union representatives to initiate the process of improving internal workplace policies and procedures in respect of grievances, disciplinaries, equalities etc, and to enhance recourse to ALDR within collective agreements. The workshops were well attended by 112 men and 189 women. In addition, 6 national and regional awareness raising workshops on public ALDR, as well as on collective bargaining and ALDR were held with state mediators, regional conciliation offices and social partners from the 12 regions of the country. Interview data from those attending these workshops confirms that they found the quality of the events to be high and valuable to their work. The focus on the regions in this strand of activities has the potential to improve access to ALDR to areas outside of Tirana and the national office. A total of 122 men and 97 women attended these events. A national tripartite conference on collective bargaining and ALDR with the NLC is scheduled for August 2023. Without knowing the precise individuals concerned who attended the training, the activity appears well targeted to achieve the output with the right people attending the events.

Under Outcome 3, the training on the application of the ILS was targeted at judges who are likely to hear these types of cases. Interview data shows that the continuation of training by the School of Magistrates on the ILS means that the School's capacity for training on ILS has been enhanced in addition to the improved knowledge within the judiciary on ILS. 4 training events were held by ILO/ITC in cooperation with the School of Magistrates and 2 training events have been run by the School of Magistrates. In total, 63 men and 87 women have completed the training. Interview data confirms that the training was well received and regarded as high quality, with the contribution of the ITC regarded as valuable.

Under Outcome 4, training has been provided for designated workplace mediators (24 men and 33 women) to enable disputes at the workplace to be resolved amicably, which has the potential to improve workplace relations. Interviewees from the employers' side welcomed the building of internal capacity to resolve disputes at this level, which can be attributed to developing processes to do so and the ability of mediators at the enterprise level to assist in finding settlements. The workplace bipartite committees that have been established at enterprise level, along with improved or newly established internal policies and practices, also contribute to the prevention and internal/workplace amicable resolution of disputes. In addition to training for workplace mediators, in each enterprise trained workers and managers on labour relation topics (i.e., ethics and communication, discrimination and harassment, OSH, fair process in grievance handling and dispute resolution, labour rights, etc).

Under Outcome 5, considerable capacity-building activities have been undertaken in high schools and VET colleges. This has focussed primarily on the training of teachers in an initial course (57 men and 323 women) and a follow up course (1 man and 16 women). Evidence from interviews found that the training and materials enabled teachers to incorporate ALDR sessions into their teaching practice with relative ease as they were provided with the requisite templates and activities that they could tailor to their needs and according to their own experience and interests. Importantly, the project also organised a training of teachers' course (11 men and 19 women) that enables the work that the project has commenced to be continued. In 2022, 40 new Local Education Officers were trained as trainers (11 men and 29 women). In 2023 another group of 40 new Local Education Officers were trained as trainers (14 men and 26 women).

Similar training has been conducted with VET college teachers (9 men and 35 women). Interview data, based on a research project that was added to the activities, confirms that teachers and students welcomed the interventions that are now official parts of the syllabus and that the training was appropriate to enable teachers to introduce these modules into their lessons.

## **12. To what extent has a Monitoring and Evaluation (M&E) system been put in place and supported the project's overall implementation?**

The evidence from the extent and detail of the data supplied by the project to support this evaluation shows that a comprehensive monitoring system has been used to help keep the project on track. The project's approach to M & E is based on the Results-Based Management principles aimed to maximise impact by continuously learning from experience and making constructive and progressive adaptations accordingly. A monitoring framework is set out in a table that includes the project output, key indicators, baseline data, a quantified target, the means of verification and data collection methods and responsibilities. The monitoring framework is linked to both the logical framework and the results framework that has enabled the project coordinator and ILO DWT/CO to assess progress against the stated objectives.

Reporting to the Swedish Embassy/SIDA has been done as per agreed procedures and timelines, by submitting the inception report, draft and final annual work plans, semi-annual certified financial report. Compliance of the project with ILO procedures, financial and otherwise, is monitored by the ILO DWT/CO Budapest on a continuous basis. Monitoring data has also been included in PSC agendas thus enabling the PSC to advise the project management accordingly in light of real time evidence.

There is evidence that the project has responded to changing needs, such as responding to the COVID-19 pandemic. Additional activities have been included in the annual work plans in order to help the project meet its objectives as well as to adjust to emerging circumstances. In particular, the no-cost extension agreement of January 2022 envisaged a significant number of new activities for capacity building (e.g., additional training for state mediators and conciliators), public awareness (e.g., training for journalists) and for schools and VETs (e.g., additional training activities).

In addition, the project has commissioned independent monitoring reports on specific aspects of the project, for example on the optional module on prevention of disputes in working environments. A review of the report establishes that is based on a high level of quantified data and qualitative assessments from the teachers involved in the project.

An element that is missing is an independent interim evaluation report that may have been useful for a midpoint external assessment although the COVID-19 pandemic may have made it unfeasible for this project.

**13. To what extent the project results contribute (or not) to the identified SDGs related targets? Even if the relevant SDGs had not been identified in design, can a plausible contribution to the relevant SDGs and related targets be established?**

The project was linked to SDG Target 8.8: to protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment. The enterprises chosen to take part in the project were identified on the basis of criteria that included employment of women and other marginalised workers. As a relatively small project, the assessment is that it may have contributed in modest ways to the achievement of SDG 8. There is insufficient evidence to assess whether it may have contributed to other SDGs.

**Efficiency and Management Arrangements**

**14. Have resources (funds, human resources, time, expertise, etc.) been allocated strategically and efficiently to achieve expected results? Has the project management and staffing to implement and monitor the project been adequate?**

While I have not conducted a financial assessment so cannot comment with any specificity, my overall finding is that the project has been well-managed at the country and regional levels and that the ILO has provided significant added value via its extensive resources base, technical expertise, project management backstopping, and training inputs, making good use of its comparative advantage. These are reported on above. Comparison with other projects, specifically ILO project MKD/13/02/MKD, 'Promoting Social Dialogue in North Macedonia', shows that the project has broadly comparable resources to achieve a similar number of goals. Staffing is typical for a project of this size with a full-time coordinator, a full-time assistant and a part-time financial and administrator. The project might be described as a 'busy' project with many different activities taking place often within a short timescale which has put pressure on limited resources at these times. The addition of several new activities has increased these pressures. Evidence from the Progress Reports shows that the project generally achieved about 80% of its annual target plans in each reported year. ILO may wish to consider how further help at the national level can be provided to assist the project team at its busiest periods to help increase the level of achievement. The project made good use of local experts to assist the project which represents good value for money. Overall, the project has not been expensive and has undertaken a lot of activities and produced significant outputs for the agreed funding.

An area of concern is that due to cyber-attack and data protection issues the CMIS has not been integrated with external users and the activity was replaced with other pieces of work, such as a study visit to Serbia that was agreed by the PSC. While the lack of integration is outside the control of the project, nevertheless an important output has not been fully achieved. It should be noted that the hardware supplied is in use by the MFE to support an internal CMIS.



**15. Assess the monitoring and oversight of the project – how efficient were these and whether these have affected the delivery of the projects. How effective was the role of DWTs, Regional Office, and HQ in technical supporting and monitoring of the project? To what extent have management capacities and arrangements supported the achievements of results? Is the current management set up and division of roles and responsibilities in ILO team, conducive to good results? What have been the lessons learnt?**

The project is managed by a national project coordinator with a project assistant. Reporting is to the Team Leader in the ILO Budapest Office. The Regional Director retains ultimate responsibility. The project is advised by a national stakeholder PSC. The structure is typical for a project of this size and appears to have worked well. Reporting has been through annual progress reports and financial statements. Annual workplans and budgets have been developed for each year, often involving additional activities and budget lines. The PSC has met 5 times over the course of the project, including online meetings. The number of meetings is quite low (twice a year would be more usual) but adequate for a project of this size.

A finding of this evaluation has been the significant value of the comparative advantage of the ILO in supporting the project with backstopping, technical and administrative support from the ILO DWT/CO-Budapest, ILO HQ, and ILO Office in Tirana. The Budapest Office provided technical backstop and overall project management support from the Senior Expert for Social Dialogue and Labour Law who acted as Team Leader. Given the significant external problems the project faced because of COVID-19, this support was essential in keeping the project on track. Administrative support was also provided by the Budapest office which was highly valued by the country team. The project made extensive use of in-house expertise, for example by making use of training experts from the International Training Centre in Turin to provide materials and training across the project. Overall, the ILO was able to make a significant contribution to the project through its own resource base and technical expertise.

**16. Has the project been completed within the originally planned timeframe? What were the reasons for the delay, if any?**

The project was delayed by one year due to the COVID-19 pandemic. A number of activities are still outstanding as reported under Project Status. Overall, the project has largely succeeded in delivering its revised outputs.

**17. To what extent has the project leveraged resources (financial, human or other) with other projects/programmes, and through partnerships with other organizations, to enhance the project impact and efficiency?**

The project was mostly a standalone piece of work that was integrated into broader objectives (e.g., DWCP and SDGs) but did not leverage resources from other projects/programme in these areas. A notable feature of the project is the wider stakeholder group outside of the tripartite partners that contributed to project outcomes. These included the School of Magistrates that helped organise judicial training as part of the continuous training programme of judges, high schools and VET colleges, enterprises, Conciliation Offices, and the Labour Inspectorate. The project has drawn on the expertise, constituents and members of these organisations to help achieve project aims.

Within the tripartite partners, the project team made use of trade union and employer association influence in order to advocate to enterprises as to why they should become involved in the project. The selection of companies was done based on proposals of social partners. Unions in the targeted companies are affiliated to the two confederations, and companies were affiliated to the Employers Organisations. The involvement of representatives of social partners in enterprise level activities led to a strong ownership of the project and was critical to ensure the commitment of both workers and management to engage in the project's pilot activities. It also served to build the capacity of these representatives so that their integrity with their members was enhanced in the pilot companies. The project coordinator would go to initial meetings with enterprises alongside one or more members from the social partners in order to gain credibility with the business and to help persuade the enterprise managers of the benefits of being involved in the project. Making use of social partner assistance in these ways was deemed essential to gain traction with the enterprises that signed up to the project and was critical to the success of Outcome 4.

### **Impact & Sustainability**

#### **18. What is the expected sustainability of the intervention?**

From the interview data, all respondents were positive that results would be sustained although they recognised that to do so would require an active effort on their part to ensure that was the case. It was noted that while the project has produced a significant number of practical resources, these would require the active engagement of the stakeholders to make use of them.

Under Outcome 1, a new Ministerial instruction, 'On the organization and functioning of the structures for mediation and conciliation of collective labor conflicts, and relevant procedures' was promulgated by the Ministry on 12 May 2021. The instruction establishes the ALDR procedures to be followed in collective labour disputes before industrial action can be taken. The Ministry reports an increase in email traffic asking for mediation help with new cases being settled by mediators in the districts. 10 cases have been referred to ALDR under the instrument. One request was withdrawn by the union as it had been resolved. Of the remaining 9 cases, 3 (33%) were settled through ALDR, below the 80% target in the project documents. Nevertheless, the new instruction does establish the legal framework under which free ALDR in collective disputes can take place and it is for the social partners to take advantage of it. There was a consensus among interviewees for the need for a new law to extend free ALDR to individual disputes to help extend amicable settlement of disputes. The lack, for some years, of a dedicated Ministry of Labour may also act as a constraint on future work in this area and was mentioned in interviews as something the social partners would wish to see addressed by the Government.

A risk is the level of turnover of state mediators and conciliators. It was noted in interviews that some mediators who had been trained had moved to new jobs. For ALDR to be sustainable, it is important that new mediators receive training after the project concludes. The project has helped to arrange and deliver this and has provided the materials for future training. The 2021 instruction assigns future training of mediators to be the responsibility of the Directorate of Employment Policy and Vocational Training in MFE (DEPVT of MFE). There were also concerns about a relative lack of trainers who could continue the work but there was a

commitment to continue training at the national level for new and existing mediators. To summarise, the training of mediators and conciliators has been defined as a responsibility of the relevant unit of the MFE in the new instruction and the training materials and tools developed by the project for this purpose will support them to continue training new and serving mediators/conciliators as part of continuous training programme.

During interviews, many stakeholders noted that a major limitation of the instruction is that it only relates to collective disputes. There was a consensus that for ALDR to become more sustained there needed to be a similar procedure for individual disputes. A new TWG is due to be set up to examine this issue although this may not happen before the project closes. However, the Ministry has announced the establishment of the TWG, but it needs formal signatures to bring it into existence. The project has been instrumental in helping to create this legacy. Given the relatively low coverage of collective bargaining agreements, extending ALDR to individual disputes would be beneficial for future sustainability.

A further risk that was mentioned in interviews was that there were still delays being experienced in the new ALDR process. Although the new ALDR instruction removed significant administrative barriers to amicable settlement, trade unions were concerned that these delays meant they were unable to proceed with industrial action that could only be taken after the ALDR process has been exhausted.

Under Outcome 2, the awareness raising campaign helped to bring the existence of ALDR to a wider audience. Interview data suggests that this work will need to be continued after the project closes to reinforce the message and to extend the reach of the campaign to new audiences. Under this strand the project has held workshops at enterprise and regional levels to promote ALDR. Although the project promoted ALDR at regional and enterprise levels through its public awareness campaigns and has conducted several regional training and capacity building events, interview data suggested that the project had more of an impact at national level and in Tirana and that more work needed to be done in the future at the regional and enterprise levels. A manual for handling disputes developed by the project can be used to assist this process.

Under Outcome 3, there is a high prospect of sustainability provided that training of the judiciary is continued. Judges are already referencing ILS in their decisions. Interviews with the School of Magistrates and local experts show that there is a willingness to continue with training on ILS although to an extent this depends on the willingness of judges to take up the courses. The training materials on ILS developed by the project can assist in this process. The project trained local experts to be trainers on ILS with the help of the ITC which should also help longer term sustainability.

Under Outcome 4, significant work has taken place in 20 enterprises. Given the level of intervention that has included surveys, workshops, internal policy development, establishment of bipartite committees and training of workplace mediators, it is likely that this strand will be sustained within these enterprises. While the average expenditure per enterprise was less than \$4,000USD, there may be some value in developing some tools that will enable companies to undertake their own self-assessment together with a toolkit on how to set up a bipartite works council and introduce new internal policies and procedures. As noted elsewhere, there was some resistance by enterprises to these initiatives that was overcome

by using social partner representatives in initial meetings to provide assurances. This may need to be replicated to extend the project results to more enterprises. Given that capacity building of employers and workers to prevent and amicably resolve labour disputes is part of the National Plan of European Integration under the mandate of the MFE there is strong motivation to continue this work at the enterprise level. The social partners and key personnel from some of the existing 20 enterprises may be able to act as advocates to help roll out the programme to new enterprises and to assist with its implementation.

Under Outcome 5, the project has trained 110 trainers of trainers to help other teachers to integrate ALDR activities into their teaching practice. The ALDR sessions have also become an official element of the syllabus thus embedding sustainability in the longer term. The project developed training materials as well as sample activities for teachers to use in the classroom that will assist sustainability. There are currently no plans to offer teacher training on the topic in the coming year but there were hopes that it would be offered in future years should resources allow. Longer term sustainability will require the project stakeholders responsible for in service teacher training to continue to offer training of trainers' courses and other continuous professional development in this area to embed ALDR lessons for workers to be.

Overall, there is a good prospect for sustainability, but it should be noted that ALDR as a process that has the confidence of the disputing parties to amicably resolve disputes is in its infancy. The project has helped to establish some systems and infrastructure at different points of intervention. As many of the interviewees stated, there will be a need for Government funding to continue that work, but most of all it will require the commitment of the tripartite partners and other stakeholders to do so. The need for Government funding will be especially necessary if free ALDR is to be extended to individual disputes.

**19. Have the solutions developed and proposed by the project been assessed from the cost perspective? How realistic have the policy proposals been?**

The project has developed a range of policy recommendations for expanding the public ALDR mechanism. These include options for an independent agency or ALDR institutions embedded within the relevant ministry dedicated to labour issues. Project partners and stakeholders have been consulted as part of the process, have found the options to be realistic, and the decision on the options can be taken by the MFE. Financial considerations, along with an analysis of financial feasibility, affordability, and sustainability were provided in a report submitted to the NLC. In addition to state funding, additional resources might be sought from international funding agencies and other non-state donors.

**20. What has the intervention left behind that will continue to influence positively labor dispute resolution in the future?**

The project has produced a significant number of materials that can be used after the lifetime of the project. These include: a new legal instruction on ALDR; a customised training kit for mediators and conciliators; promotional materials for ongoing publicity campaigns; a manual for handling workplace disputes; an on-line self-paced module on ILS and manual on ILS training for the judiciary; a pack of internal policies and procedures for enterprises; a school

and VET college curricula, syllabus and teachings packs. Overall, there are significant resources that can be used to sustain the project.

## **21. Can long-term impact be expected? If not, why not?**

Assessing long-term impact in the absence of counter-factual scenarios is difficult and predicting which aspects of a project may be influential in the longer term even more so. Culture change takes time and many interviewees noted that a relatively small-scale project would be unlikely to produce such changes on its own. However, this project explicitly designed an Outcome that was directed to the future, namely the work done in high schools and VET colleges to teach young people about conflict resolution. In high schools the ALDR content is integrated into a wider conflict resolution module that also addresses other scenarios such as domestic, social or relationship disputes. After a 3-year integration process that involved 30 trainers of teachers, 94 teachers and over 6777 general high school students the module has been embedded into the syllabus as an official but optional element. In VET colleges a smaller set of units is part of a compulsory module on soft skills development. As noted above the module comes as a package for teachers to use and adapt according to their needs. The module contributes to the development of transferable skills that young people can take into their working lives and elsewhere as good citizens. Survey responses from teachers indicate that students welcomed and enjoyed the content which augurs well for future use. While it is too early to say exactly what impact it will have, and ambitions for culture change are too bold to presume, the work undertaken under Outcome 5 at a modest cost of \$50,425.69USD may well have a significant long-term impact. It would be beneficial to conduct research among the student group in a few months to try to assess whether this is the case or not.

Under Outcome 3, the work undertaken with the judiciary to train judges in the application of the ILS also has the potential for long-term impact. Judges trained on the ILS have made 43 decisions that refer to the ILS. As more decisions are taken in this way a body of case law will build up that will help to embed the ILS as legal precedent in similar cases, thereby having the potential to have a significant long-term impact on promoting decent work through the application of ILS in Albanian law.

## **Cross-cutting issues**

### **COVID – 19**

#### **22. To what extent did the project provide a timely and relevant response to constituents' needs and priorities in the COVID-19 context?**

The COVID-19 pandemic that commenced in March 2020 had a serious impact on Albania as elsewhere in the world, especially in its differential effects on vulnerable and precarious workers. Interview data shows that the project responded to the needs of the project partners in an array of ways, mostly related to changing working methods. For example, the project helped constituents to move to online provision of training by providing IT infrastructure to help them to do this. Interviewees also noted that the project team used its technical capacity to assist remote and hybrid working. As in other parts of the world, the pandemic induced a rapid shift to a more digital form of working where the type of work allows, and the technical infrastructure is available.

**23. To what extent was the project design adjusted to enable a coherent response to the Covid-19 pandemic?**

The overall project design was not significantly altered by the pandemic since the project already had a mandate to target marginalised workers in its activities. However, the timescale of the project was altered to consider the impact of the pandemic on delivering these activities. Further, the way activities were delivered also changed with a move to online provision, for example, the 7 online webinars under Outcome 1 for public mediators.

**24. Has the project fostered ILO constituents' active involvement through social dialogue in articulating, implementing and sustaining coherent response strategies to mitigate the effects of the pandemic on the world of work?**

In interviews with the tripartite partners, it is clear that the pandemic posed serious challenges to the world of work in Albania as it did globally. As part of the COVID-19 response plan, measures were put in place to preserve employment where possible. It was noted that the new legal instruction had the potential to be useful to marginalised workers affected by the pandemic as it gave them access to the state mechanism for ALDR. The Government also put in place a COVID recovery plan that guaranteed a minimum wage and a scheme to help small business to restart. At the enterprise level, there is some evidence that the project may have helped to secure employment through the interventions of the local experts although the extent of this cannot be confirmed.

**25. To what extent has the intervention leveraged additional resources and partnerships to support constituents while targeting the COVID-19 response?**

The ILO has developed a package to help jobless women through a new project, ALB/20/02/SWE.<sup>17</sup>

**26. To what extent did the project provide effective and timely responses to Covid-19 to support constituents through the intervention?**

The most notable response by the project was to help partners and stakeholders to move to an online working environment and use of digital tools to continue working. In response to COVID-19 crisis, in consultation with the responsible unit in the MFE, a series of 7 on-line capacity building activities with the State Mediation Network so as to support and prepare public mediation structures on how to handle labour disputes under crisis situations. These were new activities added to the workplan of the project and were carried out by the ILO Senior Expert on Social Dialogue and ILS through on-line webinars.

While the project was delayed by a year due to COVID-19 this was not unexpected and was a reasonable way to respond to the significant disruption cause by the pandemic.

**27. How likely will the project lead to results that will be sustained or integrated in other post-pandemic response over time?**

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<sup>17</sup> [Empowering Women Against Covid-19 \(EWAC\) in Albania \(ilo.org\)](#)

The most likely way that responses developed during the pandemic will be sustained and integrated post-pandemic will be through the shift to online, remote and hybrid working. While many constituents expressed a desire to return to face-to-face working, there was also a recognition that the skills and knowledge learned during the pandemic for working in different ways would continue to be used where appropriate. An example was given for a training situation where an international expert might deliver an online session for a course where previously they would either have to use significant resources for travel or not be able to contribute at all.

**28. How likely will the project's response to COVID-19 contribute to ensure workers, employers and governments maintain focus on decent work while adjusting to the socio-economic consequences of the pandemic?**

As noted above, the project may have helped to protect employment in the enterprises with which it worked during the pandemic. The project's main impact on partners and stakeholders was to help with a move to digital working. Overall, the experience of the pandemic will enable partners and stakeholders become more resilient as it has helped to develop alternative ways of working.

**Gender mainstreaming and equalities**

**29. To what extent does the project align with national gender-related goals?**

Albania has gender-related goals in the following areas:

1. Gender-Based Violence: Addressing domestic violence and violence against women has been a priority, with measures implemented to protect victims and hold perpetrators accountable. The ratification by Parliament of Convention 190 on the elimination of violence and harassment at work has the potential to benefit women. The project provided training on this Convention.
2. Women's Employment and Economic Empowerment: Encouraging more women to enter the workforce, promoting entrepreneurship among women, and providing support for female-led businesses. The new project on assisting jobless women into employment assists with this goal.
3. Education: Promoting gender equality in education and ensuring equal access to quality education for girls and boys. The work that the project has conducted in high schools and VET has promoted gender equality and contributes to this goal.
4. Gender Pay Gap: Albania has aimed to reduce the gender pay gap, ensuring that women receive equal pay for equal work. The work the project has undertaken in the enterprises had a focus on wages and equal pay and will assist in reaching this goal.

**30. To what extent do the project partners and stakeholders own the results in the area of GM/GE and are committed to their sustainability after the end of the intervention?**

From the interviews there was a strong commitment to gender equality from all stakeholders. In some sectors, especially public administration, gender equality is well developed. Policies on gender equality are in place in public bodies. The project assisted enterprises to develop internal equalities policies. There remain issues of gender segregated jobs in other sector such as textiles and heavy industry. Gender issues are also a major cause of labour disputes

which the Labour Inspectorate encounter. As a result of the ratification on Convention 190, workplace policies should have clauses added in regard to harassment and violence at work. The project has prospects for good sustainability if there is sufficient commitment to do so by the stakeholders and GM and GE has been well integrated into the project. Overall, interviewees expressed a strong commitment to GM and GE, but the likelihood of GM and GE being sustained will hinge on whether the project as a whole is sustained.

### **Theory of Change**

#### **31. To what extent were the assumptions of the Theory of Change based on prior evidence?**

The project Theory of Change outlines a series of actions and their expected outcomes related to the ILO assisting various stakeholders in revisiting and improving the system of labour dispute resolution in Albania. The project was preceded by a number of tripartite and stakeholder meetings that aimed at arriving at a consensus around the project's logic. The background report, 'Out of court resolution of individual and collective labor disputes in Albania' (2017) provided a solid evidential base upon which to base the project's Theory of Change. The Theory of Change offers a number of assumptions and logical steps that are assessed as follows in general terms.

#### **Assumptions**

- a) The ILO can assist relevant stakeholders in revisiting the labour dispute resolution system and devising effective measures: This assumption is generally valid, as the ILO is an international organization with extensive expertise in labour and industrial relations.
- b) The ILO can build the capacity of the government and social partners to establish an independent, impartial, free of charge, and speedy extra-judicial mechanism for labour dispute resolution: This assumption is reasonable, as capacity building is one of the key functions of the ILO, and it has experience in supporting the establishment of labour dispute resolution mechanisms, for example in North Macedonia.
- c) The ILO can contribute to up-skilling labour mediators, conciliators, and arbitrators: This assumption is valid, as the ILO has training programs and resources that can enhance the skills and knowledge of labour dispute resolution professionals. In particular the ILO ITC has extensive experience and knowledge in this respect.
- d) The ILO can help the government and social partners promote the advantages of amicable settlement of labour disputes: This assumption is also plausible, as the ILO can provide advocacy and communication support to raise awareness of the benefits of amicable dispute resolution.
- e) The ILO can enhance the knowledge of national judges handling labour disputes on international labour standards: This assumption is reasonable, as the ILO often conducts training and capacity-building programs for judges and legal professionals on labour-related matters. In particular the ILO ITC has extensive experience and knowledge in this respect.
- f) The ILO can contribute to improving negotiation and dispute prevention skills of workers and employers: This assumption is logical, as the ILO has resources and expertise in promoting social dialogue and negotiation skills.

Overall, the assumptions are based on the ILO's comparative advantages in this field, based on significant previous experience and access to expertise and resources.



### **Logical Coherence**

The Theory of Change presents a logical sequence of actions and outcomes. If the ILO successfully assists stakeholders in revisiting the labour dispute resolution system, builds their capacity, and contributes to up-skilling labour dispute resolution professionals, then it is reasonable to expect positive changes in how labour disputes are handled.

The subsequent outcomes, such as increased use of ALDR, more active engagement in collective bargaining, and a decrease in labour litigations in court, are logically connected to the actions taken by the ILO and the improved dispute resolution mechanisms.

Similarly, the expected improvements in collective bargaining, dialogue, and cooperation in the workplace, better implementation of labour rights, and the development of a culture of dialogue and compromise are plausible results of the successful implementation of the proposed actions.

Overall, the Theory of Change appears to be logically coherent, and its assumptions are valid based on the ILO's typical functions and expertise. However, the actual success of the theory would depend on various factors, including the commitment of stakeholders, the specific context in which it is implemented, and the level of support and resources provided by the ILO.

### **32. To what extent has the Theory of Change been borne out in practice? To what extent are the project results attributable to the Theory of Change or to other factors?**

While the Theory of Change is assessed as internally coherent and based on reasonable assumptions and there is evidence that there has been a small increase in ALDR and some progress made in respect of social dialogue and tripartite working, there have also been some barriers that were unforeseen in the Theory of Change. In developing the Theory of Change an assessment might have been made in respect of the prior capacities of the project partners to be able to take advantage of the project. It might also have been useful if the development of the Theory of Change had taken more account of the external environment outside of the ILO in addition to the ILO's internal capacities. In interviews it was conceded that the project's influence over collective bargaining was largely restricted to the issue of ALDR rather than building overall capacity to negotiate collective bargaining agreements more generally.

## 5. Conclusions

### Relevance

1. The evaluation data shows that the project proposal is based on sound evidence contained in the background report and has taken on board the input from the tripartite partners through a series of meetings prior to the proposal.
2. The project is linked to and meets ILO mandates contained in the Director-General's P & B 2020 – 21 Output 1.4 and the Director-General's P & B 2022 – 23 Output 1.4.
3. The project helps to meet DWCP Albania 2017 – 2021 Outcome 2.2 and DWCP 2023 – 2027 Outcome 3.2.
4. The needs of different groups (e.g., women and men, people with disability, and other marginalized groups) were not the subject of specific research but have been considered during the project, especially in respect of Outcomes 1, 3, 4 and 5.
5. The social partners might have had a role to validate the schools and VET college ALDR syllabus and materials to ensure relevance to the real-world workplace.
6. The project made a modest contribution towards national development plans in respect of promoting gender equality, youth empowerment and building a more inclusive society.
7. The project made a modest contribution towards the achievement of SDG 8 to promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.

### Coherence

8. The project was mostly standalone with few specific overlaps with other projects, but it coheres with the national priority towards convergence with EU standards for accession to the EU and with the Government of Albania and United Nations Programme of Cooperation for Sustainable Development 2017-2021.
9. The project has also contributed for 18 months to the United Nations Sustainable Development Cooperation Framework 2022 – 2026.
10. The project has benefitted from a communications strategy, and the project was significantly aided in strategy by ILO communications expertise.
11. The range and diversity of media channels through which messaging was deployed, including donor channels, makes it likely to have reached its target audience but there is no demographic data to verify this.

### Effectiveness

12. The project has helped to further enhance social dialogue at national, regional and enterprise levels.
13. There has not been any specific analysis undertaken on how the project results benefit members of different groups but there is some evidence that the project has had an impact on them especially in respect of disabled workers in the enterprises and special needs students in schools.
14. The quality of the training provision and materials were high, attributable in large part to the expertise of the ITC and the comparative advantage of the ILO in the technical topics of ILS, social dialogue, and ALDR.
15. The project has a high-quality monitoring system and adequate oversight at project, DWT/CO and donor levels.

16. The project was able to make use of monitoring data to enable the project to stay on track while adjusting to changing circumstances in order to achieve its goals.
17. The project has focussed on the free mandatory ALDR collective dispute resolution but has made some progress towards ALDR in individual disputes as well in helping to develop a tripartite consensus to extend free ALDR to individual disputes which is an important legacy for the project.
18. The project has assisted twenty enterprises to build their internal capacity for ALDR and social dialogue which can act as templates to extend the programme to new enterprises after the project closes.

#### **Efficiency and Management Arrangements**

19. The project has been managed efficiently and transparently, largely achieving the project results, and making good use of ILO comparative advantage in social dialogue, ALDR, and employment relations.
20. The project has achieved a significant number of outputs with limited resources under often difficult circumstances.
21. At busy periods, the project may have benefitted from more local ILO support to the project team.
22. The inability to operationalise an integrated CMIS due to cyber security and data protection risks has resulted in IT hardware being supplied that has not been put to its full intended purpose, although it has helped to install an internal MFE CMIS.
23. The project made excellent use of social partner representatives to help recruit enterprises, who might otherwise have been reluctant, to take part in the project, leading to project buy-in from enterprises and social partners.
24. The project made good use of local experts who contributed significantly to the success of the project.

#### **Sustainability and Impact**

25. The project has potential for sustainability due to the systems that have been built but it will require Government funding and the willingness of partners and stakeholders to make good use of the systems in the future.
26. A risk to sustainability and impact is the restriction of free ALDR to collective disputes in a context where there is limited collective bargaining coverage.
27. The lack of an improved legal framework to support trade union collective bargaining and dispute settlement may hinder future sustainability.
28. There is a need to adopt flexible delivery models for ALDR while the establishment of an independent institution is a gold standard option for the future.
29. The project has produced comprehensive training material and other resources that can assist longer term sustainability.
30. The extension of ILO interventions into high schools is an innovative development that has the potential to achieve longer term impact through the development of transferable skills in dispute resolution for good citizenship.
31. The training of the judiciary on ILS has the potential for longer term impact through the development of case law that makes use of the ILS in decision making.
32. Extending free ALDR to individual disputes is critical for longer-term sustainability and impact.

### **Cross-cutting issues**

#### **COVID-19**

33. The project responded to COVID-19 by helping project stakeholders change their working practices to online and digital methods.
34. The ILO responded to COVID-19 by initiating a new project that assists jobless women to find employment and establish small businesses.

#### **Gender Mainstreaming and Equality**

35. The project addressed gender mainstreaming in activities and outputs under all 5 Outcomes.
36. The project promoted gender equality through its design, management structure, and monitoring of data.
37. Gender segregated workplaces (i.e., cultural understanding of 'men's' jobs and 'women's jobs') remains a national challenge, especially in the private sector.

#### **ILS and Social Dialogue**

38. There is strong evidence that the project contributed to the strategy of promoting labour standards through the training of the judiciary in ILS.
39. The project initiated increased levels of social dialogue at national, regional and workplace levels around ALDR.
40. While the project helped build negotiation skills of the social partners, it did not result in new collective agreements outside the scope of ALDR, which remain the prerogative of the social partners to enter into voluntarily.

#### **Theory of Change**

41. The project is based on a Theory of Change that is logically coherent and internally plausible but might have taken better account of external contexts such as the capacities of the partners to take advantage of the project.

**6. Lessons Learned**

1. Making use of the credibility of the social partners to encourage enterprises to work with the project to help deliver Outcome 4. By visiting enterprises with a social partner, it opened up doors to cooperation that might otherwise not been possible. Companies were proposed by social partners (among their affiliated members) and selected by the PSC. They were contacted through the proposing social partner organisations. This helped social partners to have ownership of the project, increase the capacities of their members in the targeted enterprises, and enable those enterprises to take advantage of the project's activities.

**7. Emerging Good Practice**

1. Intervention at high school level to incorporate ALDR into curriculum for 16 – 18-year-old **students**. Linked to Outcome 5 to influence future workers in respect of amicable conflict resolution at work.
2. Strong and active involvement by the social partners in many aspects of the project. Tripartite and bipartite involvement in critical project activities. Social dialogue was built through participation in activities such as the public awareness campaign. Social partners gained greater ownership of the project.

## 8. Recommendations

1. ALDR should be extended to individual as well as collective disputes with adequate state funding to support it.

Addressed to	Priority	Resource	Timing
Tripartite partners	High	High	Short-term

2. ALDR delivery models should be developed flexibly with the ambition of an independent autonomous body as a long-term goal.

Addressed to	Priority	Resource	Timing
Tripartite Partners	High	Medium	Medium-term

3. As soon as security conditions allow, the CMIS should be extended to allow external users to access it to produce a fully integrated system.

Addressed to	Priority	Resource	Timing
Government	High	Low	Medium-term

4. The social partners should work together to extend the ALDR and social dialogue programme at the enterprise level to new companies. Advocates should be identified to promote the benefits of the programme to new enterprises and to assist them with implementation.

Addressed to	Priority	Resource	Timing
Social partners	High	Low	Medium-term

5. An improved law to support trade union ability to conclude collective agreements and dispute resolution agreements should be investigated.

Addressed to	Priority	Resource	Timing
Tripartite partners	Medium	Low	Medium-term

6. In future projects, the ILO project teams should collect disaggregated data for other personal characteristics, such as age, ability, etc so that a project's impact on targeted groups can be better monitored and evaluated.

Addressed to	Priority	Resource	Timing
ILO	Medium	Low	Medium-term

7. In future projects that develop materials for schools and VET colleges, those materials should be validated by the social partners through established mechanisms where they exist or by a specially established group where they don't exist.

Addressed to	Priority	Resource	Timing
ILO	Low	Low	Medium-term

## APPENDIX I: LESSONS LEARNED



### ► Template 4.1: Lessons Learned

## Access to justice in labour disputes through mediation and conciliation

Project DC/SYMBOL: ALB 18/03/SWE

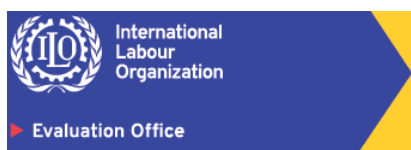
Name of Evaluator: Dr Andy Harvey

Date: 05 September 2023

*The following lesson learned has been identified during the course of the evaluation. Further text explaining the lesson may be included in the full evaluation report.*

LESSON LEARNED ELEMENT	TEXT
<b>Brief description of lessons learned</b> (link to specific action or task)	Making use of the credibility of the social partners to encourage enterprises to work with the project to help deliver Outcome 4. By visiting enterprises with a social partner, it opened up doors to cooperation that might otherwise not been possible. Companies were proposed by social partners (among their affiliated members) and selected by the PSC. They were contacted through the proposing social partner organisations. This helped social partners to have ownership of the project, increase the capacities of their members in the targeted enterprises.
<b>Context and any related preconditions</b>	Willingness of social partners to engage with the project and commit to its objectives.
<b>Targeted users /Beneficiaries</b>	Employers, trade unions and workers
<b>Challenges /negative lessons - Causal factors</b>	Initial reluctance of employers to work with the project and to change their internal policies and practices
<b>Success / Positive Issues - Causal factors</b>	Skill of national project team and the willingness of social partners to act as advocates with the enterprises to persuade them of the benefits of taking part.
<b>ILO Administrative Issues</b> (staff, resources, design, implementation)	Obligations of partner organisations delivering activities with ILO financial support.

APPENDIX II: EMERGING GOOD PRACTICE



► **Template 4.2: Emerging good practices**

## Access to justice in labour disputes through mediation and conciliation

**Project DC/SYMBOL: ALB 18/03/SWE**

**Name of Evaluator: Dr Andy Harvey**

**Date: 05 September 2023**

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

<b>GOOD PRACTICE ELEMENT</b>	<b>TEXT</b>
<b>Brief summary of the good practice</b> (link to project goal or specific deliverable, background, purpose, etc.)	Intervention at high school level to incorporate ALDR into curriculum for 16 – 18-year-old students. Linked to Outcome 5 to influence future workers in respect of amicable conflict resolution at work.
<b>Relevant conditions and Context: limitations or advice in terms of applicability and replicability</b>	Willingness of school and national education authorities to cooperate and include ALDR as an official part of the high school curricula
<b>Establish a clear cause- effect relationship</b>	ILO ITC expertise in training interventions, technical advice and manuals enabled the syllabus and content to be developed in a way that was accessible to teachers
<b>Indicate measurable impact and targeted beneficiaries</b>	380 teachers trained and over 6777 students received ALDR education. 110 Trainers of teachers trained for longer term impact.
<b>Potential for replication and by whom</b>	Other ALDR and social dialogue and technical assistance projects coordinated by ILO. Relatively inexpensive intervention.
<b>Upward links to higher ILO Goals</b> (DWCPs, Country Programme Outcomes or ILO’s Strategic Programme Framework)	Improved sustainability of actions in support of ALDR and social dialogue priorities in DCWP and P & B. Potential for long term impact in progress towards decent work.
<b>Other documents or relevant comments</b>	





## Access to justice in labour disputes through mediation and conciliation

**Project DC/SYMBOL: ALB 18/03/SWE**

**Name of Evaluator: Dr Andy Harvey**

**Date: 05 September 2023**

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

<b>GOOD PRACTICE ELEMENT</b>	<b>TEXT</b>
<b>Brief summary of the good practice</b> (link to project goal or specific deliverable, background, purpose, etc.)	Strong and active involvement by the social partners in many aspects of the project. Tripartite and bipartite involvement in critical project activities. Social dialogue was built through participation in activities such as the public awareness campaign. Social partners gained greater ownership of the project.
<b>Relevant conditions and Context: limitations or advice in terms of applicability and replicability</b>	Willingness of social partners to become involved in different aspects of the project. Advocacy by project team.
<b>Establish a clear cause- effect relationship</b>	Social dialogue was built through participation in activities such as the public awareness campaign. Social partners gained greater ownership of the project.
<b>Indicate measurable impact and targeted beneficiaries</b>	The 2020 TWG outputs, regional and national consultations and bipartite agreements and structures at the company level.
<b>Potential for replication and by whom</b>	Other ALDR and social dialogue and technical assistance projects coordinated by ILO. Relatively inexpensive intervention.
<b>Upward links to higher ILO Goals</b> (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	Improved sustainability of actions in support of ALDR and social dialogue priorities in DCWP and P & B. Potential for long term impact in progress towards decent work.
<b>Other documents or relevant comments</b>	

## APPENDIX III: TERMS OF REFERENCE

He TOR: Independent Evaluation of the project “Access to justice in labour disputes through mediation and conciliation in Albania”

As of May 2023

Project Title	Access to justice in labour disputes through mediation and conciliation
Project Code	ALB/18/03/SWE
Type of Evaluation	Independent
Timing	Final
Donor	Sweden/SIDA
Administrative Unit	DWT/CO Budapest
Technical Backstopping	DWT/CO Budapest and HQ DIALOGUE
P&B outcome (s)	ILO PB 22-23 Strategic Output 1.4
SDGs	8.8
Budget	USD1,216,897
Project Duration	1 Sep 19 – 31 Aug 23
Evaluator	TBC
Evaluation Manager	Maria Borsos

### 1. Background of the Project

In Albania, there is no special jurisdiction for labour disputes. Labour disputes are brought before the already overloaded ordinary courts along with other civil disputes. Labour litigations often last over five years, considerably delaying access to justice. Efforts have been made to improve the system of prevention and out of court resolution of labour disputes, nevertheless several legal and practical challenges of the existing system limit its effectiveness.

The project supported the Albanian stakeholders (government, social partners, National Labour Council, labour dispute mediators and conciliators and other relevant institutions, including the judiciary) to revisit the current system and to improve its functioning and outreach. It built the capacity of the government and social partners so that they can construct an extra-judicial mechanism for labour dispute resolution, and trained labour mediators, conciliators and social partners. The project aimed to promote the advantages of peaceful settlement of labour disputes and build up negotiation and dispute prevention skills of would-be workers and employers. It upscaled the application of international labour standards by national judges handling labour disputes.

Following are excerpts from the project Document concerning the Project’s Theory of Change, objectives, target groups, outcomes and staffing.

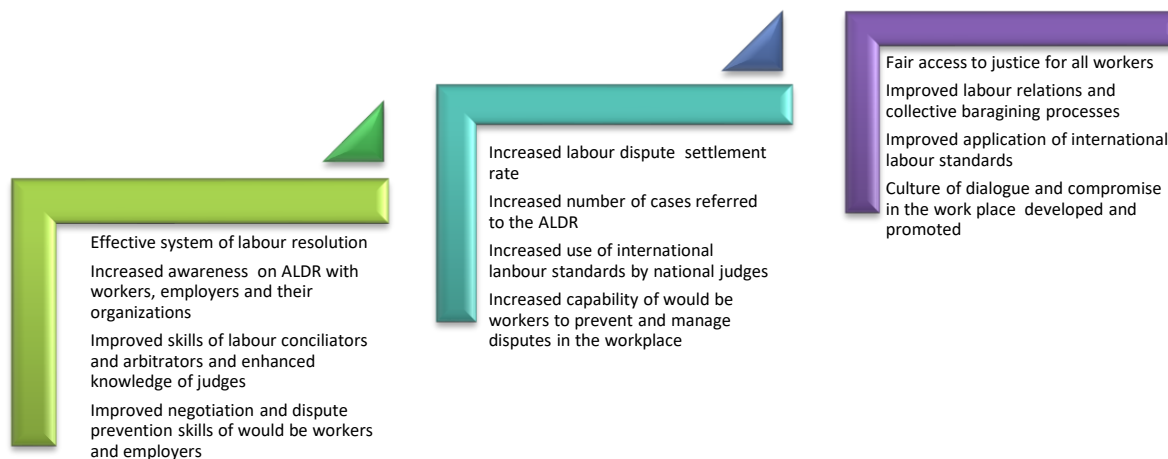
#### Theory of Change

- If the ILO assists the relevant stakeholders (government, social partners, National Labour Council, Association of Private Mediators, other relevant dispute resolution

institutions, including the judiciary) in revisiting the current system of labour dispute resolution and devising measures to increase its effectiveness and outreach, and if the ILO builds the capacity of the government and the social partners to operationalize an independent, impartial, free of charge, and speedy extra-judicial mechanism for labour dispute resolution, and if the ILO contributes to up-skilling a specialized corpus of labour mediators, conciliators and arbitrators, and if the ILO helps the Government and the social partners to promote the advantages of amicable settlement of labour disputes, and if the ILO contribute to enhancing the knowledge of national judge handling labour dispute on international labour standards, and if the ILO contribute to improve negotiation and dispute prevention skills of would be workers and employers

- ...then workers and trade unions on the one hand, and employers and employers' organizations on the other hand will: a) make recourse to conciliation, mediation or voluntary arbitration in order to settle their disputes in a peaceful and consensual manner rather than resorting to litigation in court ; b) engage more actively in collective bargaining and will use collective agreements in order to handle disputes at the workplace; c) the number of labour litigations in court will decrease; d) the government and the social partners will be able to devise and implement informed effective policies in the area of prevention and amicable settlement of labour disputes and industrial relations; d) the judges will make use of international labour standards; e) the to be workers and employers will be capable to prevent and manage disputes in the future workplace
- ... leading to i) improved collective bargaining, dialogue and cooperation in the workplace, and ultimately harmonious labour relations, conducive to increased productivity and better working conditions; ii) better implementation of fundamental principles and rights at work; iii) fair, fast and inclusive access to justice for all workers, including the vulnerable ones; iv) development of a culture of dialogue and compromise in the workplace.

Chart 1: Theory of change at a glance



The project built on the capacity of the government responsible structures and the social partners to reach the following goals:

- a) increase recourse to conciliation, mediation or voluntary arbitration for peaceful settlement of labour disputes.
- b) engage more actively in collective bargaining and use collective agreements and workplace procedures to handle grievances at the workplace.
- c) be able to devise and implement informed policies in the prevention and peaceful settlement of labour disputes; and
- d) improve access to justice for vulnerable workers (youth, women, informal, low-skilled).

The project is expected to reach out to more than 50,000 workers, to increase the settlement rate of extra-judicial labour mediation and conciliation to 80 per cent of the cases referred to the system, to promote a culture of social dialogue and constructive compromise and to enhance the capacity of stakeholders (workers, employers and their organizations, labour mediators and conciliators, and national judges ruling over labour litigations) to apply and enforce fundamental principles and rights at work. The gender balance of the beneficiaries will be observed during the implementation of the project activities. The project will also pay special attention to vulnerable workers. Focusing on social dialogue and industrial relations, gender equality and access to justice of working poor, the project is aligned to SIDA-ILO Partnership Programme 2018-21, which aims to realizing decent work and social justice for all.

Target groups:

1. The Government, represented by the Ministry of Finance and Economy (in charge of labour-related issues). The responsible unit of the MFE, the Directorate of Employment Policies and Vocational Training is the responsible government unit in charge of administration and monitoring of the state provided mechanism for amicable resolution of collective labour disputes and will be the main counterpart of the project. The project will continue to support the respective Government Unit to strengthen and improve ALDR service, while at the same time the project is going to advocate and lead concerned stakeholders toward a reflection on reforming the system toward an inclusive, independent, professional, and free of charge mechanism.
2. Trade unions: The ILO has been closely working with the Albanian Confederation of Trade Unions (KSSH) and the Independent Confederation of Trade Unions of Albania (BSPSH), the two main workers' organizations in Albania. Other trade unions actively operating at the national or local level in both private and public sector, such as mining, oil and gas, textiles, garments, and footwear manufacturing (fason industry), fishing and agriculture, education, tourism, transport and communications, water supply and garbage collection, will also be invited to benefit from the project activities.
3. Employers' organization: The ILO has been working with Business Albania as one of the main employers' organizations in Albania. Other employers' organizations actively operating at the national or local level in both private and public sector, such as mining, oil and gas, textiles, garments, and footwear manufacturing (fason industry), fishing and agriculture, education, tourism, transport and communications, water supply and garbage collection, will also be invited to benefit from the project activities.
4. Labour mediators and conciliators of the State Mediation Network and State Conciliation Offices.
5. National judges, lawyers, and private mediators.
6. General high school and VET school students (to be workers and employers).

The project strategy is organized around five outcomes:

- Outcome 1:** Increased effectiveness of labour disputes mediation and conciliation services
- Outcome 2:** Increased use of alternative resolution of labour disputes by workers, employers and their organizations
- Outcome 3:** Increased application of international labour standards by national judges dealing with labour litigations.
- Outcome 4:** Dispute prevention policies developed and introduced at enterprise level.
- Outcome 5:** Improved negotiations and dispute prevention skills of would-be workers and employers

The project team composed of three persons, two full time national staff, the National Project Manager and the Project Administrative Assistant based in Tirana (Albania), and one part-time staff, the Programme Assistant, based in the ILO DWT Budapest Office. The NPM is

responsible for the overall management and implementation of the Project. The NPM liaises and receives technical guidance, support and collaboration from the Senior Specialist of Social Dialogue and Labour Law of the DWT Budapest. The Project staff also benefit from the technical guidance of the Gender and Working Conditions Specialist of the DWT Budapest. The PAA is responsible for preparing and following-up administrative, financial, and operational matters. The part-time Programme Assistant based in ILO DWT Budapest is responsible to process all project related travel and financial transactions, budget revisions and monitoring through the ILO's central accounting system (IRIS) that is managed exclusively by the ILO Regional Office based in Budapest<sup>18</sup>.

The project has been extended one time by one year.

The project contributes to Outcome 3.2 "Use of alternative resolution of labour disputes increased" of the DWCP Albania 2023-2026 and the PB Strategic Output 1.4. Increased capacity of Member States to improve social dialogue and labour relations laws, processes, and institutions. In the overall UN Framework, the projects work is supporting the UN Country Framework of Albania Strategic Priority B. Sustainable, resilient, and green economic growth and resource management; Output 1 Employment and skills development. The project contributes to SDG Targets 5.1 and 8.8

Gender equality and non-discrimination are cross-cutting the project goals and activities. The project paid special attention to access to justice of most vulnerable workers, including both women and men. Addressing gender issues and non-discrimination within collective agreements and internal procedures of handling disputes at workplace are important elements of the project deliverables. Workplace harassment related disputes involving both women and men are one of the main focus of the project. ILO supported the implementation of good practices on tackling sexual harassment in the workplace.

Promoting gender equality and non-discrimination were pursued through activities aimed to align domestic judicial practice with international labour standards. International Labour Standards cover a wide range of aspects related to non-discrimination in employment and occupation, maternity protection and equal remuneration provide guidelines on implementation. A gender analysis was carried out during the inception phase of the project to select the enterprises where the activities will be implemented.

## 2. Purpose, Objective and Users of the Evaluation

The main purpose of the independent final evaluation is to give an assessment of the effectiveness and the sustainability of the project interventions across the five outcomes; assessing performance as per the foreseen targets and indicators of achievement at output and outcome levels; strategies and implementation modalities chosen; partnership arrangements; constraints and opportunities; and to provide lessons to improve performance and delivery of future project results. The evaluation will cover the project's components, outcomes, outputs, and activities as reflected in the project document, as well as subsequent modification and alterations made during its implementation.

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<sup>18</sup> According to ILO financial rules and procedures the local staff do not have access to IRIS

## Access to justice in labour disputes through mediation and conciliation: final evaluation report

The evaluation also serves organizational learning, and it will cover the issues and inputs from stakeholders/tripartite constituents.

The evaluation findings and insights will serve organisational learning purposes e.g., to develop cross-learning, including success stories to innovate and feed into regional learning on increasing outreach and effectiveness of access to justice in labour disputes.

Primary users of the evaluation findings are ILO constituents, funding partners, ILO DWT Budapest, and HQ (DIALOGUE, Evaluation Office, PARDEV, and PROGRAM). Secondary users of the evaluation findings are other interest partners, academics, other ILO units and regions, and the general public.

The specific objectives of the evaluation are the following:

- Assess the effectiveness of the project approaches (can specify)
- Measure progress of the interventions against the PB output 1.4 and DWCP Albania 2022-2026 outcome 3.2. Examine what are the common factors that have contributed to the achievement of the results, their potential impact and likelihood of their sustainability.
- Assess the extent to which the project used ILO technical expertise and comparative advantages to position ILO in the country and/or as instruments/frameworks that pave ways for other interventions that respond to national priority?
- Assess the extent to which the project mainstreamed key ILO tenets in the delivery of its activities, including the promotion of ILS, social dialogue, and gender equality.
- Assess how the project contributed to delivery of results, that were agreed during the design stage of these interventions?
- Assess how the project contributed to leveraging additional resources?
- Identify success stories as well as good practices and lessons learned, including innovation to feed into regional learning and future programming of similar interventions and strategies.
- Assess the strengths and weaknesses of the project proposal design, monitoring and reporting.
- Assess the risk management and impact of significant factors including crisis and fragility. How did it affect the interventions?
- Identify key lessons learned and good practices.

### 3. Evaluation Scope

The evaluation will cover the period from the start of the project until the evaluation takes place (June-July 2023) and will examine all the aspects and components of the project.

The evaluation will integrate ILO's cross-cutting issues, including norms and social dialogue, gender equality, disability inclusion, other non-discrimination concerns, and medium and long-

term effects of capacity development initiatives throughout the evaluation methodology and deliverables.

The gender dimension should be considered as a cross-cutting concern throughout the methodology, deliverables, and final report of the evaluation. In terms of this evaluation, this implies involving both men and women in the consultation, evaluation analysis and evaluation team. Moreover, the evaluators should review data and information that is disaggregated by sex and assess the relevance and effectiveness of gender-related strategies and outcomes to improve the lives of women and men. All this information should be accurately included in the inception report and evaluation report.

The evaluation will give specific attention to how the project is relevant to the ILOs programme and policy frameworks at the national and global levels, UNSDCF and other national development strategies and frameworks.

#### 4. Evaluation Criteria and Questions

1. *Relevance: The extent to which the intervention objectives, and design respond to beneficiaries, global, country, and partners/Institution needs, policies, and priorities, and continue to do so if circumstances change*
  - How sensitive are the interventions objectives and design to the country's and constituents' needs and capacity? Does the design address challenges the constituents are facing? Was the project initiated based on constituents' request?
  - The extent to which the design of project interventions has been logical and based on the clear result framework (CPOs linkages to DWCP and P&B outcome 1).
  - The extent to which the need of different groups (e.g., women and men, people with disability, and other marginalized groups) have been incorporated into consideration in the design of the interventions
  - How responsive was the project design to national sustainable development plans under specific SDG targets and indicators?
2. *Coherence: The compatibility of the intervention with other interventions in a country, sector, or institution*
  - How well does the project intervention complement other ILO projects' effort and other work of relevant national and international agencies working in the same area?
  - How has the project communicated its efforts to the general public in Albania and other stakeholders? How strategic has communication been and how much has it been integrated in all activities for awareness raising and for informing interest groups?
3. *Effectiveness: The extent to which the interventions achieved, or are expected to achieve, their objectives and its results, including any differential results across groups?*



- What is the progress/achievements made in the country (significant progress made both reportable and not reportable in the PIR2022-23)? The extent to which the project has been value addition to the achievement of target CPOs that contributed to P&B outcome 1)?
- To what extent have the interventions' results/achievement – had an effect distributed across different groups (marginalised groups, men and women, non-discrimination, and inclusion of people with disability)
- How effectively did the project mainstream gender equality issues into its activities, outputs, and outcomes?
- How did outputs and outcomes of the project contribute to other ILO's cross-cutting strategies including social dialogue, and labour standards?
- Has the capacity development been well targeted? Were the right people trained?
- To what extent has an M&E system been put in place and supported the project's overall implementation?
- To what extent do the project results contribute (or not) to the identified SDGs related targets? Even if the relevant SDGs had not been identified in design, can a plausible contribution to the relevant SDGs and related targets be established?

4. Efficiency:

- Have resources (funds, human resources, time, expertise, etc.) been allocated strategically and efficiently to achieve expected results? Has the project management and staffing to implement and monitor the project been adequate?
- Assess the monitoring and oversight of the project – how efficient were these and whether these have affected the delivery of the projects. How effective was the role of DWTs, Regional Office, and HQ in technical supporting and monitoring of the project? To what extent have management capacities and arrangements supported the achievements of results? Is the current management set up and division of roles and responsibilities in ILO team conducive to good results? What have been the lessons learnt?
- Has the project been completed within the originally planned timeframe? What were the reasons for the delay, if any?
- To what extent has the project leveraged resources (financial, human, or other) with other projects/programmes, and through partnerships with other organizations, to enhance the project impact and efficiency?

5. Impact and sustainability:

- What is the expected sustainability of the intervention?
- Have the solutions developed and proposed by the project been assessed from the cost perspective? How realistic have the policy proposals been?
- What has the intervention left behind that will continue to positively influence labor dispute resolution in the future?
- Can long-term impact be expected? If not, why not?

### 5. Methodology

The evaluation will be conducted in a participatory, consultative and transparent manner by engaging various groups of stakeholders. The evaluation should apply a mixed methods approach with analysis of both quantitative and qualitative data to addressing the criteria and questions that might include: document analysis, interviews, direct observation and surveys— or some combination thereof. The advantage of this approach is that it permits findings derived from one method to be verified using a different method. This ensures valid findings.

The evaluation will also examine the project's Theory of Change. The evaluation will be carried out through a desk review, Teams interviews with ILO specialists in Budapest and in Geneva with the ILO project staff, ILO constituents, project beneficiaries, development partners and other key stakeholders. The interviews will be conducted face-to-face, and by Teams or phone if the situation does not allow face-to-face meetings. The methodology should clearly state the limitations of the chosen evaluation methods, including those related to representation of specific group of stakeholders. The methodology should ensure involvement of key stakeholders in the implementation as well as in the dissemination processes. Data should be presented and analyzed with appropriate gender disaggregation. The detailed approach and methodology should be part of the inception report. The evaluator may adapt the methodology, but any fundamental changes should be agreed with the evaluation manager.

### 6. Main deliverables

Draft and Final version of evaluation report in English (maximum 30 pages plus annexes) with the following proposed structure in accordance with ILO Evaluation Office Checklist 5. Preparing the evaluation report:

- Inception report (and timing)
- Draft evaluation report (and timing)
- Stakeholder workshop (timing)
- Final Evaluation Report (and timing)
  - Cover page with key project and evaluation data
  - Executive Summary
  - Acronyms
  - Project background: Description of the project
  - Purpose, scope and clients of the evaluation
  - Evaluation criteria and questions
  - Methodology and limitations
  - Clearly identified findings for each criterion
  - Conclusions
  - Recommendations (i.e. for the different key stakeholders)
  - Lessons learned and good practices.
  - Annexes: TOR, List of people interviewed - Schedule of the interviews, Documents reviewed, Project outputs and unexpected results achieved versus planned as per the Project logical framework targets, Lessons learned and good practice templates.

Executive summary, Lessons learned and Good practices completed, using ILO templates.

The quality of the report will be assessed against the relevant EVAL Checklists #5 and 6. All reports, including drafts, must be written in English.

## **7. Management Arrangements and Work Plan**

### **Evaluation Management – Role and responsibilities**

An Evaluation Manager will manage the evaluation process and the quality assurance will be provided by the ILO Regional Evaluation Officer (REO)–. The Evaluation Manager (EM) responsibilities include managing the evaluation and assignment of the Independent Evaluator, consulting on methodological issues and facilitating access to primary and secondary data. The EM will be also responsible for the following tasks:

- Prepare the TOR and ensure consultation with all key stakeholders before TOR is finalized
- Facilitate selection of the independent evaluator(s);
- ensure proper stakeholders involvement;
- review and circulate draft and consolidate comments from key stakeholders
- review and submit the final report to RO/Europe and ILO Evaluation Office for approval;
- disseminate final report.

The RO for Europe at ILO HQ will approve the report. The final approval of the report will be done by ILO Evaluation Office at ILO HQ. The evaluation report will be considered final only when it is approved by ILO Evaluation Office.

Role and responsibility of the project team: The responsible staff will handle all arrangements with the chosen evaluator and provide any logistical and other assistance as required. The project team will be responsible for the following tasks:

- Provide project background materials,
- Prepare a list of recommended interviewees,
- Obtain relevant approvals and consent from key stakeholders to undertake evaluations and interviews,
- Help in schedule meetings for field visits (if applicable) and coordinating in-country logistical arrangements,
- Be interviewed and provided inputs as requested by the evaluator during the evaluation process,
- Review and provide comments on the draft evaluation reports,
- Provide logistical and administrative support to the evaluator, including travel arrangements (if applicable) and all materials needed to provide all deliverables.

### **Evaluator(s)**

- The Evaluation Manager will assign an evaluator(s) to conduct this evaluation.
- Responsibilities of the evaluator
  - Providing guidance and definition of roles and tasks in this evaluation throughout the evaluation phases and ensuring quality control and adherence to ethical guidelines,

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- Defining the methodological approach and drafting the inception report (including all data collection tools), producing the preliminary findings presentation, draft reports and drafting and presenting a final report,
- Providing any technical and methodological advice necessary for this evaluation,
- Ensuring the quality of data (validity, reliability, consistency, and accuracy) throughout the analytical and reporting phases. This includes consultation with all key stakeholders,
- Ensuring the evaluation is conducted per TORs and timeline, including following ILO and UNEG guidelines, methodology and formatting requirements and adheres to evaluation report quality standards: as referred to above,
- Liaising with the evaluation manager,
- Facilitating meetings with stakeholders (scheduling, debriefing and/or stakeholders' workshop),
- Be flexible on the evaluation timeline if it takes longer time and effort to complete the interviews/data collection through various methods,
- Contributing to the report dissemination and communication (if any) by participating in webinars, and
- Supporting or providing inputs to evaluation communication products.

### Desired competency and qualification of the evaluator

<ul style="list-style-type: none"> <li>- At least 5 years experience in evaluations of the UN and multi-lateral agencies, including experience as evaluation team leader;</li> <li>- Contextual knowledge of the ILO and UN;</li> <li>- Experience in qualitative and quantitative evaluation methods and an understanding of issue related to validity and reliability;</li> <li>- Knowledge in gender and non-discrimination, and understanding of ILO ILS, tripartism, social dialogue will be an advantage</li> <li>- Adequate technical specialisation – knowledge and expertise in International Labour standards and resolution of labour disputes is considered an advantage</li> <li>- Fluency in spoken and written English</li> <li>- Previous work experience in Central Europe, the Balkan Region or Albania will be an advantage</li> </ul>
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Estimated level of efforts – approximately 22 working days for the evaluator. The duration of work of the evaluators will be required within the period of 2.5 months ( during June- August 2023). The travel fees and DSA will be added to the fees.

### Indicative time frame and responsibilities

Tasks/ Responsibilities	Responsible person	Time frame (by end)
Preparation of the TOR –draft	Evaluation manager	May 2023

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Tasks/ Responsibilities	Responsible person	Time frame (by end)
Preparation of list of stakeholders with E-mail addresses and contact numbers	ILO Project in Albania	end May/early June 2023
Finalization of the TOR	Evaluation manager (EM)	end May 2023
Call for EOIs	ILO EM	29 May – 6 June 2023
Selection of Evaluator	Evaluation Manager	9 June 2023
Contracting Evaluator	DWT/Evaluation Manager	By 28 June 2023
Brief evaluator	Evaluation Manager and relevant ILO staff	By 4 July 2023
Inception report submitted	Evaluators	Mid July 2023
Data collection and debriefing to ILO	Evaluators	Early July 2023
Draft report submitted to Evaluation Manager	Evaluators	End July 2023
Quality check and review of the draft report	Evaluation Manager	Early August 2023
Sharing the draft report with all concerned stakeholders for comments	Evaluation Manager	By 11 August 2023
Consolidated comments on the draft report, send to the evaluator	Evaluation Manager	August 2023
Finalisation of the report and submission to Evaluation Manager	Evaluators	August 2023
Quality Review of the final report	Evaluation Manager	August 2023
Submission of the final report to ILO Evaluation Office	Evaluation Manager	End August 2023
Approval of the final evaluation report	ILO Evaluation Office	End August 2023

Resources: Funding will come from project budget, estimated resource requirements at this point include

- Consultancy fee
- travel cost and DSA (where relevant) as per the ILO rules and regulations
- actual communication cost (in case of virtual meeting e.g. telephone or skype calls if needed)
- Translation
- Validation workshop

### 8. Legal and Ethical Matters

The evaluation will comply with UN Norms and Standards. The evaluator will abide by the [EVAL's Code of Conduct](#) for carrying out the evaluations. UN Evaluation Group (UNEG) ethical guidelines will be followed. The evaluator should not have any links to project management, or any other conflict of interest that would interfere with the independence of the evaluation.

Evaluators should have personal and professional integrity and abide by the [UNEG Ethical Guidelines](#) for evaluation and the Code of Conduct for Evaluation in the UN system to ensure that the rights of individuals involved in an evaluation are respected. Evaluators must act with cultural sensitivity and pay particular attention to protocols, codes and recommendations that may be relevant to their interactions with women. Evaluators will be expected to sign the respective ILO Code of Conduct to show that they have read and understood the UNEG Code of Conduct for Evaluation in the UN System process.

Ownership of data from the evaluation rests jointly with the ILO and the consultant. The copyright of the evaluation report will rest exclusively with the ILO. The use of data for publication and other presentations can only be made with written agreement of the ILO. Key stakeholders can make appropriate use of the evaluation report in line with the original purpose and with appropriate acknowledgement.

### 9. Security and Covid-19 restrictions and guidance

ILO EVAL has provided guidance on Implications of COVID-19 on evaluations in the ILO that should be consulted and followed by the national consultant: [http://www.ilo.ch/wcmsp5/groups/public/---ed\\_mas/---eval/documents/publication/wcms\\_744068.pdf](http://www.ilo.ch/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_744068.pdf)

All UN personnel, including consultants, are expected to complete the UNDSS BSAFE (security awareness training course) and, if travel is required, are obliged to provide the Security Clearance

External collaborators benefit from the security arrangements and protection provided by the United Nations Security Management Network (UNSMN) at duty stations which are either not under a security level or up to security level four (4).

No external collaboration contracts may be issued for work that entails travel to a location at security level five (5) or higher.

If external collaborators for whom travel has been paid by the ILO find themselves at a location where security level five (5) or six (6) is declared during their presence there, immediate

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arrangements must be made in liaison with SECURITY to ensure that they leave the duty station as soon as possible.

In the light of the COVID-19 pandemic, if the situation in the region changes, appropriate actions will be taken amongst the following options:

- Suspending the implementation of the contract until further notice or until a specific time when it can be reviewed further in the face of new developments,
- Reducing the contract activities/scope/services (partial suspension), or
- Terminating the contract if it appears unfeasible that the desired deliverables will be received/achieved.

Annex

6. All relevant UNEG and ILO evaluation guidelines and standard templates

- [ILO policy guidelines for results-based evaluation: Principles, rationale, planning and managing for evaluations 4<sup>th</sup> edition](#)
- [Code of Conduct for Evaluation in the ILO](#) (to be signed and returned by evaluator to the evaluation manager)
- [Protocol on collecting evaluative evidence on the ILO's COVID-19 Response measures through project and programme evaluations](#)

Guidance Notes

- ✓ [Guidance Note 3.1 Integrating gender equality in monitoring and evaluation of projects](#)
- ✓ [Guidance Note 3.2 Adapting evaluation methods to the ILO's normative and tripartite mandate](#)
- ✓ [Guidance Note 3.3 Strategic clustered evaluations to gather evaluative information more effectively](#)
- ✓ [Guidance Note 4.3 Data collection methods](#)
- ✓ [Guidance Note 4.5 Stakeholder engagement](#)
- ✓ [Guidance Note 5.5 Dissemination of lessons learned and good practices](#)

EVAl Checklists and Templates for the Evaluator:

- ✓ [Checklist 4.8 Writing the inception report](#)
- ✓ [Checklist 4.2 Preparing the evaluation report](#) [including the templates for completing [lessons learned](#) and [emerging good practices](#), as well as the templates for the title page and [executive summary](#)
- ✓ [Checklist 4.3 Filling in the title page](#)
- ✓ [Checklist 4.4 Preparing the Evaluation Report Summary](#)
- ✓ [Checklist 4.5: Documents for Project Evaluators](#)
- ✓ [Checklist 4.9 Rating the quality of evaluation report](#)



#### APPENDIX IV: PROJECT STATUS AND GENDER DATA BREAKDOWN

Project Activity	Status of Implementation	Total	M	W	% of W
1.1.1 Terms of Reference drafted, and national expert identified	Implemented				
1.1.2 Tripartite working group established	Implemented	11	5	6	55
1.1.3 Technical retreat of the working group organized	Implemented	11	5	6	55
1.1.4 Report with recommendations of the working group drafted	Implemented				
1.1.5 Discussion organized in the National Labour Council	Implemented				
1.1.6 Promotion of recommendations with relevant decision makers	Implemented				
1.1.7 Training on new ministerial instruction on public mediation & conciliation procedures April 2022	Implemented	17	6	11	65
1.1.7 Training on new ministerial instruction on public mediation & conciliation procedures October 2022	Implemented	22	6	16	73
1.2.1 CMIS piloted	Discontinued				
1.2.2 Three trainings of CMIS users	Discontinued				
1.2.3 Upgrading the working infrastructure of mediators and conciliators at central and local level with PCs, scanner - printers etc	Implemented				
1.3.1 Customized training program/kit developed	Implemented				

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1.3.2 Trainings on conciliation and mediation in labour disputes delivered in cooperation with ILO ITC Turin	Implemented	83	34	49	59
1.3.3 Certification of competences in mediation and conciliation of labour disputes organized once per year in cooperation with the ILO ITC Turin	Implemented	36	12	24	67
1.3.4 7 on-line webinars for public mediators	Implemented	41	9	32	78
1.3.5 Continuous training of public mediators/conciliators on public ALDR	In progress				
1.4.1 At least 6 meetings organized with various stakeholders at national and regional level	Implemented	168	67	101	60
1.4.2 Discussion in social media and TV debates organized	Implemented				
1.4.3 Meeting of the National Labour Council to discuss ALDR policy recommendation paper and action plan organized	Implemented	35	25	10	29
1.4.3/1 Tripartite Study Visit to ASLD Agency in Serbia	Implemented	6	2	4	67
1.4.4. Tripartite inter-institutional Working Group established	Delayed				
1.4.5 Technical workshops of the working group organized	Delayed				
1.4.6 Validation workshop (legal package and proposal for legal changes) of the TWG organized	Delayed				
2.1.1 Awareness raising campaign developed	Implemented				
2.1.2 Awareness raising campaign carried out	Implemented				
2.1.3 At least 6 meetings at national and regional level organized to promote mediation and conciliation in labour disputes	Implemented	220	122	98	45

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2.1.4 Promotional materials developed and disseminated	Implemented				
2.1.5 Website created for CMIS	Discontinued				
2.1.6 Two training and follow-up activities with journalists conducted	Implemented	25	4	21	84
2.1.7 Awareness raising sessions with VET students	Implemented				
2.1.8 Awareness raising activities by SPs with their members	In progress				
2.2.1 20 bipartite workshops organized at company level (20 companies)	Implemented	301	112	189	67
2.2.2 6 regional workshops on CB and ALDR organized with regional conciliation offices	Implemented	220	122	98	45
2.2.3 1 national tripartite conference on CB and ALDR organized with the NLC	In progress				
2.3.1 Terms of Reference drafted by the ILO	Implemented				
2.3.2 Manual developed under supervision of ILO	Implemented				
2.3.3 Manual validated in national tripartite workshop	Implemented	45	22	23	51

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2.3.4 Manual piloted in 20 companies	Implemented				
3.1.1 Customized training program developed	Implemented				
3.2.1 Training program implemented on a regular basis with participation of ILO and ITC trainers	Implemented	105	46	59	56
3.2.2 Training program implemented by SoM	Implemented	43	17	26	60
4.1.1 Terms of Reference and methodology drafted, and national consultants identified	Implemented				
4.1.2 Training of National Consultants conducted	Implemented	5	0	5	100
4.1.3 20 independent assessments are conducted in 20 companies in both public and private sector	Implemented				
4.2.1 Meeting with bipartite working groups established at company level to agree on a set of measures and monitoring plan (20 companies)	Implemented	110	45	65	59
4.2.2 Monitoring visits at company level (20 companies)	Implemented	110	45	65	59
4.2.3 Follow up meeting at company level on implementation of agreed measures (20 companies)	In progress				
4.3.1 Enterprise tailored made training focused on particular aspects of labour and industrial relations in the enterprise conducted in 20 companies selected by social partners in both private and public sector	In progress	465	129	336	75
4.3.2 Training for designated workplace mediators in the pilot companies	Implemented	57	24	33	58
4.3.3 Joint workshop with pilot garment enterprises on challenges and good practices in labour relations	Implemented	11	5	6	55
5.1.1 Learning module on negotiations skills and dispute prevention developed	Implemented				
5.1.2 Training of trainers	Implemented	30	11	19	63

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5.1.3 Training of teachers	Implemented	380	57	323	85
5.1.4 Implementation of the learning module/kit	Implemented				
5.1.5 Monitoring of implementation of the learning module	Implemented				
5.1.6 Training with general high school teachers	Implemented	17	1	16	94
5.1.7 Training Workshop with Local Education Offices in 2022 and 2023	Implemented	80	25	55	69
5.1.8 Integration and implementation of the learning module in VET curricula	Implemented				
5.1.9 Training Workshop with VET school teachers	Implemented	44	9	35	80
5.1.10 Conduct a research paper with students on labour disputes	Implemented	890	249	641	72

APPENDIX V

EVALUATION QUESTIONS MATRIX

Relevance	Measures/ Indicators	Data Sources	Data Collectio n Method	Stakeholders/ Informants	Analysis and Assessment
How sensitive are the interventions objectives and design to the country’s and constituents’ needs and capacity? Does the design address challenges the constituents are facing? Was the project initiated based on constituents’ request?	DWCP Albania 2022-2026 outcome 3.2.	DWCP Baseline Survey Background literature SDGs Project partners and stakeholders	Desk review Interviews	Representatives of tripartite constituents. Project steering committee members. Project staff and technical specialists.	Identification of relevant plan & policies, e.g., DWCP. Triangulation based on different data sources. Assessment of design against identified challenges
The extent to which the design of project interventions has been logical and based on the clear result framework (CPOs linkages to DWCP and P&B outcome 1).	PB outcome 1.4 DWCP Albania 2022-2026 outcome 3.2. SDG Targets 5.1 and 8.8	Project Document Theory of Change Results Framework DWCP P&B	Desk review Interviews	Project steering committee members. Project staff and technical specialists.	Identification of project plans and results data DWCP and P & B Assess high level outcomes against project interventions

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		ILO Staff			Assess Theory of Change and logframe
The extent to which the need of different groups (e.g., women and men, people with disability, and other marginalized groups) have been incorporated into consideration in the design of the interventions	The project actively sought and included the input of representatives of the different groups into the project design.	Project Document Baseline Report Steering Committee Reports Project partners and stakeholders Beneficiaries	Desk Review  Interviews	Representatives of tripartite constituents.  Project steering committee members.  Project staff and technical specialists.  Other stakeholders  Project beneficiaries	Identification of project plans and inception reports  Triangulation based on different data sources.  Assess level and extent of contribution to project design by identified groups
How responsive was the project design to national sustainable development plans under specific SDG targets and indicators?	DWCP Albania 2022-2026 outcome 3.2.  SDG Targets 5.1 and 8.8	DWCP  Project Document  UN & ILO strategy frameworks  Project partners and stakeholders	Desk Review  Interviews	National Govt Representatives  ILO Staff	Identification of national development plans and SDGs  Assess project design against SDG targets and indicators and national plans
Coherence	Measures/ Indicators	Data Sources	Data Collection Method	Stakeholders/ Informants	Analysis and Assessment

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<p>How well does the project intervention complement other ILO projects' effort and other work of relevant national and international agencies working in the same area?</p>	<p>The project was consciously positioned to take into account and cohere with other projects</p>	<p>Project document  Work programmes of other ILO projects and other agencies  Project partners and stakeholders</p>	<p>Desk review  Interviews</p>	<p>Managers of other projects/work programmes  ILO staff</p>	<p>Identification of complementary project plans/work programmes  Assessment of degree to which project complemented and/or added value to other projects</p>
<p>How has the project communicated its efforts to the general public in Albania and other stakeholders? How strategic has the communication been and how much has it been integrated in all activities for awareness raising and for informing interest groups?</p>	<p>Dissemination targets  Communication goals  Media engagements</p>	<p>Dissemination materials  Communication plans and reports  Media summaries and examples  Monitoring data  Project partners and stakeholders</p>	<p>Interviews  Document reviews</p>	<p>ILO staff  Representatives of target audiences  National government representatives</p>	<p>Identification of dissemination, communication and media plans and materials.  Assessment of level of communications engagement from perspective of project stakeholders and wider audiences</p>



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Effectiveness	Measures/ Indicators	Data Sources	Data Collectio n Method	Stakeholders/ Informants	Analysis and Assessment
<p>What is the progress/achievements made in the country (significant progress made both reportable and not reportable in the PIR2022-23)? The extent to which the project has been value addition to the achievement of target CPOs that contributed to P&amp;B outcome 1)?</p>	<p>DWCP Albania 2022-2026 outcome 3.2.  P &amp; B 1.4</p>	<p>Project document  Baseline report  Progress reports  Minutes of SC meetings  Project partners and stakeholders</p>	<p>Desk review  Interviews</p>	<p>Representatives of tripartite constituents.  Project steering committee members.  Project staff and ILO technical specialists.</p>	<p>Identification of DWCP, P &amp; B and other national strategic plans.  Assessment of project activities, outputs and results against strategic objectives.</p>
<p>To what extent have the interventions' results/achievement – had an effect distributed across different groups (marginalised groups, women and men, non-discrimination, and inclusion of people with disability)</p>	<p>Equalities and non-discrimination objectives</p>	<p>Project document  Progress reports  Monitoring data  Minutes of SC meetings  Project products (e.g., guides, training manuals etc)</p>	<p>Desk review  Interviews</p>	<p>Representatives of tripartite constituents.  Project steering committee members.  Project staff and ILO technical specialists.  Other group stakeholders  Project beneficiaries</p>	<p>Identification of relevant strategies and policies  Assessment of how the project has benefitted members of different groups</p>

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		<p><b>Equalities strategies and policies</b></p> <p><b>Project partners and stakeholders</b></p>			
<p><b>How effectively did the project mainstream gender equality issues into its activities, outputs and outcomes?</b></p>	<p><b>Gender equalities objectives</b></p>	<p><b>Progress reports</b></p> <p><b>Minutes of SC meetings</b></p> <p><b>Equalities monitoring data</b></p> <p><b>Project partners and stakeholders</b></p>	<p><b>Desk review</b></p> <p><b>Interviews</b></p>	<p><b>Representatives of tripartite constituents.</b></p> <p><b>Project steering committee members.</b></p> <p><b>Project staff and ILO technical specialists.</b></p> <p><b>Women and men affected by project</b></p>	<p><b>Identification of relevant gender equalities strategies and policies</b></p> <p><b>Assessment of how the project has benefitted women and men.</b></p>
<p><b>How did outputs and outcomes of the project contribute to other ILO's cross-cutting strategies including social dialogue, and labour standards?</b></p>	<p><b>ILO objectives for social dialogue and labour standards</b></p>	<p><b>National strategies/legislation</b></p> <p><b>Progress reports</b></p> <p><b>Monitoring data</b></p> <p><b>Minutes of SC meetings</b></p>	<p><b>Desk review</b></p> <p><b>Interviews</b></p>	<p><b>Representatives of tripartite constituents.</b></p> <p><b>Project steering committee members.</b></p> <p><b>Project staff and ILO technical specialists.</b></p>	<p><b>Identification of ILO cross-cutting objectives</b></p> <p><b>Assessment of how the project has contributed to achieving ILO cross-cutting objectives</b></p>

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		Project partners and stakeholders		Women and men affected by project	
Has the capacity development been well targeted? Were the right people trained?	Project beneficiaries' profiles  Activity evaluation report satisfaction	Project document  Progress reports  Monitoring and evaluation data  Training records  Minutes of SC meetings  Project partners and stakeholders	Desk review  Interviews	Representatives of tripartite constituents.  Project steering committee members.  Project staff and ILO technical specialists.  Project beneficiaries	Analyse project beneficiaries for assessing suitability for project interventions
To what extent has an M&E system been put in place and supported the project's overall implementation?	Evidence of M & E system and implementation	M & E data  Progress reports  SC minutes	Desk review  Interviews	Project steering committee members.  Project staff and ILO technical specialists.	Identify the M & E system and assess its effectiveness against project plans and activities
To what extent the project results	SDG targets 5.1 and 8.8	Project document	Desk review	Project steering committee members.	Identify relevant SDGs and project results and

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<p>contribute (or not) to the identified SDGs related targets? Even if the relevant SDGs had not been identified in design, can a plausible contribution to the relevant SDGs and related targets be established?</p>	<p>Other SDG targets</p>	<p>Progress reports</p> <p>Monitoring and evaluation data</p> <p>Minutes of SC meetings</p> <p>Project partners and stakeholders</p>	<p>Interviews</p>	<p>Project staff and ILO technical specialists.</p>	<p>assess extent to which project may have contributed.</p>
<p>Efficiency and Management Arrangements</p>	<p>Measures/ Indicators</p>	<p>Data Sources</p>	<p>Data Collection Method</p>	<p>Stakeholders/ Informants</p>	<p>Analysis and Assessment</p>
<p>Have resources (funds, human resources, time, expertise, etc.) been allocated strategically and efficiently to achieve expected results? Has the project management and staffing to implement and</p>	<p>Staffing levels</p> <p>Financial forecasts</p>	<p>Progress reports</p> <p>Financial reports</p> <p>Benchmark projects</p> <p>Project staff</p> <p>Donor</p>	<p>Desk review</p> <p>Interviews</p>	<p>Project steering committee members.</p> <p>Project staff</p> <p>Donor</p>	<p>Financial statements and budgets</p> <p>Benchmark projects</p> <p>Assessment of project results against financial costs</p>

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<p>monitor the project been adequate?</p>					
<p>Assess the monitoring and oversight of the project – how efficient were these and whether these have affected the delivery of the projects. How effective was the role of DWTs, Regional Office, and HQ in technical supporting and monitoring of the project? To what extent have management capacities and arrangements supported the achievements of results? Is the current management set up and division of roles and responsibilities in ILO team, conducive to good results? What</p>	<p>Monitoring and oversight objectives</p>	<p>Progress reports SC minutes Monitoring data Project staff ILO CO and HQ staff</p>	<p>Desk review Interviews</p>	<p>Project steering committee members. Project staff ILO CO and HQ staff</p>	<p>Monitoring data and systems Assessment of how data was used to inform project decisions Assessment of ILO management and technical support and comparative advantages</p>

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<p>have been the lessons learnt</p>					
<p>Has the project been completed within the originally planned timeframe? What were the reasons for the delay, if any?</p>	<p>Project timeline</p>	<p>Project document Progress reports SC minutes Monitoring data Project staff</p>	<p>Desk review Interviews</p>	<p>Project staff ILO CO staff</p>	<p>Analyse original timeframe and assess against project. Account for any delays.</p>
<p>To what extent has the project leveraged resources (financial, human or other) with other projects/programmes, and through partnerships with other organizations, to enhance the project impact and efficiency?</p>	<p>Additional resources Partnership agreements</p>	<p>Project document Progress reports SC minutes Monitoring data Project staff</p>	<p>Desk review Interviews</p>	<p>Project staff ILO CO staff</p>	<p>Identify any additional resources etc and assess how impact on project</p>

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Impact and sustainability	Measures/ Indicators	Data Sources	Data Collection Method	Stakeholders/ Informants	Analysis and Assessment
What is the expected sustainability of the intervention?	<p>An active project sustainability plan</p> <p>Ability for project partners to continue with the work after conclusion of the project</p>	<p>Project document</p> <p>Progress reports</p> <p>SC minutes</p> <p>Sustainability plan</p> <p>Project staff</p> <p>Project partners and stakeholders</p>	<p>Desk review</p> <p>Interviews</p>	<p>Representatives of tripartite constituents.</p> <p>Project steering committee members.</p> <p>Project staff and ILO technical specialists.</p> <p>Other stakeholders</p>	<p>Identify sustainability plans and assess against project results and capacity for long term sustainability</p>
<p>Have the solutions developed and proposed by the project been assessed from the cost perspective? How realistic have the policy proposals been?</p>	<p>An active project sustainability plan</p> <p>Financial forecasts</p>	<p>Project document</p> <p>Progress reports</p> <p>SC minutes</p> <p>Sustainability plan</p> <p>Project staff</p> <p>Project partners and stakeholders</p>	<p>Desk review</p> <p>Interviews</p>	<p>Representatives of tripartite constituents.</p> <p>Project steering committee members.</p> <p>Project staff and ILO technical specialists.</p> <p>Other stakeholders</p>	<p>Identify sustainability plan and assess against available future resources</p>

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<p>What has the intervention left behind that will continue to influence positively labor dispute resolution in the future?</p>	<p>An active project sustainability plan</p> <p>Project results and products</p>	<p>Project document</p> <p>Progress reports</p> <p>SC minutes</p> <p>Sustainability plan</p> <p>Project results and products</p> <p>Project staff</p> <p>Project partners and stakeholders</p>	<p>Desk review</p> <p>Interviews</p>	<p>Representatives of tripartite constituents.</p> <p>Project steering committee members.</p> <p>Project staff and ILO technical specialists.</p> <p>Other stakeholders</p>	<p>Identify project products and results and assess for long term sustainability</p>
<p>Can long-term impact be expected? If not, why not?</p>	<p>An active project sustainability plan</p> <p>Project results and products</p>	<p>Progress reports</p> <p>SC minutes</p> <p>Sustainability plan</p> <p>Project results and products</p> <p>Project staff</p> <p>Project partners and stakeholders</p>	<p>Desk review</p> <p>Interviews</p>	<p>Representatives of tripartite constituents.</p> <p>Project steering committee members.</p> <p>Project staff and ILO technical specialists.</p> <p>Other stakeholders</p>	<p>Identify project products and results and assess for long term impact</p>



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<b>Cross-cutting issues</b>	<b>Measures/ Indicators</b>	<b>Data Sources</b>	<b>Data Collectio n Method</b>	<b>Stakeholders/ Informants</b>	<b>Analysis and Assessment</b>
<b>COVID - 19</b>					
<b>To what extent did the project provide a timely and relevant response to constituents' needs and priorities in the COVID-19 context?</b>	<b>Covid-19 action plan (formal or informal)</b>	<b>Progress reports  SC minutes  Monitoring data  ILO and Project staff  Project partners and stakeholders</b>	<b>Desk review  Interviews</b>	<b>Representatives of tripartite constituents.  Project steering committee members.  Project staff and ILO technical specialists.  Other stakeholders</b>	<b>Identify COVID-19 response plan and assess against needs of project beneficiaries/constituents</b>
<b>To what extent was the project design adjusted to enable a coherent response to the Covid-19 pandemic?</b>	<b>Covid-19 action plan (formal or informal)</b>	<b>Progress reports  SC minutes  Monitoring data  ILO and Project staff  Project partners and stakeholders</b>	<b>Desk review  Interviews</b>	<b>Representatives of tripartite constituents.  Project steering committee members.  Project staff and ILO technical specialists.  Other stakeholders</b>	<b>Identify COVID-19 response plan and assess for effectiveness against ILO benchmarks</b>

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<p>Has the project fostered ILO constituents' active involvement through social dialogue in articulating, implementing and sustaining coherent response strategies to mitigate the effects of the pandemic on the world of work?</p>	<p>Increased levels of social dialogue and tripartite actions</p>	<p>Progress reports SC minutes Monitoring data ILO and Project staff Project partners and stakeholders</p>	<p>Desk review Interviews</p>	<p>Representatives of tripartite constituents. Project steering committee members. Project staff and ILO technical specialists. Other stakeholders</p>	<p>Identify social dialogue and tripartite actions and assess the extent to which they are attributable to Covid-19 response plan.</p>
<p>To what extent has the intervention leveraged additional resources and partnerships to support constituents while targeting the COVID-19 response?</p>	<p>Additional resources; partnerships agreements or MoUs etc</p>	<p>Progress reports SC minutes Monitoring data ILO and Project staff Project partners and stakeholders</p>	<p>Desk review Interviews</p>	<p>Representatives of tripartite constituents. Project steering committee members. Project staff and ILO technical specialists. Other stakeholders</p>	<p>Identify additional resources and/or partnerships and assess the extent to which they are attributable to Covid-19 response plan.</p>
<p>To what extent did the project provide effective and timely responses to Covid-19 to support</p>	<p>Covid-19 action plan (formal or informal)</p>	<p>Progress reports SC minutes Monitoring data</p>	<p>Desk review Interviews</p>	<p>Representatives of tripartite constituents. Project steering committee members.</p>	<p>Identify COVID-19 response plan and assess against needs of project</p>

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<p>constituents through the intervention?</p>		<p>ILO and Project staff</p> <p>Project partners and stakeholders</p>		<p>Project staff and ILO technical specialists.</p> <p>Other stakeholders</p>	<p>beneficiaries/constituents</p>
<p>How likely will the project lead to results that will be sustained or integrated in other post-pandemic response over time?</p>	<p>Sustainability strategy and plan</p>	<p>Progress reports</p> <p>SC minutes</p> <p>Monitoring data</p> <p>Sustainability plan</p> <p>ILO and Project staff</p> <p>Project partners and stakeholders</p>	<p>Desk review</p> <p>Interviews</p>	<p>Representatives of tripartite constituents.</p> <p>Project steering committee members.</p> <p>Project staff and ILO technical specialists.</p> <p>Other stakeholders</p>	<p>Identify sustainability plan and assess the extent to which lessons learned during the Covid-19 pandemic have been incorporated.</p>
<p>How likely will the project's response to COVID-19 contribute to ensure workers, employers and governments maintain focus on decent work while</p>	<p>Increased levels of social dialogue and tripartite actions</p>	<p>Progress reports</p> <p>SC minutes</p> <p>Monitoring data</p> <p>Sustainability plan</p>	<p>Desk review</p> <p>Interviews</p>	<p>Representatives of tripartite constituents.</p> <p>Project steering committee members.</p> <p>Project staff and ILO technical specialists.</p>	<p>Identify social dialogue and tripartite actions and assess the extent to which they are attributable to Covid-19 response plan</p>

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adjusting to the socio-economic consequences of the pandemic?		ILO and Project staff  Project partners and stakeholders		Other stakeholders	
Gender Mainstreaming/Equality					
To what extent does the project align with national gender-related goals?	Comparison of project's GM/GE results with national goals  Number of GM/GE policies/other outputs produced by project	Project Document  Baseline Report  Steering Committee Reports  Progress Reports  Monitoring data  Project partners and stakeholders	Desk review  Interviews	Representatives of tripartite constituents.  Project steering committee members.  Project staff	Identify national gender-related goals and assess the extent to which the project contributes to them.
To what extent do the project partners and stakeholders own the results in the area of GM/GE and are	Number of GM/GE policies/programmes developed by project partners and stakeholders.	Progress Reports  Monitoring data  Sustainability plan	Desk review  Interviews	Representatives of tripartite constituents.  Project steering committee members.	Identify ongoing GM/GE policies and programmes among project partners and stakeholders and

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committed to their sustainability after the end of the intervention?	Level of resources committed by project partners and stakeholders to GM/GE	Project partners and stakeholders  Beneficiaries		Project staff and ILO technical specialists.  Other stakeholders/beneficiaries	assess potential for longer term sustainability.
Theory of Change					
To what extent were the assumptions of the Theory of Change based on prior evidence?	Existence of underpinning evidential base for the Theory of Change assumptions.	Project document  Baseline survey  Literature review	Desk review  Interviews	Project staff and ILO technical specialists.	Identify any underpinning evidence.  Assess with project staff the evidential basis of the assumptions.
To what extent has the Theory of Change been borne out in practice? To what extent are the project results attributable to the Theory of Change or to other factors?	Number of project objectives met.  Number of objectives that can be causally linked to project activities.	Steering Committee Reports  Progress Reports  Monitoring data  Project partners and stakeholders	Desk review  Interviews	Representatives of tripartite constituents.  Project steering committee members.  Project staff and ILO technical specialists.	Identify project outcomes.  Assess for causality to Theory of Change

**APPENDIX VI: PERSONS INTERVIEWED**

Name	Position	Institution	Gender	Interview date
Albin Gega	Director of Employment Policies and Professional Training Department	Ministry of Finance and Economy	M	07-Jul-23
Luljeta Krasta	Head of Social Dialogue and Labour Relations Sector	Ministry of Finance and Economy	F	07-Jul-23
Zhuljeta Feto	Expert/mediator in the Social Dialogue and Labour Relations Sector	Ministry of Finance and Economy	F	07-Jul-23
Anila Bilero	Director of Active and Passive Labour Market Programmes (DAPLMP)	National Agency on Employment and Skills	F	06-Jul-23
Kozeta Xhaferaj	Expert DAPLMP (focal point) for public ALDR	National Agency on Employment and Skills	F	06-Jul-23
Julinda Gjonja	Director of Tirana Regional Employment Office	National Agency on Employment and Skills	F	06-Jul-23
Sokol Berberi	Head of Initial & Continuous	School of Magistrates	M	06-Jul-23

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	Training Programme			
Erik Veizi	Continuous Training Programme	School of Magistrates	M	06-Jul-23
Marko Boshku	Judge, SoM trainer	School of Magistrates	M	06-Jul-23
Mirjan Mustafaj	Judge, SoM trainer	School of Magistrates	M	06-Jul-23
Ardit Kuka	Judge/former participant in ILS training	Dibra Civil Court	M	07-Jul-23
Irida Qosja	Director of Labour Relations Inspections	State Labour and Social Services Inspectorate	F	06-Jul-23
Fatbardha Llapa	Labour Inspector	State Labour and Social Services Inspectorate	F	06-Jul-23
Kol Nikollaj	President of the Confederation	Confederation of Albanian Trade Unions - KSSH	M	10-Jul-23
Albana Llapi	Legal Advisor	Confederation of Albanian Trade Unions - KSSH	F	10-Jul-23
Klodian Islami	Secretary General of Industry Workers Federation	Confederation of Albanian Trade Unions - KSSH	M	10-Jul-23

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Suzana Lulaj	Secretary General of the Federation of Textiles and Crafts	Confederation of Albanian Trade Unions - KSSH	F	10-Jul-23
Arjola Alikaj	International Relations Department/Lawyer	Union of Independent Trade Unions of Albania - BSPSH	F	10-Jul-23
Koli Sinjari	Executive Director	Biznes Albania	M	10-Jul-23
Anduela Simaku	Employee/Lawyer	Biznes Albania	F	10-Jul-23
Alqi Mustafaj	Director of VET Curricula development	NAVETQ	M	06-Jul-23
Elma Zeneli	Human Resources Manager	FKCF - Pilot Company	F	08-Jul-23
Albana Markja	Curricula expert/trainer	Key local expert under Outcome 5	F	06-Jul-23
Marjana Semini	Local Expert	Key local expert under Outcome 1, 2 and 4	F	07-Jul-23
Eralda Methasani Cani	Local Expert	Key local expert under Outcome 2, 4 & 5	F	08-Jul-23
Albana Shtylla	Local expert	Key local expert under Outcome 2, 3 & 4	F	08-Jul-23



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Linda Gjermani	Programme Officer	SIDA/Embassy of Sweden	F	07-Jul-23
Zhulieta Harasani	NC in Albania	ILO Albania	F	10-Jul-23
Teuta Zejno	Project Assistant	ILO ALB18/03/S WE Project	F	10-Jul-23
Dorina Nika	Project Coordinator	ILO ALB18/03/S WE Project	F	05-Jul-23

**APPENDIX VII: BIBLIOGRAPHY**

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