2014:16 Sida Decentralised Evaluation

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Evaluation of the project to encourage the uptake and use by developing countries of the international standard (ISO 26000) on Social Responsibility in the MENA region (2010-2014)

Final Report

Sida

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Abbreviations and Acronyms

ACINET	Arab Anti-Corruption Integrity Network
APDC	Action Plan for Developing Countries
CEO	Chief Executive Officer
CGEM	Confédération générale des entreprises du Maroc
CHF	Swiss franc
DEVCO	ISO Committee on Developing Country Matters
EOS	Egyptian Organisation for Standardisation & Quality
IMANOR	Institut Marocain de Normalisation
INNORPI	Institut National de la Normalisation et de la Propriété Industrielle
IANOR	Institut Algérien de Normalisation
ICOH	International Commission on Occupational Health
ISO	International Organisation for Standardisation
JCC	Joint Coordination Committee
LIBNOR	Lebanese Standards Institution
LTDH	Ligue Tunisienne Pour la Défense des Droits de l'Homme
MENA	Middle East and North Africa
MTR	Mid Term Review
NGO	Non-Governmental Organisation
NMC	National Mirror committee
NSB	National Standards Body
RS	Responsabilité Sociétale
Sida	Swedish International Development Cooperation Agency
SR	Social Responsibility
TMB	Technical Management Board
UGTT	Union Générale Tunisienne du Travail
UTICA	Union Tunisienne de Índustrie, du Commerce et de l´Artisanat

Preface

This Mid-Term Review (MTR) of the Project *to encourage the uptake and use by developing countries of the International Organisation for Standardisation's (ISO) international standard 26000 (ISO 26000) on Social Responsibility(SR) in the MENA region (2010-2014)* was commissioned by the Embassy of Sweden in Cairo, Egypt, through Sida's framework agreement for reviews and evaluations.

Indevelop carried out the evaluation between October – December of 2013. Jessica Rothman was the Project Manager with overall responsibility for managing implementation and the process of the evaluation.

The independent evaluation team included the following key members:

- Bernt Andersson, Team Leader, from Indevelop
- Folke Hermansson Snickars, contracted by Indevelop
- Adam Pain, Evaluator and Quality Assurance, a member of Indevelop's Core Team of Professional Evaluators

This draft report has been circulated to ISO and Sida for comments, which have been incorporated into the final report.

Executive Summary

The MENA ISO 26000 project aims to build local capacity on ISO 26000 and its application to allow organisations to apply the Social Responsibility (SR) principles in their operations. In addition, the regional exchange of experience and good practices among the partner countries on the application of ISO 26000 is being facilitated. The total budget of the project is CHF (Swiss Franc) 2 479 410 (SEK 17 932 000) and the project is being implemented in 8 pilot countries.

This mid-term review covers the period from January 2011 to March 2013, although the evaluators gathered additional information about activities up until November 2013 in order to be able to assess issues of sustainability. For security reasons, the Mid Term Review (MTR) team did not visit Iraq and Syria, which left 6 countries for possible field visits. Since Algeria could not receive the MTR team at the proposed dates, the five remaining countries were visited. The MTR methodology was largely qualitative. Country level data was collected from participating countries according to the country protocol in Annex 6. The MTR work plan included an inception period of 2 weeks in early October, field work and data collection in November and analysis of data and drafting of the report until 17 December. The main conclusions from the MTR are:

Achievements

The project has set up an efficient organisation, led by ISO (International Organisation for Standardisation), Geneva with the National Standards Bodies (NSB) being responsible for the implementation of the project, coordinated by a Joint Coordination Committee (JCC). Country level work has been supported by international experts.

The project has successfully trained more than 100 national experts and engaged more than 80 organisations in the MENA region to integrate ISO 26000 in their operations. Material, including training material, case studies, tools, case studies and information materials have been developed and uploaded to the ISO MENA project website by ISO and the countries. National awareness raising events have been organised. A LinkedIn group has been created and is available for discussions among the technical experts and ISO. Two regional workshops have been organised for exchange of experiences between countries. The MTR has concluded that the outputs have to a great extent been achieved.

While the outputs have to a great extent been achieved, the indicators are either not sufficiently specific (indicators for output 1, 2 and 5), no longer relevant (number of environmental policies adapted) or too simple (number of Joint Coordination Committee meetings). The programme objective can, with considerable efforts during 2014, be achieved. The overall objective cannot be measured, nor changes attributed to the project, and is therefore inappropriate at this time. At the first review meeting held at ISO on 8 October 2013, it was agreed that the project logframe needed reformulating.

Impact
It was not expected that the MTR would find evidence of improved economic growth and alleviation of poverty attributed to the project, as defined in the overall goal. The indicator for the overall objective (impact) is not relevant for that objective. It is therefore not possible to assess if the overall objective have been reached or if it is likely to be reached at the end of the project.

Even if the overall objective has not been reached the evaluators were told of considerable impact within participating organisations and their environment. Organisations have revised their mission, vision and goals. They have developed codes of conduct and improved communication with employees, developed written procedures and job descriptions and new performance appraisal systems. Most organisations reported on improvement of the environment as a result from the ISO 26000, like energy savings, kerosene substituted by natural gas, waste management, water saving and recycling.

Capacity development
The trainings, the regional exchange, the support from international experts and the experience that experts gained in working with the organisations to apply ISO 26000 has developed great individual capacity of the experts, both in knowledge and skills. The main task of the national experts is to assist organisations that will work with the promotion and use of the ISO 26000 standard. For the use of ISO 26000, the individual experts are part of a system that also includes the NSBs and the key stakeholders. In order to continue to have the ISO 26000 applied, the system must be functional also in the future. The organisational capacity lies primarily with the NSBs and their ability to organise, assist and sustain the promotion of the use of ISO 26000 within each country. Little effort had been made at the time of the evaluation, as part of the project to assess or develop the capacity of the NSBs related to the continued use of ISO 26000. In 2014, each country has to submit a sustainability strategy on the uptake of ISO 26000 at national level from the National Standards Bodies' point of view in collaboration with relevant stakeholders.

Specific issues
The project did not benefit from a gender analysis. Gender equality has not been mainstreamed or targeted by the project; consequently gender issues have not been prominent in the implementation during 2011 and 2012. NSBs have been asked (during the preparation of the work plan 2014) to invite women's associations/women entrepreneurs to national awareness raising events.

Reporting
Country reports and annual progress reports are developed and delivered on time. Reports are informative about activities but lack information on indicators and achievements about the project outcomes. The final reports for the pilot organisations and countries will, according to ISO, include qualitative and quantitative indictors to assess the overall effectiveness of the project in terms of achieving objectives.

Follow-up reports regarding participating organisations; supposed to be done every 6 months, do not seem to have always been done for all organisations and not always in a timely manner. The content regarding impact on beneficiaries could be improved. This may indicate a weak point in the reporting system and difficulties in follow-up of the organisations.

The following are the main **recommendations** from the MTR 2013:

1. *Capacity development*

The capacity and needs of each national expert should be assessed as basis for the design of capacity building efforts during 2014. This assessment should be used as a tool for the establishment of a pool of experts that can offer practical skills training to the other national experts. Support of international expertise, in collaboration with the NSBs, should focus more on coaching and skills training for the national experts.

The organisational capacity in each country, to carry on the work with ISO 26000 should be assessed, and considered in planning of activities to strengthen the sustainability of the project. The key for sustainability is the strengthening of the NSBs, maintaining the group of national experts and finding financing for their work. National Standards Body should also seek collaboration with other agencies working with social responsibility. The efforts to develop necessary individual and organisational capacity should explicitly be addressed in the work plan for 2014.

The inclusion of new organisations for applying ISO 26000 during 2014 was discussed with ISO, but the decision by the Project is to include neither new pilot organisations nor national experts during 2014.

2. *Measuring impact*

The logical framework for the project should be reviewed and indicators revised. Reporting from participating companies should be strengthened and the impact at the level of participating organisations should be documented during 2014. The final report from the project should include an assessment of progress according to the revised indicators at all levels.

3. *Regional exchange*

A mechanism for regional exchange, built on countries' own resources should be developed, to function beyond 2014. The web-based exchange mechanism should be continued.

1 Introduction

1.1 BACKGROUND

ISO (International Organisation for Standardisation) is the world's largest developer of voluntary International Standards. ISO was founded in 1947, and since then has published more than 19 500 International Standards covering almost all aspects of technology and business, from food safety to computers, and agriculture to healthcare. In 2005, ISO decided to work on the formulation of international standard on social responsibility which would provide guidance to organisations but would not be a specification document meant for certification.

ISO 26000 was prepared by an ISO/Technical Management Board Working Group on Social Responsibility using a multi-stakeholder approach involving experts from more than 90 countries and 40 international or broadly-based regional organisations involved in different aspects of social responsibility. These experts were from six different stakeholder groups: consumers; government; industry; labour; non-governmental organisations (NGOs); and service, support, research, academics and others.

The aim of Social Responsibility (SR) is to contribute to sustainable development. An organisation's performance in relation to the society in which it operates and to its impact on the environment has become a critical part of measuring its overall performance and its ability to continue operating effectively. This is, in part, is a reflection of the growing recognition of the need for ensuring healthy ecosystems, social equity and good organisational governance. In the long run, all organisations' activities depend on the health of the world's ecosystems. Organisations are subject to greater scrutiny by their various stakeholders, including customers or consumers, workers and their trade unions, members, the community, non-governmental organisations, students, financiers, donors, investors, companies and others. The scope of the ISO 26000 Standard on social responsibility defined relevant issues and set priorities which an organisation should address around the core subjects of organisational governance, human rights, labour practices, the environment, fair operating practices, consumer issues and community involvement and development.

1.2 THE MID TERM REVIEW

The project is building local capacity on ISO 26000 and its application to allow organisations in the MENA region to apply the social responsibility principles in their operations. This is a Mid-Term Review (MTR) to assist Sida as the donor to evaluate the project and assess the support provided under the project. The MTR covers the period from January 2011 to March 2013, although the evaluators gathered additional information about activities up until November 2013 in order to be able to assess issues of sustainability.

The mid-term review gives ISO the opportunity to receive an independent external review of this complex project. It provides Sida and ISO with information on the results of the ISO 26000 within the MENA projectER 1: ER Team is responsible for developing new assignments within evaluations and results (Danida, DFID, Norad, Finland, civil society).
ER 2: Work actively to expand and strengthen our Core Team.
ER 3: Position ourselves for Sida's next framework agreement procurement 2015ER 1: ER Team is responsible for developing new assignments within evaluations and results (Danida, DFID, Norad, Finland, civil society).
ER 2: Work actively to expand and strengthen our Core Team.
ER 3: Position ourselves for Sida's next framework agreement procurement 2015. To that effect, it focuses on the outputs, outcomes and impacts (in terms of increased efficiency, accountability and transparency of the public/private interfaces supporting a dynamic process on building social responsibility) that have been achieved through the activities. It is recognised that the impact of activities often depends partly on decisions by National Standard Bodies (NSB) to promote the standard, and also that the debate and acceptance of the need for awareness of the standard to understand implications/possibilities as a tool for change may take place gradually over several years.

Documents have been received during the inception period and from ISO. They have been analysed as part of the initial desk study. The MTR team had a meeting with ISO in Geneva to collect initial information and specific information on the planning, coordination and reporting by the regional and international level. The evaluators undertook one field trip to five countries for fact finding and interviews with the national project coordinators, key staff of NSBs, participating organisations and stakeholders.

The project is being implemented in eight pilot countries. For security reasons, the team did not visit Iraq and Syria, which left six countries for possible field visits. The team wished to visit both English (Jordan, Egypt, and Lebanon) and French speaking (Morocco, Algeria, Tunisia, and Lebanon) countries (as second language). Since Algeria could not receive the MTR team at the proposed dates, the five remaining countries were visited.

After country visits, the evaluator again met with ISO in Geneva for de-briefing and additional information and clarifications. The MTR team then proceeded with the data analysis and development of the draft report which will be shared with Sida and ISO for comments. The report will be finalised taking the feedback into consideration. The report is written in English and includes an Executive Summary in both English and French.

The MTR methodology was largely qualitative, and did not seek to replicate the data already collected in Annual Progress reports. In order to meet the objective of the assignment, a variety of methods were used and information from reports was cross-validated through interviews with ISO and interviews in countries. The country level data was collected from participating countries according to the country protocol in Annex 6. For the countries not visited, the team used available data in reports and other sources. Interviews were conducted with ISO, NSBs, and national coordinators, participating organisations and stakeholders (National Mirror Committees) as well as with Sida.

Finally one of the team members participated in the JCC meeting 9 – 10 December in Algiers to present the MTR recommendations. The meeting also provided an opportunity to interact with the NSB of Algeria and to get some additional information about project implementation in Algeria.

The work plan included an inception period of 2 weeks in early October, field work and data collection in November and an analysis of data and drafting of the report until 17 December.

1.3 THE EVALUATED INTERVENTION

ISO 26000 was prepared by an ISO/Technical Management Board Working Group on SR during the period 2005 – 2010, supported by Sweden and other countries. In particular, Sweden supported the participation of developing countries in the working group.

ISO 26000 is a guidance document on SR based on international consensus among experts of main stakeholder groups participating in the development of the standard. The standard can be used by all organisations, private, public and non-governmental. It addresses seven core subjects; organisational governance, human rights, labour practices, environment, fair operating practices, consumer issues, community involvement and development.

To facilitate the application of the standard in developing countries, ISO developed the ISO 26000 MENA project, which gained support from Sweden. The project aim is to build local capacity on ISO 26000 and its application to allow organisations in the MENA region to apply the SR principles in their operations. In addition it facilitates the regional exchange of experience and good practices among the participating countries on the application of ISO 26000. The total budget of the project is CHF 2 479 410 for 2010 – 2014.

The project also contributes to the implementation of the ISO Action Plan for Developing Countries 2011 - 2015, which was approved by the ISO Committee on Developing Country Matters (DEVCO) in September 2010.

The project supports the Middle East and North Africa (MENA) region to take-up and use the international standard (ISO 26000) on SR and was initiated in 2010. A JCC was established by ISO, in which National Standard Bodies from the region are represented.

Overall Goal of the Project

The overall goal is to assist organisations operating in the MENA region to contribute to the social, economic and environmental goals of sustainable development by following the principles of SR (ISO 26000). Application of SR principles in organisations are anticipated to contribute to improve economic growth in the participating countries through trade development and access to world markets, ultimately leading to the alleviation of poverty.

Purpose of the Project (outcome level)

The project purpose is to create a pool of expertise on SR to support the application of ISO 26000 – with a special focus on environment - in each pilot country of the MENA region through a regional coordination mechanism.

Outputs

The project was designed to be deployed in two phases focusing on the following 5 outputs:

1. National human and institutional capacity built on ISO 26000 and its application in the pilot countries within the MENA region, with a special focus on the core subject of environment (contributes to Output 2 of the “ISO Action Plan for developing countries 2011-2015”),
2. Improved national awareness on SR among the MENA region, with a special focus given on the core subject of environment (contributes to Output 3 of the “ISO Action Plan for developing countries 2011-2015”),
3. Technical support provided to selected pilot organisations operating in the MENA region to facilitate their application of ISO 26000, with a special focus on the core subject of environment (contributes to Output 2 of the “ISO Action Plan for developing countries 2011-2015”),
4. JCC on SR within the MENA region operational (contributes to Output 5 of the “ISO Action Plan for developing countries 2011-2015”)
5. Regional exchange mechanism on SR set-up

Phase l of the project was implemented during 2010-2011 and followed by a Phase II from 2012 until the end of 2014.

2 Findings and conclusions regarding achievements

2.1 NATIONAL HUMAN AND INSTITUTIONAL CAPACITY BUILT (OUTPUT 1)

2.1.1 Curriculum and training materials

The activities under this output are development of training material and training of national experts. The training material developed by ISO for the regional training events for English-speaking countries 2011 and 2012 have been studied to assess the content.

The training material mainly deals with the subject of “SR” and the content of the ISO 26000. The 2011 curriculum also contained ½ day on “General training skills” and the second training 2012 had extended this type of training under the heading “Soft skills to ¾ day. The training material used at the 2011 training consisted of two slide presentations on training skills. One had the title “The profile of a good trainer” and another one on “Effective presentations - Getting the message across”. The first gives a theoretical background on effective training, what attributes a good trainer, trainer roles, the social styles model, teacher/trainer strategies, key behaviours, key competences, and an effective approach to development of a training programme. The second presentation summarises how to prepare a slide presentation in general, but lacks a discussion on when the use of slide presentations is effective, and in what situations other communication means should be used.

During the refresher training of the 1st generation national experts “soft skills” was part of the curriculum four of the five days with group work, role plays, individual exercises on presentation skills. The training material contained extended slide presentation on effective presentations, consulting skills, and additional presentations on communication skills (with an exercise), change management, and negotiation techniques. The use of the ISO 26000 standard in different organisations has been illustrated by cases introduced by the international experts or from the pilot organisations in the project. Project participants spoken to have generally asked for more such cases.

2.1.2 The training

A total of 28 experts from the eight countries, were trained during the first year of the project, in two training courses in May 2011 in Amman, Jordan (for English speaking countries) and in Rabat, Morocco (for French speaking countries). During 2012 refresher training for national experts of the 1st generation was arranged in February in Alger, Algeria and in February - March in Amman, Jordan.

Additionally about 4 experts from each country, in total 35 experts, of the 2nd generation were selected and trained in June 2012 in Tunis, Tunisia (for French speaking countries) and in July 2012 in Amman, Jordan (for English speaking countries).

ISO/DEVT has after the regional training events 2011 and 2012 evaluated the training by measuring participants' reactions immediately after the five day event. As measuring instrument a simple questionnaire was used, covering data on participants' opinion about the objective of the training, the format, logistics, and content of the training, its relevance for their work, the quality of the training material and the performance of the international instructors. These evaluations from the training courses show that participants from the 1st and 2nd generations were more or less satisfied with the training as a whole, and that the level of satisfaction improved substantially after the refresher training for the national experts of the 1st generation.

Table 1: Evaluation of trainings for the English-speaking countries

Generation of experts	**Date**	**Satisfaction level**				
		1 (Disgruntled)	**2**	**3**	**4**	**5** (Fully satisfied)
1	May 2011			9%	32%	59%
2	March 2012				20%	80%
1	March 2012				14%	86%

The regional training events in 2012 showed that participants were satisfied with the training at the end of the training. Based on the experiences reported during the meeting with the JCC about the first year of the project, some adjustments were introduced for the training in 2012. Criteria for selection of national experts for training and assisting the pilot organisations were changed after the 2nd JCC-meeting in December 2011 to include the following criteria for selection of experts:

- consulting experience (e.g. management, SR, strategy, audit)
- leaders from previous organisation
- have 6 - 8 years working experience
- have an adequate knowledge of selected subjects of ISO 26000, interest in SR
- have a good background knowledge on the role of different stakeholders with regard to their interest in SR
- have good communication skills
- have a university degree
- be ready to engage over 2 years
- obtain the agreement of his/her CEO, if employed
- professional English/French knowledge
- not previously candidate

After the 3rd JCC-meeting in December 2012, the recruitment process for selection of new national experts was strengthened as follows:

- NSB to set up a selection panel, for example comprising the CEO of the NSB or his/her deputy, the NPM, two senior national experts (not from NSB)
- Review CVs and hold interviews; rate 10 best candidates according to scoring sheet to be provided by ISO/DEVT and transmit list and scores to ISO/DEVT by

end of January the following year
- ISO, in consultation with the international experts and confirmatory interviews if needed, will select the final 8 candidates

A process for the evaluation of the capacity of the national experts in their task to assist the pilot organisations was introduced during 2012. The international experts evaluated the national experts at each country visit and training. For each country, assessment and recommendations by the international experts or ISO/DEVT have been included in the Annual reports prepared and submitted to ISO/DEVT .

In 2013, a third generation of national experts were selected and trained. Trainings were conducted during March and April through 6 training courses, one in each country and 8 experts per country were trained. Based on the experiences during the second year of the project, some further adjustments were introduced in 2013:

- Improved selection process of national experts (3rd generation), process and criteria
- National trainings instead of regional trainings, 3 best national experts acting as co-trainers
- 8 additional national experts trained per country
- Programme of training week: 1 day coordination meeting, 3 days training, 1 introduction day to pilot organisations 2013.

Table 2: Total number of experts trained

Country	1st Generation	2nd Generation	3rd Generation	Total
Algeria	3	4	9	16
Egypt	4	3	9	16
Iraq	4	2		6
Jordan	5	4	8	17
Lebanon	2	6	8	16
Morocco	4	4	8	16
Syria	4	4		8
Tunisia	2	6	8	16
Total	**28**	**33**	**50**	**111**

In interviews with several of the national experts, they mostly comment that they need more training on communication skills. Observations of their performance during the field studies show that some of them are talented and good communicators, others need to enhance their training skills. Some of these experts may perform better in their own language and the curricula, including the training material used, does not seem to contain much on how adults learn, how the attention of the trainees can be caught, and how complex content can be communicated.

To collect more information, not only about *satisfaction* but also about what participants *learned*, if they changed their *behaviour* and if this positively *affected* the project, the following most well-known frameworks for classifying areas of training[1] containing 4-5 levels of evaluation should be used.

Table 3: Training evaluation framework

Level	Questions
1. Reaction	Where the participants pleased with the programme?
2. Learning	What did the participants learn in the programme?
3. Behaviour	Did the participants change their behaviour based on what was learned?
4. Results	Did the change in behaviour positively affect the project?

As the training programmes for the national experts always seemed to have a final session on the “Way forward” or “Action plans” it should not be too difficult to develop individual capacity development plans for follow-up evaluations to measure both learning effects and changes in behaviour. During continual assessments of performance of the national experts by the international experts, such a measure can be implemented.

2.1.3 Capacity and skills achieved by the trained national experts

Capacity development under Output 2 refers to the individual capacity of the national experts. The concept of capacity development including organisational and institutional capacity is further discussed in chapter 6.2. The training aimed at giving the national experts the capacity to support organisations in applying ISO 26000 and to train staff of the organisations, future national experts and to work with awareness raising.

The international experts report in the Annual reports 2011 and 2012 from the participating NSBs on the performance of the national experts (see Annex 5). The assessments by the international experts during 2012 were very positive as illustrated by the following citations:

- ‘The methodology ... allows for enhancement of the skills of the national experts and contributes greatly to the implementation in the pilot organisations’ (Algeria).
- ‘The national experts are doing fine, not excellent’ (Egypt).
- ‘Pilot organisations and 5 national experts worked very hard to understand issues around ISO 26000 and how to put them into practice with the respective organisation’ (Iraq).
- ‘National experts have improved significantly’ (Jordan)
- ‘We can rely on this network of experts’ (Morocco).

[1] Kirkpatrick´s Four-Level Approach or Phillips Five-level Results-Based Approach

- ‘It is clear that some experts have benefited from their consulting and practical business experience’ (Lebanon)

As is suggested above in 2.2 individual capacity development plans should be developed for each expert. The training needs of the national experts will be determined through the NSC and the international expert as part of the work plan 2014, taking into consideration the evaluation results of the national experts performance conducted by the international expert after each country visit.

2.1.4 Assessment of the Output indicator

The output indicator is “*National capacity on ISO 26000 and its applications utilised by the various stakeholders in each pilot country*”. This is not an output indicator and cannot be assessed (see analysis of the Logframe in Chapter 3). The project document defines neither what is meant by national capacity nor how utilisation should be defined and measured. The number of trained experts and the results of the training according to the framework in table 3 would have been more appropriate indicators, better related to the activities defined for this output. The project has managed to train the number of national experts planned.

2.1.5 Conclusion regarding output 1

The training materials for the basic training properly reflect the issue of SR and the content of ISO 26000. The training on communication and training skills have not been sufficient, based on observations and interviews by the evaluators with the national project managers, to prepare the national experts to support organisations. The refresher training provided complementary training on communication and training skills.

In total 111 national experts have been trained during the programme 2011-2013 and no further basic training is planned in 2014. Refresher training has been provided for all experts. Participants’ evaluations of the training courses show that participants from the 1st and 2nd generations were more or less satisfied with the training as a whole, and that the level of satisfaction improved substantially after the refresher training for the national experts. The country visits by the international experts to the MENA countries in 2014 will include also training on specific subjects which are identified in the work plan for 2014.

The evaluation of the training has been limited to assessment of participants’ satisfaction. A more developed assessment according to table 3 would have been beneficial and provided additional inputs to the planning.

2.2 NATIONAL AWARENESS ON SOCIAL RESPONSIBILITY (OUTPUT 2)

2.2.1 Awareness raising events

Activities under this output aim to reach out to organisations with information about SR and the ISO 26000 to create awareness of the existence of the ISO 26000 and to create an interest among organisations to apply the principles of SR. The main method is to organise awareness raising events and invite the business community, the public sector, academia, NGOs and other organisations, like labour and consumer organisations. The Project document does not specify how many awareness raising events should be organised during the project period, although the planning was to have two events in each country per year. 14 events were held in 2011 and 11 events in 2012.

Table 4: Awareness raising events per country[2]

Country	2011	2012	Total
Algeria	2	2	4
Egypt	2	2	4
Iraq	0	1	1
Jordan	2	2	4
Lebanon	2	1	3
Morocco	2	1	3
Syria	2	1	3
Tunisia	2	1	3
Total	**14**	**11**	**25**

According to the annual progress reports, 1,350 persons attended the events in 2011 and 800 in 2012. Most of the events were held in the capitals (16) but many also outside the capital (9). The NSBs and the trained national experts were responsible for the events. International experts participated and contributed to the events.

In Egypt, two national events took place each year to raise awareness among stakeholders. The MTR team met with stakeholders including Ministry of Trade and Industry, Ministry of Education, business associations and NGOs who are working with awareness raising of SR within their organisations, using events and internal trainings, to include the issue of SR. Several stakeholders were participating in the National Standards Day, 19 November (World Standards Day is 14 October, but NSBs choose themselves which date they like to celebrate the Standards Day). The NSB in Egypt are conducting awareness raising events in the prioritised sectors, like the industry.

In Jordan, the National Mirror committee (NMC) includes the Jordan Chamber of Industry, that has conducted sessions for the industry sector to increase awareness of ISO 26000 and has written articles in their quarterly magazine about SR (February 2013 issue). The prestigious King Abdullah II Centre for Excellence included SR as a criterion for the industry sector award. Greater Amman Municipality cited its SR, when recently launching the Food Bank Initiative, bringing donated food to those in need.

[2] Annual progress reports 2011 and 2012

The Lebanese Standards Institution (LIBNOR) in has started targeting different sectors, beginning with the industry sector and continuing with municipalities in 2013. Other sectors may follow, like the banking sector, health sector and tourism, depending on funding.

In Morocco SR and ISO 26000 is addressed in the annual Quality Week arranged by the Ministry of Industry, Trade, Investment and Digital Economy, the NSB (IMANOR) and the Moroccan Quality Organisation. The 2013 SR events were arranged in Marrakesh and Eljadida 12-13 November, with attention in media. In the country case study submitted to ISO/DEVT in September 2012 IMANOR is reporting the following awareness events:

- National events in 2 important Moroccan cities
- Conferences in 4 Moroccan cities
- Others professional activities with presentations on ISO 26000 in the programme

As leverage for communication of the SR principles IMANOR, the Moroccan NSB has established close contacts with business organisations like Fenelec (Federation Nationale de l’Électicite de lÉlectronique et des Energies Renouvelables) and APC (Association Professionnelle Des Cimentiers).

In Tunisia the NSB (INNORPI) have organised two national seminars in the capital (Tunis) and in a region (Sfax) with the number of participants exceeding 130 per event. The media’s interest has been strong with TV and radio channels, newspapers, magazines and electronic press covered these events. Flyers, booklets, brochures, leaflets were widely distributed. Outside the SR MENA Project, some events dealing with RSE/CSR or topics in relation to ISO 26000 (transparency, corruption, social dialogue) have been organised in Tunisia at the initiative of associations, chambers of commerce, ministries, universities, to which the Tunisian NSB is invited as a speaker or as a participant. The Tunisian NSB has close contacts with the Ministry of Governance and Anti-Corruption, The Ministry of Environment, UTICA (Union Tunisienne de l’Índustrie, du Commerce et de l´Artisanat) and LTDH (Ligue Tunisienne Pour la Défense des Droits de l'Homme).

The MTR has assessed all reports from national awareness raising events in 2012 for all countries (12 reports). The events were normally announced via direct communication with stakeholder groups and others, but also through press releases and announcements in the press. Participants came from key stakeholder groups, mostly from public sector, industry, academia, the commercial sector and the NGO sector. There were few participants representing labour organisations (5.5%), most of them in the meetings in Egypt and Algeria, and few from the consumers (3%), most of them also in Egypt. Many events were attended by the media and resulted in interviews in TV and in printed media and in articles. The participants’ evaluations of the awareness raising events show high appreciation.

2.2.2 Assessment of the Output indicator

The Output indicator is: "*General awareness on issues related to SR increased among the key stakeholders of National Standards Bodies*". The indicator will be measured through a survey among the key stakeholders. ISO is planning to do this in 2014, to see the effects at the end of the project. At the time of the MTR it was not clear how the survey was going to be designed and implemented and there is no baseline about the awareness before the project started.

2.2.3 Conclusion regarding output 2:

Awareness raising events have been organised as planned. The events have focused on the content of ISO 26000 and information about on-going work with the implementation of the standard with examples from participating organisations. Participation has been good, with the exception of consumer- and labour representatives, although they were well represented in Egypt. The events have generally been reasonably well covered in media. NSBs have organised additional awareness raising activities in some sectors and stakeholders have initiated activities within their organisations.

Meetings with the National Mirror Committees indicate that awareness has increased as a result of the project and from stakeholder activities inspired by the project, but this needs to be assessed through the planned survey.

2.3 TECHNICAL SUPPORT TO ORGANISATIONS TO FACILITATE APPLICATION OF ISO 26000 (OUTPUT 3)

2.3.1 Participating organisations per country

The project document specifies four activities for Output 3:
- Identify pilot organisations ready to apply ISO
- Conduct awareness raising events for the personnel of the selected pilot organisations, facilitated by international and national experts.
- Develop organisation-specific road maps and work plans for the application of ISO 26000
- Provide continuous direct counselling to the pilot organisations regarding the application of ISO 26000

Organisations were selected based on criteria like previous experience of applying quality management systems, good reputation and the commitment of the top management of the organisations. The number of pilot organisations and the support of the international experts were increased 2012 and 2013 according to the following table.

Table 5: Number of organisations supported for ISO 26000

Country	2011	2012	2013	Total
Algeria	2	4	8	14
Egypt	1	4	8	13
Iraq	0	3	5	8

Jordan	2	4	8	14
Lebanon	2	4	9	15
Morocco	2	4	9	15
Syria	2	2		4
Tunisia	2	3	9	14
Total	13	28	56	97

A total of 97 organisations have been supported 2011-2013. The majority of the organisations are enterprises, but in some countries even public organisations, associations and NGOs are selected. Information about the organisations includes the sector, the number of employees, the organisation etc. When more information is available about the results of implementing the ISO 26000, it should be possible to analyse differences in results in relation to different categories of organisations. During the last year of the project, no more organisations will be taken on board.

2.3.2 Input of national experts to assist organisations

National experts have applied their expertise of the training they have received by working with pilot organisations (learning-by-doing) and have been coached by the international experts. The international experts made one visit to each country in 2011 and two visits in 2012. In addition they provided 5 days distance mentoring per country in 2011 and 2012.

2.3.3 Experiences in applying the training to assist the organisations

In most cases the pilot organisations have been satisfied with the support of the national experts, even if in some cases the international experts reported that they have got questions from the staff of the organisations which may be a sign that they either have not got satisfactory support by the national experts, or that the international experts are regarded as more qualified and trustworthy as a knowledge source.

The support to the pilot organisations has consisted of local assistance from the trained national experts, but also as advice from the international experts. A key component in the expansion of the application of ISO 26000 after the end of the project will be the trained national experts. It is therefore doubtful that the organisations prefer the international experts as their main knowledge resource, and do not put trust in the national experts even if they are qualified and skilled. In order not to undermine the work of the national experts, the task of the international experts needs to be more focused on individual support to the national experts. This may take the form of:

- individual coaching and testing of the level of subject knowledge (SR and ISO 26000)
- practical work together with the national experts to prepare for events and visits at the pilot organisations
- transformation of information and training material into local languages
- rehearsals of the use of this material in events and consultations

To change the role of the international support, the selection criteria for the international trainers or coaches need to be reviewed to include coaching skills and experience in skills training. All national experts need e.g. to get training on how to give and receive feedback, to follow up and apprehend learning effects.

2.3.4 Assessment of the Output indicator

The indicators for this output are: (i) "*Firm commitment of the top management of selected pilot organisations to continue to apply ISO 26000";* and (ii) *"Number of environment related policies adopted by pilot organisations*". Even this is a complex indicator and the project document defines neither what is meant by "firm commitment" nor how application of "ISO 26000" should be defined and measured. The second output is even more difficult to measure. Even if the restriction to environmental policies have not been kept within the project, it would be hard to determine any number of policies adopted. A more appropriate indicator could be the number of organisations having successfully implemented their Action plan, or making good progress in the implementation.

2.3.5 Conclusions regarding Output 3:

A great number of organisations have been enrolled in the project and supported to integrate ISO 26000. There has not been any follow-up of the quality of the support by the project nor of the indicators, and these seem difficult to measure.

Follow-up reports regarding participating organisations; supposed to be done every 6 months, do not seem to have always been done for all organisations and not always in a timely manner. This may indicate a weak point in the reporting system and difficulties in follow-up of the organisations (see also Chapter 7 about reporting).

2.4 JOINT COORDINATION COMMITTEE (JCC) IS OPERATIONAL (OUTPUT 4)

2.4.1 Functioning of the Joint Coordination Committee

There have been 3 JCC meetings, in April 2011, December 2011 and in December 2012. The JCC meetings in December 2011 and 2012 were done back-to-back with regional workshops. The first meeting focused on discussing the project and its implementation and countries' commitment to be part of the project.

The second meeting assessed the progress so far and decided to move from phase I to phase II. The third JCC meeting was integrated with the regional workshop. Progress at national level as well as regional level was presented and discussed. A number of recommendations were made on the training, the tools, coordination, awareness raising and technical support. The implementation of the recommendations is assessed in chapter 3.2.2 below.

While the two first JCC meetings had clear objectives and decisions had to be taken, like the re-launch of the National Mirror Committees (first JCC meeting), the continuation to a phase 2 (second JCC meeting), the cancelation of the post as regional coordinator (second JCC meeting), the third meeting focused on a review of progress and recommendations, and was integrated with the workshop. Several CEOs of the NSBs did not participate in the third meeting, which according to the meeting report may signal lack of commitment.

Generally, combining regional workshops and JCC meetings seems to have worked well and provided good opportunities for exchange of experiences and information.

2.4.2 Assessment of the output indicator

The output indicator is: "*Regular JCC meetings held*". According to the Project document there should be one JCC meeting per year. This has been done.

2.4.3 Conclusions regarding Output 4:

The JCC meetings seem to have worked well and the format of combining them with regional workshops have been a strong incentive to attend.

2.5 REGIONAL EXCHANGE MECHANISM ON SOCIAL RESPONSIBILITY SET-UP (OUTPUT 5)

2.5.1 Regional exchange of material and experiences in the ISO 26000 project

The most important way of exchanging experiences according to national experts has been the much appreciated two regional workshops. During the first workshop in December 2011, the work with pilot organisations was presented by the national experts and discussed. A number of issues were considered in order to strengthen the implementation of the project, like some revisions of the training manual, what to cover in the training, criteria for selection of national expects and collaboration between first and second generation of national experts.

In the second workshop in December 2012, each country presented their work and ISO presented the progress of implementation at the regional level. The participants went off to round table discussions of the implementation and provided a number of recommendations (see Annex 4). Material, including training material, case studies, tools and studies were uploaded to the ISO MENA project website by ISO and the countries. A LinkedIn forum has been created and is available, although not much used, for discussions among the technical experts and ISO.

2.5.2 Assessment of the output indicator

The output indicator is: "Regional network on SR created in the MENA region". A regional network as described above is created, although the indicator itself does not define what is meant by a regional network, or exactly what purposes it was designed to achieve.

2.5.3 Conclusions regarding Output 5

Regional exchange of experiences and discussions are deemed to be very important by the national experts, particularly through the regional workshops, but also the ISO MENA project website. None of these will be available after the project period.

3 Effectiveness

3.1 EFFECTIVENESS OF ACTIVITIES

3.1.1 Has the programme objective been reached or is likely to be reached

The outputs are supposed to lead to the achievement of the programme objective (outcome), which is:*" ...to create a pool of expertise on SR to support the application of ISO ... "* The indicators are:

- Number of experts trained as trainers.
- Number of staff trained in pilot organisations.
- Number of regional consultations on issues related to SR.

These indicators are not really measuring the outcome, but rather the programme outputs. The indicator for the output level has been an indicator that measures the expected combined result from all of the outputs. This is further developed below in chapter 3.1.3. The programme objective in terms of capacity building is discussed in chapter 6.2.

Defined as building individual capacity, the programme objective will likely be achieved. But individual capacity is not enough for the continued work with ISO 26000. To establish an organisational capacity - involving how to strengthen the links between the national experts and the NSBs and finding sustainable funding for the continued work of the experts – requires extensive efforts during 2014 (see Chapter 6.2).

3.1.2 Has the overall objective been reached or is likely to be reached

The overall objective is:*" ...to assist organisations... to contribute to the social, economic and environmental goals of sustainable development by following the principles of SR ... "* The indicator is the number of organisations participating and having applied ISO 26000, although there is no target set. The indicator for the overall objective (impact) is not relevant for that objective.

Application of SR principles in organisations is seen to contribute to improve economic growth in the participating countries through trade development and access to world market, ultimately leading to alleviation of poverty. This overall objective is so far from what the project is actually doing, that it becomes impossible to measure or attribute any contribution by the project to the overall goal.

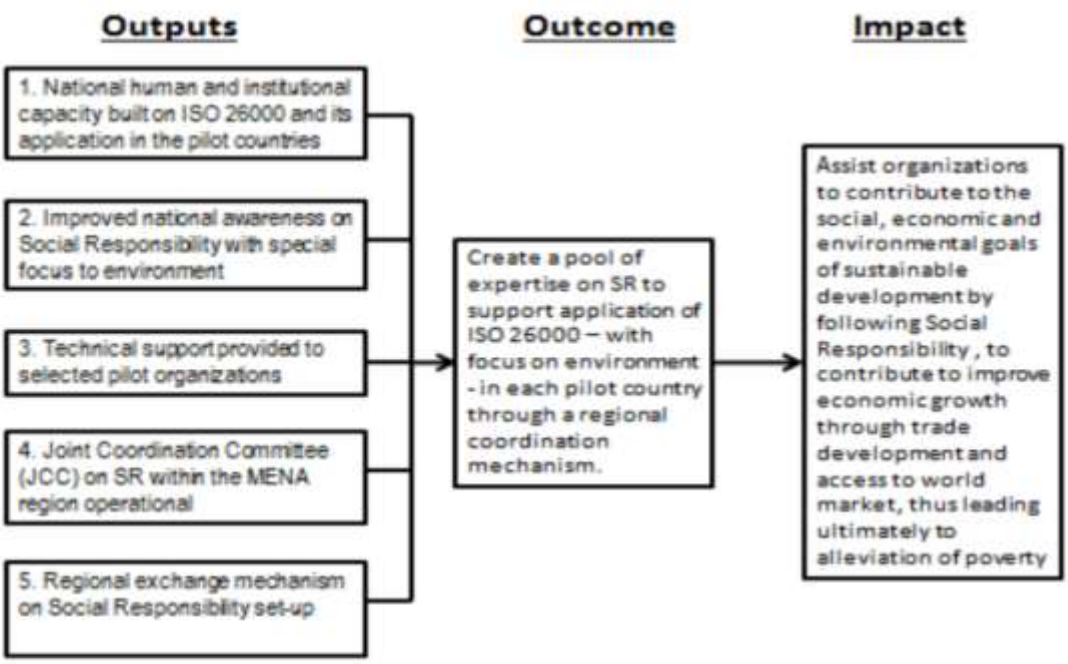
The total number of participating organisations in 2011 and 2012 is 41, on average 6 in each country - as planned - with the exception of Iraq (3) and Syria (4). However, the defined indicator is not a good indicator for the overall objective. This is further developed in chapter 3.1.3 below.

As stated in the Inception report, the MTR has looked for evidence of trade development and access to world markets by the participating organisations that can be attributed to the project. The MRT has not been able to find solid evidence of this that could be attributed to the project. Some companies have experienced growth while others have struggled with effects of the international financial crises. The majority of organisations have joined the project in 2012 or 2013 and it is too early to see t kind of change. The many positive outcomes for different beneficiaries are described and analysed in chapter 6.1.

3.1.3 The design of the project.

The following figure, based on the Logframe in the Project document, describes the relation between Outputs, Outcomes and Impact of the project.

Figure 1: Theory of change/ impact logic of the project



Output 1 and 2 are not outputs but outcomes. The project cannot guarantee to deliver them – the project can only deliver training, advice and information – whether it leads to improved capacity/ awareness is dependent on other factors.

The project purpose (outcome) seems to be limited in scope in relation to the outputs. It is not clear from the project document how the pool of expertise that will be developed through the project will function, or how it will be supported and coordinated beyond 2014. A more logical project purpose would have been that a number of organisations will be interested, participating in the project, being supported and counselled to develop road maps and action plans and ultimately integrating the ISO 26000 principles.

The indicators for the project purpose (number of experts trained, number of staff trained within pilot organisations and number of regional consultations) should have been moved to the output level, since they are directly related to the outputs and can be controlled by the project. The indicators defined for the overall objective - the number of organisations participating and having applied for ISO 26000 - would be more suitable for this redefined purpose (outcome).

Regarding the overall objective, it is expected according to the project Logframe, that application of the ISO 26000 will lead to trade development and access to world markets and thus positively impact economic growth in the MENA region. This in turn would lead to alleviation of poverty. None of these desired changes, like trade development, access to world markets, economic growth or alleviation of poverty, can be measured or be attributed to the project, on an aggregated level for any of the countries.

What can be measured is impact on each individual organisation participating in the project and integrating the principles of SR within the organisation. Indicators on impact on beneficiaries should then have been defined for each organisation and included in the follow-up reports from the organisations. What would be even more relevant are indicators of changes in behaviour of these organisations reflecting changes in organisational and institutional capacities. As informed by ISO, each country has to submit a sustainability strategy on the uptake of ISO 26000 at national level from NSB’s point of view in collaboration with relevant stakeholders.

The project document lacks an analysis of the context in the MENA countries and how different political and cultural settings could influence the acceptance and implementation of the project.

Conclusion:
The outputs have to a great extent been achieved, although the indicators are either not sufficiently specific (indicators for output 1, 2 and 5), no longer relevant (number of environmental policies adapted) or too simple (number of JCC meetings). The programme objective can, with considerable efforts during 2014, be achieved. The overall objective cannot be measured or changes attributed to the project and is therefore inappropriate. At the first review meeting held at ISO on 8 October 2013, it was agreed that the project logframe needed reformulating.

Since this project is basically a capacity development project, there does not seem to have been enough thinking as to what constitutes evidence of changed capacities at individual, organisational and institutional level and how this would be assessed.

3.2 ACTIVITIES IMPROVED AND WORK RE-SHAPED FOLLOWING CHANGES IN THE REGION, RECOMMENDATIONS BY THE JOINT COORDINATION COMMITTEE AND THE ADPC EVALUATION

3.2.1 Changes in the region

Programme activities in most countries (Algeria, Jordan, Lebanon, Morocco and Tunisia) have not been affected by the Arab spring and other unrest, although they are relevant to an understanding of the institutional environment in which this project is being implemented. The visits by international experts to Egypt has been postponed several times but eventually took place. Participation from Syria has been limited and came to a halt in 2013, when Syria had to leave the ISO when not being able to pay the member fees. Activities are being implemented in Iraq although the country is struggling with the security situation. Six experts have been trained altogether from Iraq and they are working with 3 pilot organisations. ISO has put in considerable efforts to assist all participating countries.

3.2.2 Recommendations by the Joint Coordination Committee

The actions on the recommendations from the second JCC meeting were reported to the third JCC meeting by ISO. The main recommendations had been implemented, like the revised selection process for national experts, the separation of the Project Manager function from the national expert function and the creation of the LinkedIn discussion group.

Some of the recommendations from the national experts had been acted on, but not all. The number of participating organisations had been increased to 4 per country in 2012, a recognition letter had been issued to participating organisations and some more training had been done. Other recommendations had not been implemented due to lack of budgetary resources (more time for support of pilot organisations) or because it was deemed not to be within the scope of the project (training on reporting tools).

The recommendations from the third JCC meeting have been assessed by the MTR and a table is provided in Annex 4. Most of the operational recommendations related to the training, the training material and the work with organisations seem to have been acted upon. Other recommendations, regarding organisation and communication, and on relations between national experts and the programme manager and sharing of experiences at the national level, need to be detailed in the action plan for 2014.

3.2.3 Application of lessons learned

According to the project document, the ISO 26000 MENA project should also contribute to the goals of the ISO Action Plan for Developing Countries (Action Plan for Developing Countries) 2005 – 2010. This part looks at the adaptation of relevant recommendations from the Evaluation of the Action Plan for Developing Countries. The following recommendations from the Action Plan for Developing Countries have been deemed relevant for the MENA ISO 26000 project.

Increased impact of regional activities (Recommendation 3)
The Action Plan for Developing Countries evaluation recommended ISO to organise regional activities at different levels, for example at introductory, intermediate and senior level. The evaluation also recommended to link regional activities to national projects and to expand web-based tools, E-learning and training-for-trainers to reach more of NSB staff and stakeholders.

In the MENA ISO 26000 project, the regional workshops and JCC meetings were adapted to the level of the participants and were naturally focused on the project and the need to implement the project forward. Participation has included not only NSB staff but also national experts, mirror committee chairs and representatives from the organisations working with ISO 26000, although the available budget sets limits for the participation.

There still seems to be some work ahead for the use of web-based tools and E-learning and using the internet for exchange of experiences. Respondents to the SR MENA MTR said that they do not use some of the available mechanisms like LinkedIn, because they do not see how they will benefit from it.

Long term perspective on institutional strengthening (Recommendation 4)
The ADPC evaluation comments on and welcomes the institutional strengthening (INS) project[3],but is worried about the short time set to implement the project.

ISO has submitted a new project proposal[4] to Sida for institutional strengthening relating to standards in the MENA region. The new project will strengthen institutions, like the NSBs, developing and using standards as well as the capacity of business and industry to apply the standards.

The view of the MTR is that there are links to ISO 26000, not least through the environmental issues in the new project and there is a potential to strengthen NSBs and stakeholders in a way that will benefit the ISO 26000. This will however not happen without some efforts to actually link the capacity strengthening of NSBs and stakeholders in the MENA STAR- project to the efforts needed to sustain the use of the ISO 26000. On the other hand, the new project may divert the interest of NSBs and stakeholders away from the use of the ISO 26000 and instead focus on a number of other ISO standards.

Increased cooperation with other agencies and donors (Recommendation 6)

3 A new kind of project – Institutional strengthening (*the INS project*), ISO Focus, June 2011, p.23-28
4 Project to strengthen institutional infrastructure on standards and regulations to support business and industry in Middle East and North Africa (MENA STAR) 2013-2017. Proposal September 2013.

The Action Plan for Developing Countries evaluation notes that ISO has established relationships with some key agencies at an international level but in practice, cooperation and collaboration appear to be very limited. The evaluation was of the opinion that the programmatic approach adopted by Sida can be considered best practice in the ISO efforts to attract more donors.

For the SR MENA MTR, the issue is rather how to involve other agencies at the national level to build alliances and support for the national efforts to strengthen SR. With some exceptions, the NSBs have not managed to do this, possibly due to the context that they are working in. Since there is no analysis of the different context in any of the countries, this might have been unrealistic from the outset of the project.

Conclusions:
The programme has suffered surprisingly little from changes in the region and has adapted well and reshaped activities when necessary. Recommendations from the JCC meetings have been reasonably well adapted.

To the extent possible, relevant recommendations from the Action Plan for Developing Countries evaluation had been taken into account in the SR MENA project, although more can be done to increase the use of web-based tools for learning and sharing of experiences, and involvement of other national agencies.

3.3 KNOWLEDGE ABOUT ISO 26000 STANDARD AND POLICY WORK ON SOCIAL RESPONSIBILITY, POLITICAL AWARENESS AND EXPERT CONSENSUS

The knowledge about and support for ISO 26000 have been most evident in Tunisia and Egypt so far. In Tunisia all influential organisations like UTICA (industrial union), UGTT (labour union), LTDH (NGO) and even Ministries e.g. Ministry of Environment, Ministry of Governance and Anti-corruption are well aware of ISO 26000, and are even actively promoting it. The latter ministry with its strong commitment may influence not only the policy of its own country, but also its partners within the UNDP supported Arab Anti-Corruption and Integrity Network (ACINET).

In Egypt the Egyptian Organisation for Standardisation and Quality reported about proposals in the ongoing development of a new constitution. According to media reports the draft constitution enshrines personal and political rights in stronger language than past constitutions. In other MENA-countries like Morocco, private sector initiatives compatible with ISO 26000 have been reported (Label CGEM, Label Fibre citoyenne) as well as governmental (Charte Social de Conceil Economique, Social et Environmental, Article 154 of the constitution).

In Jordan the Water Authority of Jordan, have suggested to the Civil Service bureau that the Labour Law should be amended, to include SR issues, i.e. parental leave. The amended Law is expected to be issued in 2014.

There does not seem to be deliberate efforts from the project to influence the policy level in countries, which may not have been very realistic to expect in the first place. No such efforts are reported in country reports and do not seem to have been part of or followed up of the project. Any influence is more dependent of the persons connected to the project.

Conclusion:
Knowledge about SR and the ISO 26000 exists in the region, particularly in Egypt and Tunisia, but also in other countries.

There are no activities in work plans related to political influence. Hence it is not expected of the project and not followed up. When there is some political influence it is related to specific persons connected to the project, like in Egypt, Tunisia and Jordan.

4 Relevance

4.1 THE RELEVANCE OF CHANGES TO THE NEEDS AND PRIORITIES OF THE INTENDED BENEFICIARIES AND TO THE CONDITIONS OF PEOPLE LIVING IN POVERTY

As mentioned in the Inception report, beneficiaries of the project are not explicitly defined in the project document. However, the poverty impact assessment defines the beneficiaries of SR as employees, partners, customers, stakeholders, vulnerable groups and anyone else with whom the organisation has any contact or on whom it can have an impact, as well as community members, especially women and socially disadvantaged and vulnerable groups. The expected change that could have an impact on the intended beneficiaries is the adoption of the SR concept by participating organisations.

The initial assessment in the project document and the assessment memo by Sida found that the project was relevant to the needs of the intended beneficiaries and to the conditions of people living in poverty. The impact of the project so far is assessed in Chapter 6.1. The findings from the MTR suggest that the project may have an impact on the beneficiaries, such as better working conditions for the employees and some environmental improvements and income generating activities for people who live in the neighbourhood of the company or are in other ways related to the organisations. But the reporting of impact in this section comes from interviews with the organisations and is not build on evidence.

The project has not changed much during the time of implementation. However, one major change is that the special focus on the environment was dropped – although there is no written explanation why this was done or any agreement between Sida and ISO. The explanation given to the evaluators was that participating countries and organisations were given the freedom to focus on their own priorities. In reality, action plans for pilot organisations show that those environmental improvements are one of the most common parts of the plans of every organisation.

Conclusion:
There are no major changes in the project in relation to the Project document. As shown by the anecdotal examples above, there seems to be some relevance to stakeholders at the level of participating organisations.

4.2 GENDER CONSIDERATIONS IN THE DESIGN OF THE PROJECT

As stated in the Inception report, the MTR has analysed gender issues according to Sida's Manual for Gender mainstreaming. The project document mentions gender issues in education as one of the contextual factors for the region. No gender analysis has been done for the project and the gender dimension is not analysed in relation to beneficiaries and stakeholders of the project. Gender has not been integrated and there are no targeted efforts to improve gender equality. The project document does not formulate any desired results related to gender equality.

Gender and women's' role in development has however been brought up by the Sida representative during the annual consultations in July 2013, when she invited ISO to consider studying the gender balance at the implementation level, and provide country specific information. ISO should focus on whether the standard has made a difference, and how the gender issue is dealt with by the recipients, including concrete examples. The Sida representative expressed the wish to have the gender component highlighted in the progress report and for the gender component in the standard itself to be clearly explained. Figures from ISO show that 43% of national experts are women and 57% men.

ISO will present the 2013 report in December 2013. The report was not available for the MTR to assess whether the questions by the Sida representative have been included or not.

Conclusion:
The project did not benefit from a gender analysis. Gender equality has not been mainstreamed or targeted by the project; consequently gender issues have not been prominent in the implementation during 2011 and 2012.

4.3 LINKS BETWEEN REGIONAL WORK ON ISO 26000 AND CORPORATE SOCIAL RESPONSIBILITIES

When the development of a standard on SR was planned and prepared it had the label "corporate SR" with the intention to get consensus on how the CSR-concept should be defined and understood. During this phase of the development only the social behaviour of business organisations were discussed, mainly by consumer organisations, but also by enterprises which saw a standard as something that could give confidence in their efforts to engage their stakeholders.

When the standardisation project proposal was designed, ISO gave it a scope much wider than that which CSR stood for. The perceived standard should be applicable to any organisation, private or public, professional or issue-based, labour or employer organisations, etc. By omitting the C (Corporate) in CSR, ISO 26000 is not only applicable for companies, but likewise for any other organisation. The standard is also written in a language that makes it easier for organisations to understand rather than only companies. Still the CSR-concept is widely used.

In Egypt the Egyptian Corporate Responsibility Centre (ECRC) has as mission of Raising *Awareness, Building Commitment & Promoting Multi-Stakeholder Engagement for Corporate Responsibility and Sustainability Practices.* Partners of the ECRC are the Industrial Modernisation Centre (IMC), the Egyptian Institute of Directors (EioD), UNDP, Global Compact Network Egypt, World Bank Institute, OECD, and the Mansour Group. Under the heading “Partnerships and Stakeholder engagement” ECRC states on its website that it will:

- Partner with Egyptian Organisation of Standards (EOS) in order to advance the uptake of ISO 26000 (SR Standard) in Egypt.
- Develop local calibres to implement ISO 26000 (training of trainers)
- Advise on the implementation of the ISO guideline in private sector companies.

The ECRC also highlights the ISO 26000 in the top banner of both the English and Arabic versions of the website. In its semi-annual report the collaboration with the Egyptian Organisation for Standardisation and Quality (EOS) to hold Training of Trainers (ToT) programmes on ISO 26000 was reported. The first level of the ToT was conducted in December 2012 in the ECRC premises with the attendance of 14 participants from different organisations. Mr. Jonathon Hanks (acting as international expert) and Eng. Osama El Meligi (acting as a local expert) gave the training course based on the ISO 26000 materials.

In Morocco the charter of the Corporate Social Responsibility (CSR) launched by the General Confederation of Moroccan Enterprises (GCME) whose objective is geared towards more ethical responsibility and philanthropy rather than towards any economic profit in favour of the stakeholders. GCEM refers companies to the definition of ISO 26000 Guidelines for SR of organisations. GCEM is also offering a labelling scheme: Label GCEM. Any business applying for the label must submit to an evaluation conducted by an independent third party expert accredited by the GCEM. A club of companies with the GCEM label was created in February 2011 on the initiative of the Commission Label GCEM CSR Label. 35 companies promoted the club and the label GCEM in Moroccan media in June 2013. In another media clip GCEM claims that 55 companies have got the label.

With the support of the Centre for Cooperation with the Private Sector Africa, CCPS , the Projet de Partenariat de Développement avec le Secteur Privé, DPP-GIZ has decided to develop a joint strategy to support CSR in Tunisia and to make activities more systematic. For this purpose and as a first step, the DPP-GIZ has carried out a study on "the bigger picture," the state of CSR in Tunisia[5]. The objective of the study is to give an overview of CSR in the Tunisian post-revolution context, and this in order to allow stakeholders to develop a strategy on CSR in Tunisia. The conclusions of the study are:

- Corporate commitment to the implementation of CSR has decreased
- A strategy for CSR is non-existing. CSR activities too fragmented and too dominated by governmental institutions
- Partial perception of CSR
- Limited communication on CSR

Based on the conclusions a number of recommendations are formulated how to achieve a national CSR strategy, which may have relevance also for other countries in the region.

According to the study, 39 companies have embraced the UN Global Compact, and 14 companies are listed as adhering to the CSR approach. One of these 14 is also one of the pilot organisations (1st generation) in the social responsibility MENA project. The study highlights the role of the private sector in the context of promoting CSR, and is aimed at initiating a strategy for harmonised CSR in Tunisia and to paste together the actions of the protagonists and main players. ISO 26000, the SR MENA project and the role of the Tunisian NSB is fairly described, and the only reflection from the evaluators is that the focus on the private sector is more limited than the Organisational Social Responsibility(OSR) defined by ISO 26000. There may be a good opportunity to promote the use of ISO 26000 for a more general strategy on *Responsabilité Sociétale des Organisations (RSO),* instead of RSE, to not exclude any type of organisations.

Conclusion
The evaluators conclude that there is a scope and a challenge for the NSB to cooperate with initiatives like CSR, Global Compact and others, taking into account their longer time of existence and also their uptake and general acceptance in the societies.

4.4 RELATIONS TO PRINCIPLES OF THE PARIS DECLARATION ON AID EFFECTIVENESS

4.4.1 Activities undertaken to provide the donor community with information for the principles of the Paris declaration on aid effectiveness

According to information from the CEOs of the NSBs and the national programme managers, there are no other donors providing support for application of SR in any of the countries, and thus no organised donor collaboration exists in this area and there is no information provided.

5 La Responsabilité Sociétale des Entreprises (RSE) en Tunisie – Etat des lieux, November 2012

On the international level there are no donor projects which need to be coordinated with the SR MENA project. Only one sub-regional project carried out by UNIDO in the Arab countries has components of governance which may be regarded as an SR project. The project funded by Sida has developed Code of Conducts for professionals within national quality infrastructures. The project is part of a UNIDO support for implementation of an Arab standardisation strategy.

4.4.2 Drawing knowledge on how to integrate economic development Projects on social responsibilities into the Aid-Effectiveness work and reporting?

The purpose of the aid effectiveness work – at country level – is to coordinate the different donor supported programmes within the framework of national planning, to harmonise procedures for planning, management and reporting to the countries own procedures and to promote ownership by developing countries.

All of the countries in the MENA ISO 26000 project are upper middle income countries except Egypt which is a lower middle income country. Sweden does not have any bilateral cooperation or any embassy with responsibility for development cooperation in any of the project countries except Egypt. At country level, with the exception of Egypt, Sweden is not involved in any structures for coordination of development efforts or increasing aid effectiveness – if these structures exists at all. There are no donor coordination structures at regional levels. Reports on aid effectiveness are based on the country level.

Swedish embassies in the region are involved in strengthening business relations and promoting business between countries in the region and Sweden. In this context embassies can promote ISO 26000 (as it is done in Algeria) as one of the instruments to increase trade with Sweden and other countries.

4.4.3 Can more be done to follow the Paris Declaration on ownership?

The concept of ownership is defined by Sida as: *"the exercise of control and command over development activities. It combines a commitment to a development effort with the mandate and capability to transform the commitment into effective action"*[6].

The project proposal was developed by ISO and it is ISO that has the agreement with Sida and receives the money from Sida. ISO is responsible for the planning and reporting as well as for the financial administration of the project. The training and all regional events have been the responsibility of ISO.

In participating countries, the project is implemented by the national NSBs. For the SR MENA project they have taken responsibility for the country implementation, supported by technical and financial resources from ISO and Sida. National Steering Committees have been set up in each country. The National Mirror Committees,

[6] Sida at work – A guide to Principles, Procedures and Working Methods. NOVEMBER 2005

composed of the stakeholders that participated at national level in the development of the ISO 26000 standard, has been kept functional to serve as a reference group in each country for the implementation of the project. Planning, oversight and reporting for national implementation have been the responsibility of NSBs, supported by ISO, outlining structures for all administrative procedures.

The participation by the MENA countries in the process of developing the ISO 26000 created a demand to also promote the use of the standard when it became adopted and published. The commitment of NSBs was secured by ISO as a prerequisite for participating in the project.

Conclusion

Defining ownership as control over the implementation of the project, it seems to the evaluators that there is a firm overall ownership by ISO, being in control of the project. It is also the opinion of the evaluators that the structures set up for the project have promoted ownership by the NSBs and allowed them to have a determining influence on the implementation, not least through the joint decisions taken at the JCC meetings.

5 Efficiency

5.1 ACHIEVING THE SAME RESULTS WITH FEWER RESOURCES?

The overall design of the project, the selection of countries and the agreements between ISO and countries seem to the evaluators to have been good decisions with potential for promoting efficiency in the implementation of the project. Allocations from Sida, disbursements to ISO, annual budgets and expenditures are detailed in the following table.

Table 6: Financial information (CHF)

	Allocations at Sida	**Disbursed to ISO**	**Annual Budgets**	**Annual expenditures**
2010	495 000	504 000		-
2011	1 015 000	911 000	491 730	438 691
2012	970 000	-	491 730	463 890
2013	-	946 000		
2014	-			
Total	**2 480 000**	**2 361 000**		

Since the project only started at the end of 2010, there was no expenditure that year. Total expenditures for the project for the period 2010-2012 have been CHF 902 581. This is 36% of the four year budget. Administrative costs for ISO or the NSBs are not detailed in the budget or financial statements, so it is not possible for the evaluators to assess those costs in relation to overall costs.

Cost for the training courses in 2011 and 2012 range from CHF 2 053 per participant in Morocco in 2011 to CHF 2 917 in Algeria in 2012. Refresher trainings cost from CHF 1 000 per participant in Tunis to CHF 3 000 in Beirut. The differences in costs reflect the different costs of living, and the choice of venues. The costs in Beirut stand out, but otherwise an average of about CHF 2 500 per participants seems reasonable for one week training. The costs for the technical support to countries were CHF 126 378 in 2011 and CHF 162 310 in 2012.

Conclusion:

The evaluators have not found any reason to believe that the workshops/trainings have not been efficient. The efficiency of the regional workshops and the JCC meetings seems to be justifiable in relation to the costs. It is difficult to see any alternative implementation of the project that would have given lower costs or better results.

5.2 SYNERGIES CREATED BETWEEN THE ISO 26000 AND OTHER INITIATIVES?

As illustrated in the ISO 26000 document the guidance compiled has been derived from different other initiatives on responsible behaviour. Several of these are known and implemented in the MENA-region. For instance there are several centres for CSR that have been established even before the start of the ISO 26000 development. Some of them are already cooperating with the NSBs (Egypt, Jordan, Morocco and Tunisia). Others are more regarded as competitors.

The evaluators have during the field study discussed with the persons met which concept is achieving most attention, the fact that it is "an international standard" (among others) or "the guidance on social responsibility" (as a compilation of the best of all other initiatives). In the first case the designation ISO 26000 will be dominate and be recognised by those who are familiar with other ISO standards, like ISO 9000, ISO 14000, ISO 22000, ISO 50000 etc. In the second case the ISO acronym and the serial number 26000 will be more of a product/article number (similar to the International Standard Book Number, ISBN) and the unique content of the standard will be communicated, not the fact that it has been given the form of an international standard, and as a very special publication.

Conclusion

The ISO26000 promotes the concept of SR, implemented also through other initiatives, mostly the implementation of Corporate SR. In some countries there is collaboration and in others there is competition.

6 Impact

6.1 TANGIBLE RESULTS FOR THE INTENDED BENEFICIARY POPULATIONS, PARTICULARLY YOUTH AND WOMEN

The Project document states that data will be collected from the pilot organisations, in the course of execution of the project, to assess whether the project is contributing to integration of the poor in the relevant operations. No such data has been collected. Although the Inception report says that the MTR will not collect primary data from beneficiaries, a lot of information was given by individuals participating organisations on the impact on beneficiaries.

Environment
Most organisations reported on improvements in the environment resulting from the use of ISO 26000. These included energy savings (UTICA), use of wind energy (LAFARGE Tetuan), kerosene substituted by natural gas (Mass Food), replacing old pumps and sustainable procurement to buy energy saving equipment (Water Authority of Jordan), waste management, water saving and recycling (Amman Speciality Hospital), solar energy for hot water, recycling, treatment of used water, (Nutridar), recycling of all water from kitchen (Schtrumpf) and nursery for trees to be planted (Schtrumpf).

Community development
Many organisations are also participating in development activities in their neighbourhoods with community involvement. These include improving environment and working conditions (KSARA), community clean-up days (Coral Bay Hotel, Sharm el Sheik), activities for children and young people (Mass Food), support to a school and a health clinic, training programme for young people to prepare them for employment, playground for children (Bavaria), contributing to a housing project, school building, health clinics, literacy education for women, education programme for school "drop-outs" (Hashem Brothers), sponsoring dialysis units at a hospital, providing nutrition for cancer patients (Hashem Brothers),tree planting, supporting makers of traditional handicrafts (Hashem Brothers),community free health days (Amman Speciality Hospital), service to community to give business and job opportunities (Nutridar), offering meals to volunteers working for Red Cross (Schtrumpf),

Labour conditions
Another area has been the improvement of labour conditions This has included a recreation tour for employees and families (Coral Bay Hotel, Sharm el Sheik), health clinic for employees combined with health centre for the community (Coral Bay Hotel, Sharm el Sheik), selling garbage to fund workers welfare (Mass Food), vacation trip for employees to seaside resort (Mass Food), health programme for employees (Mass Food),

code of conduct developed and communicated to employees (Water Authority of Jordan), temporary workers (2,300) hired as permanent staff (Water Authority of Jordan), new section to be responsible for workers health and safety at work and budget for safety equipment and allowances for risky work (Water Authority of Jordan), transparent hiring process and gender neutral advertising for new employees leading to the hiring of 50 engineers, 75% of whom were women (Water Authority of Jordan), achieved equal number of men and women head nurses (Amman Speciality Hospital), decreasing turnover of employees by 50% through introducing fair operation practices (Nutridar), developed written procedures and job descriptions (Nutridar), benefits to employees, meals, transportation, salary bonus, health insurance, 13:th and 14:th month salary and new handbook for employees, new performance appraisal system, (Schtrumpf).

Conclusion:
The general impression is that organisations with responsible behaviour prior to their contact with ISO 26000 have lots of examples of tangible results which were further developed under the ISO 26000 project. For others the first approach to ISO 26000 is focusing on stakeholder identification, gap analysis, and preparation of action plans, and not so much on definition and monitoring of indicators.

6.2 IMPACT AND SUSTAINABILITY OF CAPACITY DEVELOPMENT[7]

The contextual factors relevant for capacity development within the project, has been discussed, explained in the project document and taken into account when implementing the project. The political changes in the region have to some extent impacted on the project, mostly the uprising in Syria, which made it impossible for the country to continue with the project. The continued unrest in Iraq made it difficult to implement the project there, and in Egypt, some activities have been delayed. However, except Iraq and Syria, the project has been implemented in all countries.

The main task of the national experts has been to assist organisations that will work with the use of the ISO 26000 standard. They are also working with awareness raising by organising awareness raising events and campaigns and in other ways through media and writing articles about ISO 26000 and/or SR more generally.

The trainings, the regional exchange, the support from international experts and the experience that expert's gained in working with the organisations to apply ISO 26000, has developed greater *individual capacity* of the experts, both in knowledge and skills. It is the opinion of the evaluators that this individual capacity of the experts should be

[7] This chapter is based the Manual for Capacity Development, Sida 2005

measured primarily by their success in assisting organisations to apply ISO 26000, although we recognise that they also perform other tasks. This could be measured by asking each organisation about their experiences of the knowledge and competence of the national experts, through a questionnaire or a structured interview by the NSBs. It must be emphasised that the experts are individuals, belonging to different organisations or are self-employed.

For the application of ISO 26000, the individual experts are part of a system that also includes the NSBs and the key stakeholders. In order to continue to have the ISO 26000 applied, the system must be functional. The *organisational capacity* lies primarily with the NSBs and their ability to organise, assist and sustain the process of uptake and use of ISO 26000 within each country. It is assumed by ISO and Sida that the NSBs have the required capacity to sustain the project, or it will be developed through the regular work by ISO. Little efforts had been made at the time of the evaluation, as part of the project to assess or develop the capacity of any of the NSBs related to the continued use of ISO 26000. In 2014, each country has to submit a sustainability strategy on the uptake of ISO 26000 at national level from NSB's point of view in collaboration with relevant stakeholder.

The project has been implemented within the present *institutional capacity* consisting of existing laws and regulations as well as the culture of existing institutions. No analysis has been done in the project document about this.

Many of the activities in the new MENA STAR[8] project will strengthen the technical capacity of the NSBs and stakeholders, rather than the organisational capacity. Some activities will strengthen collaboration between NSBs and trade promotion organisations and regional collaboration. Other activities are directed at the issues of the environment, energy and water, linked to a number of ISO standards – but not the ISO 26000.

This project may divert the interest of NSBs and stakeholders away from the continued uptake and use of ISO 26000 and instead focus on a number of other ISO standards mentioned in the project document and on some technical issues and collaboration with trade promotion organisations. There are however links to ISO 26000, not least through the environmental issues in the new project and there is a potential to strengthen NSBs and stakeholders in a way that will benefit the ISO 26000 application. This will not happen without some efforts to link the capacity strengthening of NSBs and stakeholders in the MENA STAR project to the efforts needed to sustain the implementation of the ISO 26000.

Conclusion:

[8] Project to Strengthen Institutional Infrastructure on standards and regulationns to support business and industry in Middle East and North Africa. Propsal by ISO September 2013.

The capacity development has focused on building individual capacity of the national experts. To sustain the project gains, the organisational capacity of the NSBs needs to be assessed and possibly strengthened. This could more clearly be linked to and included in the MENA STAR project.

6.3 IMPACTS IN TERMS OF INCREASED EFFICIENCY, ACCOUNTABILITY AND TRANSPARENCY OF THE PUBLIC/PRIVATE INTERFACES?

The interaction between the public and the private sector, related to the project, takes place in the National Mirror Committee. The primary responsibility of the National Mirror Committee was to participate in the development of the standard. They have been retained in order to facilitate national stakeholder participation in the review of the standard. In some countries they have been used for information on the application of ISO 26000, in others the National Mirror Committee meets about once a year for the exchange of information about the project. During the recommended assessment and development of the organisational capacity, the long-term capacity for promotion, training, and awareness raising should be developed.

7 Reporting and planning

Reporting from ISO to Sida

The assessment is based on the Annual progress reports covering 2011 and 2012. The reports are well developed and delivered on time. Reports are informative about activities that have been conducted and financial status, but lack information on indicators and achievements of the project outcomes.

Reports from regional workshops and Joint Coordination Committee meetings

The reports are very informative and give the reader a good picture of the current status, achievements and problems facing the project. They also transmit the impression of fruitful discussions taking place and that solid recommendations have been put forward to improve the implementation.

Reporting from countries to ISO[9]

These country reports are based on a questionnaire developed by ISO with the purpose of providing detailed information to allow ISO and JCC to follow up the projects. The reports are presented to JCC meetings and are part of the background material to assess the project and design the implementation plans for the coming year.

National level reporting

Follow-up reports regarding participating organisations; supposed to be done every 6 months, don't seem to have been done consistently for all organisations and not always in a timely manner. The main purpose of the report is to follow up the implementation of the Action plan. The reports do not contain information on the impact on the organisations stakeholders, i.e. the employees or customer, or impact on the environment, of implementing the activities. The reporting could be improved, e.g. using reporting guidance provided by the Global Reporting Initiative (GRI).[10] This may point to a weak point in the reporting system and difficulties in follow-up of the organisations.

Planning

Preliminary plans for the coming year are discussed in connection with the annual JCC meetings. Adjustments are made based on the discussions at the JCC and the recommendations from the workshop, which is part of the JCC meeting. The planning process

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[9] ISO 26000 on Social Responsibility within the MENA region. Second meeting of the Joint Coordination Committee (JCC). Marrakesh, Morocco. 7 – 8 December 2011 and Aswan, Egypt 5 – 6 December 2012. Collection of country questionnaires

[10] GRI and ISO 26000:How to use the GRI Guidelines in conjunction with ISO 26000

seems to the evaluators to be well developed and allowing for considerable participation from countries.

Conclusion:
Country reports and annual progress reports are developed and delivered on time. Reports are informative about activities but lack information on indicators and achievements about the project outcomes.

Follow-up reports regarding participating organisations; supposed to be done every 6 months, don't seem to have been executed consistently for all organisations and not always in a timely manner. The content regarding impact on beneficiaries could be improved. This may point to a weak point in the reporting system and difficulties in follow-up of the organisations.

8 Evaluative Conclusions

This assessment of the achievements of the ISO 26000 project in the MENA region is a mid-term review that covers the period from January 2011 to March 2013, although the evaluators gathered additional information about activities up until November 2013 to be able to assess issues of sustainability. The main conclusions from the MTR follow below.

Achievements

The project has set up an efficient organisation, led by ISO, Geneva with the NSBs being responsible for the implementation of the project, coordinated by a JCC. Country level work has been supported by international experts.

The project has successfully trained more than 100 national experts and engaged more than 80 organisations in the MENA region to integrate ISO 26000 in their operations. Material, including training material, case studies, tools, case studies and information materials have been developed and uploaded to the ISO MENA project website by ISO and the countries. National awareness raising events have been organised. A LinkedIn group has been created and is available for discussions among the technical experts and ISO. Two regional workshops have been organised for exchange of experiences between countries.

The outputs have to a great extent been achieved, although the indicators are either not sufficiently specific (indicators for output 1, 2 and 5), no longer relevant (number of environmental policies adapted) or too simple (number of JCC meetings). The programme objective can, with considerable efforts during 2014, be achieved. The overall objective cannot be measured or changes attributed to the project and is therefore inappropriate. At the first review meeting held at ISO on 8 October 2013, it was agreed that the project log frame needed reformulating.

Impact

It was not expected that the MTR would find evidence of improved economic growth and alleviation of poverty attributed to the project, as defined in the overall goal. The indicator for the overall objective (impact) is not relevant for that objective. It is therefore not possible to assess if the overall objective have been reached or if it is likely to be reached at the end of the project.

Capacity development

The trainings, the regional exchange, the support from international experts and the experience that expert's gained in working with the organisations to apply ISO 26000 has developed great individual capacity of the experts, both in knowledge and skills. The main task of the national experts is to assist organisations that will work with the promotion and use of the ISO 26000 standard. For the use of ISO 26000, the individual experts are part of a system that also includes the NSBs and the key stakeholders. In order to continue to have the ISO 26000 applied, the system must be functional also in the future. The organisational capacity lies primarily with the NSBs and their ability to organise, assist and sustain the promotion of the use of ISO 26000 within each country. Little effort has been made as part of the project to assess or develop the capacity of the NSBs related to the continued use of ISO 26000.

Specific issues
The project did not benefit from a gender analysis. Gender equality has not been mainstreamed or targeted by the project; consequently gender issues have not been prominent in the implementation during 2011 and 2012.

Reporting
Country reports and annual progress reports are developed and delivered on time. Reports are informative about activities but lack information on indicators and achievements about the project outcomes.

Follow-up reports regarding participating organisations; supposed to be done every 6 months, do not seem to have always been done for all organisations and not always in a timely manner. The content regarding impact on beneficiaries could be improved. This may indicate a weak point in the reporting system and difficulties in follow-up of the organisations.

9 Recommendations

The following are the main recommendations from the MTR 2013:

1. *Capacity development*

The capacity and needs of each national expert should be assessed as basis for the design of capacity building efforts during 2014. This assessment should be used as a tool for the establishment of a pool of experts that can offer practical skills training to the other national experts. Support of international expertise, in collaboration with the NSBs, should focus more on coaching and skills training for the national experts. The support of the international experts in collaboration with the NSBs during the country visits in 2014 will focus on both on coaching and skills training for the national experts as well as technical subjects such as aspects of SR implementation and strategic integration, GRI-based SR reporting, and more.

The organisational capacity in each country, to carry on the work with ISO 26000 should be assessed, and considered in planning of activities to strengthen the sustainability of the project. The key for sustainability is the strengthening of the NSBs, maintaining the group of national experts and finding financing for their work. National Standards Body should also seek collaboration with other agencies working with SR. The efforts to develop necessary individual and organisational capacity should explicitly be addressed in the work plan for 2014.

The inclusion of new organisations for applying ISO 26000 during 2014 should be carefully considered, not least to be used for continued capacity development of both the national experts and their organisational environment.

2. *Measuring impact*

The Logical framework for the project should be reviewed and indicators revised. Reporting from participating companies should be strengthened and the impact at the level of participating organisations should be documented during 2014. The final report from the project should include an assessment of progress according to the revised indicators at all levels.

3. *Regional exchange*

A mechanism for regional exchange, built on countries own resources should be developed, to function beyond 2014. The web-based exchange mechanism should be continued.

Annex 1 – Terms of Reference

Evaluation of the 4 year Project to encourage the uptake and use by developing countries of the international standard (ISO 26000) on Social Responsibility during 2010 - 2014 MENA REGION

1. Background

Organisations around the world, and their stakeholders, are becoming increasingly aware of the need for and benefits of socially responsible behavior. The aim of social responsibility (SR) is to contribute to sustainable development. An organisation's performance in relation to the society in which it operates and to its impact on the environment has become a critical part of measuring its overall performance and its ability to continue operating effectively. This is, in part, a reflection of the growing recognition of the need for ensuring healthy ecosystems, social equity and good organisational governance. In the long run, all organisations' activities depend on the health of the world's ecosystems. Organisations are subject to greater scrutiny by their various stakeholders, including customers or consumers, workers and their trade unions, members, the community, non-governmental organisations, students, financiers, donors, investors, companies and others.

The perception and reality of an organisation's social responsibility performance can influence, among other things:

- its competitive advantage;
- its reputation;
- its ability to attract and retain workers or members, customers, clients or users;
- the maintenance of employees' morale, commitment and productivity;
- the view of investors, donors, sponsors and the financial community; and
- it’s relationship with companies, governments, the media, suppliers, peers, customers and the community in which it operates.

2. ISO and ISO 26000 - Guidance on Social Responsibility

ISO (International Organisation for Standardisation) is the world’s largest developer of voluntary International Standards. International Standards give state of the art specifications for products, services and good practice, helping to make industry more efficient and effective. Developed through global consensus, they help to break down barriers to international trade.

ISO develops International Standards. ISO was founded in 1947, and since then have published more than 19 500 International Standards covering almost all aspects of technology and business. From food safety to computers, and agriculture to healthcare, ISO International Standards impact all our lives.

ISO (the International Organisation for Standardisation) is a worldwide federation of national standards bodies (ISO member bodies). The work of preparing International Standards is normally carried out through ISO technical committees. Each member body interested in a subject for whom a technical committee has been established has the right to be represented on that committee. International organisations, governmental and non-governmental, in liaison with ISO, also take part in the work.

In 2005, the International Organisation for Standardisation (ISO) decided to work on the formulation of international standard on social responsibility which would provide guidance to organisations but would not be a specification document meant for certification.

ISO 26000 was prepared by an ISO/TMB Working Group on Social Responsibility

This International Standard was developed using a multi-stakeholder approach involving experts from more than 90 countries and 40 international or broadly-based regional organisations involved in different aspects of social responsibility. These experts were from six different stakeholder groups: consumers; government; industry; labour; non-governmental organisations (NGOs); and service, support, research, academics and others. In addition, specific provision was made to achieve a balance between developing and developed countries as well as a gender balance in drafting groups. Although efforts were made to ensure balanced participation of all the stakeholder groups, a full and equitable balance of stakeholders was constrained by various factors, including the availability of resources and the need for English language skills.

The scope of ISO 26000 Standard on social responsibility defined relevant issues and set priorities which an organisation should address around following core subjects:

- Organisational governance;
- human rights;
- labour practices;
- the environment;
- fair operating practices;
- consumer issues; and
- community involvement and development.

Economic aspects, as well as aspects relating to health and safety and the value chain, are dealt with throughout the seven core subjects, where appropriate. The different ways in which men and women can be affected by each of the seven core subjects are also considered. Each core subject includes a range of issues of social responsibility. As social responsibility is dynamic, reflecting the evolution of social and environmental and economic concerns, further issues may appear in future revisions of this standard. *ISO 26000 - Guidance on social responsibility* was launched on 1 November 2010.

3. Development cooperation – Sida support

At outset in the formulation of ISO 26000, with the support of Swedish International Development Cooperation Agency (Sida), a project was developed which enhanced the capacity of developing country ISO members to fully participate and contribute to the process of formulation of the ISO 26000 standard on social responsibility.

However, the tremendous effort that had gone in supporting developing countries to participate fully in the development of the standard would be wasted if the latter countries were not then supported to implement the standard. In view of the fact that the scope of the standard was quite broad and developing countries were not familiar with societal standards, there was an identified need for capacity-building activities on a pilot level.

It became apparent that implementation of ISO 26000 will be enhanced and encouraged if there are specialists in the field to assist interested organisations in applying the standard and developing countries in particular could be at a disadvantage through lack of availability of specialists to assist organisations to apply the standard. This would be an unfortunate situation given the effort put in by ISO and Sida to bring developing countries to participate in the development of ISO 26000.

As a result, ISO and Sida formulated a project - the ISO 26000 project - targeting a selected group of pilot countries in the Middle East and North Africa region to undertake a series of activities to create a pool of national and regional experts, who have then assisted a number of voluntary pilot organisations in the various countries in applying ISO 26000. The overarching objective is to build capacity within each of the selected countries, using the national standards body (NSB) as the central pivot. Activities like training-of-trainers involving professionals from the NSB, government, industry, consumer organisations, etc. have been undertaken. The project also established a regional coordination mechanism involving NSBs and other regional players.

4. The Project – Uptake and use of ISO 26000 in the MENA region

This project aims to build local capacity on ISO 26000 and its application to allow organisations to apply the Social Responsibility (SR) principles in their operations. In addition, the regional exchange of experience and good practices among the partner countries on the application of ISO 26000 will be facilitated. This project will also contribute to the implementation of the *ISO Action Plan for developing countries 2011 - 2015*, which was approved by the ISO Committee on developing country matters (DEVCO) in September 2010.

Goal

To assist organisations operating in the MENA region to contribute to the social, economic and environmental goals of sustainable development by following the principles of Social Responsibility (ISO 26000). Application of social responsibility principles in organisations will contribute to improve economic growth in the participating countries through trade development and access to world market, thus leading ultimately to *alleviation of poverty*.

Purpose
To create a pool of expertise on Social Responsibility to support the application of ISO 26000 - with a special focus on the core subject on environment in Bach pilot country of the MENA region through a regional coordination mechanism.

The project to supports the Middle East and North Africa (MENA) region to uptake and use the international standard (ISO 26000) on social responsibility was initiated in 2010. To start the support ISO initiated a Joint Coordination Committee (JCC) where National Standard Bodies from the region are represented. This has established a process between the countries as well as within the countries with the aim of facilitating a transparent process on implementing the standard.

The overall objectives of the project are to assist organisations operating in the MENA region to contribute to the social, economic and environmental goals of sustainable development by following the principles of Social Responsibility (SR) in accordance with ISO 26000.

Outputs and activities
The project designed to be deployed in two phases focusing on the following 4 outputs:
Output 1: National human and institutional capacity built on ISO 26000 and its application in the pilot countries within the MENA region with a special focus on the core subject on environment contributes

Output 2: Improved national awareness on Social Responsibility among the MENA region with a special focus given on the core subject on environment
Output 3: Technical support provided to selected pilot organisations operating in the MENA region to facilitate their application of ISO 26000, Output 4: Joint Coordination Committee (JCC) on SR within the MENA region operational, Output 5: Regional exchange mechanism on Social Responsibility set-up Phase l of the project was implemented during 2010-2011 and Phase II is being implemented having started in 2012 and will run until 2014. The full description of activities, including the project logic are provided in the Project Document given in Annex A

5. Mid-term review

The assessment of the achievements of the ISO 26000 project in the MENA region will be carried out as a mid-term review to assist Sida as the donor to evaluate the project and assess the follow and support provided under the project.
The mid-term review will also give ISO the opportunity to receive objective comments on this complex project. It shall provide Sida and ISO with information on the results of the ISO 26000 within the MENA project. To that effect, it shall focus on the outputs, outcomes and impacts (in terms of increased efficiency, accountability and transparency of the public/private interfaces supporting a dynamic work on social responsibility) that have been achieved through the activities. It is recognised that the impact of activities often depends partly on decisions by National Standard Bodies to implement suggested standard, and also that debate and acceptance of the need for awareness of the standard and implications/possibilities as a tool for change which may take place gradually over several years.
The mid-term review shall examine outputs, outcomes and impacts based on the mandate of the ISO. The mid-term review shall consider the agreement between the ISO and Sida, including;

- ISO Action Plan for developing countries 2011 - 2015
- ISO 26000 web-training portal

The mid-term review shall cover the period from January 2011 to March 2013.

6. Review criteria and questions

The mid-term review shall primarily focus on questions related to:

Effectiveness

1. Have the activities undertaken by the Project improved and has the Project managed to re-shape its work following the changes in the region, the recommendations by the JCC/annual meetings under the project and the country focus recommended by the NSBs.
2. ISO carried out an evaluation of the support under the first ISO Action Plan for Developing Countries 2005-2010. The lessons learned from earlier support under this project Action Plan for Developing Countries and recommendations should be analysed specifically on recommendation 3, Increased the impact of regional activities; recommendation 4, long-term perspective on institutional strengthening and recommendation 6, increased cooperation with other agencies and donors.
3. What is the knowledge about ISO 26000 standard and policy work on social responsibility in the region in the new transition environment? Have the activities generated further political awareness and expert consensus on the priority areas for stakeholders on a regional level? In particular, have these activities supported policy, normative, institutional or similar changes in the target countries? Have such changes subsequently been effectively implemented?
4. To what extent has the project led to tangible results for the intended beneficiary populations, particularly youth and women? If such changes are not apparent what could be an explanation for their absence?

Relevance

- Have the changes that have taken place been relevant to the needs and priorities of the intended beneficiaries, and to the conditions of people living in poverty?
- Have gender considerations been included in the design of the project? Also, have the activities undertaken provided the donor community with relevant information to comply with the principles of the Paris Declaration on Aid Effectiveness (such as an expert consensus on priority areas for policy reform)?
- Have any efforts been done by ISO and there members on national policy dialogue related to business environment and social dimensions in the countries or region?
  Could any conclusions been drawn on a link between regional work on ISO 26000 and Corporate Social Responsibilities, CSR?

Efficiency

Could the same results have been achieved with fewer resources? Has the ISO 26000 been able to create synergies with the other initiatives?

- Follow-up, planning and reporting to donor: has ISO carried out internal follow-up on the ongoing support, how have they been presented, are target countries involved in planning and needs assessment? How and in which way is ISO reporting the Swedish support within and outside ISO?
- Paris Declaration and beyond: In which way can we draw knowledge on how to integrate economic development projects on social responsibilities into the *Aid-Effectiveness* work and reporting?

Reporting and Planning

ISO has developed a result based matrix to simplify the follow up of the support. ISO is producing several studies which are presented under the project.

- How have these been presented, is the planning and involvement from experts and institutions in the MENA region structured, can more be done to follow the Paris Declaration on ownership?
- How is the project linked to ISO's overall development strategy and ISO Action Plan for Developing Countries?

7. Methodology of the evaluation

The primary source of information for the evaluation shall be interviews with public officials and stakeholders in the countries where the Project has been implemented. Information contained in the Project’s documentation and annual reports will be an important source of background information, which will help the consultants elaborate questions and identify interviewees.

8. Time schedule

The final report shall be completed by the end of October 2013.

9. Implementation

The Consultant shall proceed with the mid-term review that will consist in the following:

1. Preparation of a brief inception report (maximum 60 hours in total)

- On the basis of written documentation from the Project combined with interviews (possibly over the phone, but it is also possible to make a visit) with stakeholders in Geneva and Cairo, the inception report should:
- Formulate, in accordance with the above focus and on the basis of the Initiative's logical framework, the main questions/problems, which will be studied at field level.
- Make a preliminary selection of countries and interviewees for field studies.
- Provide a proposed outline of the final evaluation report.

The inception report should be submitted to SIDA and ISO for comments and questions.

2. Field visits (maximum 240 hours in total)
The Consultant should undertake field visits to at least four of the countries where the Project has been implemented. For the performance of field studies, the team members may work separately.

3. Submission of the interim report (maximum 40 hours in total)
The objective of the interim report is to provide preliminary results and ensure that the evaluation is carried out in accordance with expectations. Subsequent to the submission of the interim report, Sida and ISO should be given the opportunity to provide comments and suggestions as to the focus of the evaluation and additional material to consider.

4. Submission of the final evaluation report (maximum 60 hours in total; October 2013)
Apart from reporting on the findings of the evaluation, the consultants will be asked to provide recommendations for how the Project's effectiveness can be enhanced. The extreme instability in many of the target countries shall be taken into account when evaluating the project. Language issues should be similarly considered.

10. Reports

All reports shall be finalised by the Consultant in English.
The report shall be written in accordance to SIDA's "*Format for SIDA Evaluation Report*".
Also, for concepts and definitions of key evaluation terms, please refer to DAC Evaluation Quality Standards, Appendix C.

Annexes

Annex A:	Project documents - 4 year project to encourage the uptake and use by developing countries of the international standard (ISO 26000) on social responsibility in Middle East and North Africa (MENA) region, November 2010
Annex B:	ISO Action Plan for developing Countries 2011-2015, October 2010
Annex C:	Yearly report

Annex 2 – Timeschedule

Time schedule - Egypt

Day	Time	Activity	Participants
Sunday 10 November	8.30-10.30	Briefing meeting with Embassy of Sweden at the Embassy	Ms Margareta Davidson-Abdelli Bernt Andersson Folke Hermansson Snickars
	10.30-12.00	To be decided	
	12:00-15:00	Meeting with EOS Chairman and Country coordinators at the office of EOS for the consultants to be updated about achievements and progress.	Dr. Eng. Hassan Ahmed Abdel-Magied Eng. Ezzedine Fathi EL-Hamzaoui Mrs. Asmaa Abdel Mohsen Bernt Andersson Folke Hermansson Snickars
Monday 11November	8.30-12.00	Meeting with National Technical experts(s) at the office of EOS, presenting their work with participating organisations (updated case studies)	EOS Technical experts Bernt Andersson Folke Hermansson Snickars
	13.30-15.30	Visit to and interviews with Mass Food CO	Persons from the company, involved in the project Somebody from EOS or Technical expert Bernt Andersson Folke Hermansson Snickars
Tuesday 12 November	8.30-12.00	Visit to and interviews with Bavaria	Persons from the company, involved in the project Somebody from EOS or Technical expert Bernt Andersson Folke Hermansson Snickars
	13.30-15.00	Meeting with stakeholders at the office of EOS	1-2 representatives from each of the stakeholder groups Dr. Eng. Hassan Ahmed Abdel-Magied Mrs. Asmaa Abdel Mohsen Eng. Ezzedine Fathi EL-Hamzaoui Bernt Andersson Folke Hermansson Snickars
	15.30-14.30	Visit to and interviews with Hashem Brothers for Essential Oils & Aromatic Products	Persons from the company, involved in the project Somebody from EOS or Technical expert Bernt Andersson Folke Hermansson Snickars
Wednesday 13 November	12.00-14.00	De-briefing with Embassy and EOS at the Embassy	Ms Margareta Davidson-Abdelli Dr. Eng. Hassan Ahmed Abdel-Magied Eng. Ezzedine Fathi EL-Hamzaoui Bernt Andersson Folke Hermansson Snickars

Time schedule - Jordan

Day	Time	Activity	Participants
Thursday 14 November	8.30-12.00	Meeting with JSMO CEO Director General and Country coordinator at the office of JSMO for the consultant to be updated about achievements and progress and questions by the consultant	Dr. Haydar Al-Zeben Dr. Mahmoud Ali Yousef Alzu'bi Bernt Andersson
	13.30-17.00	Meeting with National Technical experts at the office of JSMO, presenting their work with participating organisations (updated case studies)	JSMO Technical experts Bernt Andersson
Sunday 17 November	8.30-10.30	Visit to and interviews with the Water Authority of Jordan (WAJ)	Persons from the organisation, involved in the project Dr. Mahmoud Ali Yousef Alzu'bi Bernt Andersson
	11.00-14.00 (with lunch break)	Visit to and interviews with The Specialty Hospital	Persons from the hospital, involved in the project Dr. Mahmoud Ali Yousef Alzu'bi Bernt Andersson
	15.00-17.00	Visit to and interviews with Nutridar	Persons from the organisation, involved in the project Dr. Mahmoud Ali Yousef Alzu'bi Bernt Andersson
Monday 18 November	8.30-10.30	Meeting with stakeholders at the office of JSMO (?)	1-2 representatives from each of the stakeholder groups JSMO Bernt Andersson
	10.30-12.00	De-briefing with JSMO	Dr. Mahmoud Ali Yousef Alzu'bi Ms Rula Madanat Bernt Andersson

Time schedule - Lebanon

Day	Time	Activity	Participants
Tuesday 19 November	9.00-12.00	Meeting with CEO & National Project Manager at the office of LIBNOR for the consultant to be updated about achievements and progress and questions by the consultant	Ms. Léna Dargham Mr Mohamad Chamas Bernt Andersson
	13.00-17.00	Meeting with National Technical experts(s) at the office of LIBNOR, presenting their work with participating organisations (updated case studies)	Technical experts Bernt Andersson
Wednesday 20 November	8.00-12.00	Visit to and interviews with KSARA	Persons from the company, involved in the project Mr Mohamad Chamas Bernt Andersson
Thursday 21 November	9.30-11.00	Meeting with stakeholders at the office of LIBNOR	1-2 representatives from each of the stakeholder groups LIBNOR Bernt Andersson
	13.30-15.00	Visit to and interviews with Schtrumpf	
	15.30-16.30	De-briefing with LIBNOR	Ms. Léna Dargham Bernt Andersson

Time schedule - Morocco

Day	Time	Activity	Participants
Wednesday 20 November (Rabat)	9:00-12:00	Meeting with CEO & National Project Manager at the office of IMANOR for the consultant to be updated about achievements and progress and questions by the consultant	Mr. Abderrahim Taïbi Folke Hermansson Snickars
	13.30-15.00	National experts	Mrs. Naïma Akouri (G1) Mr. Tarik Essaid (G2) Mr. Salah Dyane (G3) Folke Hermansson Snickars
	15.30-17.00	Meeting relevant government agency: Ministry of Industry, Trade, Investment, and Digital Economy	Mr. Abdelmalek Chafai, National expert, Chair NMC Folke Hermansson Snickars
Thursday 21November (Casablanca)	9:00-10.00	Visit and interviews with COLORADO (G3)	Ms. Hayet Kassid Folke Hermansson Snickars
	10.30-12.00	Visit and interviews COCHEPA (G3)	Mr, Atmane Said Concerned staff Mr. Abdalmalek Chafai, National expert Folke Hermansson Snickars
Friday 22 November (Casablanca)	9:00-10.00	Interview with FENELEC (electric industry federation)	Mr. Zouhair Khaled Folke Hermansson Snickars
	10.30-12.00	Meeting with APC (business organisation for chemical industry)	Mr. Ahmed Bouhaouli Mr. Mohamed Rachid Amor, LAFARGE, Pilot organisation (G1) Folke Hermansson Snickars
	12:00-13:00	De-briefing with IMANOR	Mr. Saâd Bourkadi, Charged of Training and Information (on behalf of the CEO) Folke Hermansson Snickars

Time schedule Tunisia

Day	Time	Activity	Participants
Thursday 14 November	13:30-17:00	Meeting with NSB and Project Manager	DG INNORPI (represented by Ouarda Abserrazak, Directeur Comminication, Formation, Information et Documentation) Ms. Narjes Rezgui, Project Manager Mr. Lotfi Ben Said Folke Hermansson Snickars
Friday 15 November	09:00-10:45	Meeting with National experts	All National Experts G1+G2+G3
	11:00-12:15	Meeting with Ministry of Environment/DEEP	Ms. Monia Braham Youssfi Ms.Narjes Rezgui
	14:15-15:30	Visit and interviews with Société Arabe des Industries Pharmaceutiques - SAIPH	Ms.Narjes Rezgui Mr. Lotfi Ben Said, National expert Folke Hermansson Snickars
	16:00-17:00	Visit and interviews with Banque Tunisienne de Solidarité -BTS	CEO Mohamed Kaaniche Ms. Narjes Rezgui Mr. Lotfi Ben Said, National expert Mr.Moncef Charabi, National expert Folke Hermansson Snickars
Monday 18November	09:00-10:00	Meeting with Union Tunisienne pour l'Industrie, le Commerce et l'Artisanat - UTICA	Mr. Anis Gharbi, National expert Ms. Narjes Rezgui Folke Hermansson Snickars
	11:00 11:30	De-briefing with INNORPI	Ms. Narjes Rezgui Folke Hermansson Snickars
	12:00-13:00	Meeting with Ministry of Governance and Anti-corruption	Mr. Tarek Bahri Mr. Kamel Nsir Ms. Narjes Rezgui Folke Hermansson Snickars
	16:00-17:00	Meeting with Ligue Tunisienne des Droits de l'Homme - LTDH	Ms. Raoudha Gharbi Mr. Riadh Gharbi, National expert Ms. Narjes Rezgui Folke Hermansson Snickars

Annex 3 – Persons interviewed

Country	Name	Position and Organisation
Egypt	Margareta Davidson-Ab-delli	Councellor, Embassy of Sweden, Egypt
Switzerland	Rob Steele	Secretary General (CEO), ISO
Switzerland	Beer Budoo	Director, Development and Training Service ISO
Switzerland	Roswitha Franz	Project manager, Development and Training Service ISO
Switzerland	Sari Rajakoski	Project manager, Development and Training Service ISO
Egypt	***NSB***	EOS
Egypt	Dr. Hassan Ahmed Abd El Magied	CEO and Acting Chairman
Egypt	Eng. Ezzedine Fathi EL-Hamzaoui	National Project Manager
Egypt	***National experts***	
Egypt	Asmaa Abdel Mohsen	National expert
Egypt	Mohamad Hassan Amer	National expert
Egypt	Nagy Albert	National expert
Egypt	Rania Rageh	National expert
Egypt	Anan Helal	National expert
Egypt	Samia Elazay	National expert
Egypt	Hany Tawfik	National expert
Egypt	Hussein Ibrahim	National expert
Egypt	Mohamed El Fouly	National expert
Egypt	Mohamed El Husseiny	National expert
Egypt	Reem Atef	National expert
Egypt	***NMC***	
Egypt	Mohamed Mohyeldin	Domina Coral Bay Hotel
Egypt		Egyptian Petrochemical Confederation
Egypt	Mohamed Abdelmaksoud Omara	ICOH National Secretariat
Egypt	Olfat Afifi	National Quality Institute
Egypt	Medhat Fahmy Saleh	Egyptian Society for Quality
Egypt	Bothania Esmat Mahmoud	Ministry of Communication and Information Technology
Egypt	Abeer Shakweer	Ministry of Communication and Information Technology
Egypt	Jehan Mousa	Egyptian Business Development Association
Egypt	Hatem Add El Mesiny	Egyptian Business Development Association
Egypt	Maximilian Abonbeish	SEKEM
Egypt	Yasser Gaber	Ministry of Industry
Egypt	Amr A Tawfik	Professional Management Expertise Center
Egypt	Afaf Taha Ahmed	Consultant

Egypt	Gamira Khalil	NGO
Egypt	Alaaeldin Morgan	Ministry of Trade and Industry
Egypt	Amr Farouk	OASIS Renewable
Egypt	Waled Tahir	
Egypt	***Mass Food Group***	
Egypt	Sherine Hazem	Chairman and CEO assistant, Mass Food Group
Egypt	Mohammed Mustafa	Quality assurance manager, Mass Food Group
Egypt	Ahmed Tewfik El Kady	Supply Chain Manager, Mass Food Group
Egypt	Mostafa Farouk	Chief Financial Officer, Mass Food Group
Egypt	Ashraf Nada	Plant Manager, Mass Food Group
Egypt	Alaa El Bahay	Chairman and CEO, Mass Food Group
Egypt	***Hashem Brothers***	
Egypt	Maha Faried	QA/QC Manager, Hashem Brothers
Egypt	Alaa Hashem	Chairman, Hashem Brothers
Egypt	Moustafa Hashem	Vice President, Hashem Brothers
Egypt	Sohaila Hashem	Managing Director, Hashem Brothers
Egypt	***Bavaria***	
Egypt	Nader Riad	President and CEO, Bavaria
Egypt	Amnoun Zouzou	Total Quality Manager, Bavaria
Egypt	Amar Riad	Vice Chairman, Bavaria
	Maged Aziz	Quality Assurance Manager, Bavaria
	NSB	JSMO
Jordan	Dr. Haydar Al-Zeben	CEO
Jordan	Dr. Mahmoud Ali Yousef Alzu'bi	National Project Manager D.G assistant for Survillance Affairs / Director of Standadisation Department
Jordan	***National experts***	
Jordan	Ayshah Abu Ayyash	National Expert
Jordan	Malik Elamaireh	National Expert
Jordan	Rula Madanat	National expert
Jordan	Rana Nacary	National Expert
Jordan	Dalal Shihadeh	National Expert
Jordan	***Water Authority of Jordan***	
Jordan	Osama Al-mughrabi	HR Manager, Water Authority of Jordan
Jordan	Muna Hindiyeh	Secretary General Ass. For Laboratories
Jordan	Tahani Jabasini	Director for Institutional Performance Development, Water Authority of Jordan
Jordan	Rania Shaban	Information data Manager, Water Authority of Jordan
Jordan	***Speciality Hospital***	
Jordan	Shatha Al-Bsoul	Deputy of Pharmacy Manager, Speciality Hospital
Jordan	Sahar Moh. Al Masri	CQI & Pharmacy Dep. Director, Speciality Hospital
Jordan	Abdullah Haympur	Nursing Director, Speciality Hospital
Jordan	Zaki Qulaghassi	Medical Director, Speciality Hospital
Jordan	Zeinab Taha	Director of Patient Affairs, Speciality Hospital
Jordan	***Nutridar***	

Jordan	Ola Masri	Technical Operations Director, Nutridar
Jordan	Tariq Saleem	Quality Manager, Nutridar
Jordan	Haldar Zubaidi	Managing Director, Nutridar
Jordan	***NMC***	
Jordan	Ola Al-Qawasmi	Env. Engineer in MWT, NMC
Jordan	Nedal Nayel	JACC
Jordan	Halema Omoush	Manager of Planning, Greater Amman Municipalities, NMC
Jordan	Haitham al-Qagaa	King Abdallah Centre for Excellence, NMC
Jordan	Hisham Quattan	Jordan Chamber of Commerce, NMC
Jordan	Dalal Shihadeh	Secretary JSMO, NMC
Jordan	Samar Taha	Jordan Chamber of Industry, NMC
Jordan	Walid Tawil	NMC Chairman, Representing Industry
	NSB	LIBNOR
Lebanon	Ms. Léna Dergham	CEO & National Project Manager
Lebanon	***National experts***	
Lebanon	Samer Abu Arraj	National Expert
Lebanon	Mouhamad Alameddine	National Expert
Lebanon	Mohamad Chamas	National Expert
Lebanon	Imar Chehab	National expert
Lebanon	Maya Dergham	National Expert
Lebanon	Rana Macary	National Expert
Lebanon	Sami Mouakdieh	National Expert, Chairman of NMC
Lebanon	Amal Khreiss	National Expert
	KSARA	
Lebanon	Marie-Louise Azezian	Quality and HR Manager, KSARA
Lebanon	Charles C. Ghostine	Managing Director, KSARA
Lebanon	Najwa Chaddad	Quality Officer, KSARA
Lebanon	Elie Maamari	Export Manager, KSARA
	Shtrumpf	
Lebanon	Omar Sakr	Admin. And HR Mangar, Shtrumpf
Lebanon	Walid Sakr	Managing Director, Shtrumpf
	NMC	
Lebanon	Tania Abi El Hosn	Ministry of Economy and trade
Lebanon	Elié Abou Jaoudeh	Ministry of Energy and Water, NMC
Lebanon	Bachir Al Omary	Ministry of Social Affairs, NMC
Lebanon	Zeinab Bou Harb	Ministry of Telecommunications, NMC
Lebanon	Raja Cortas	Syndicate of Food Industries Owners, NMC
Lebanon	Ryad Farah	Syndicate of Hospital Owners, NMC
Lebanon	Imad Hajj Shehadé	Ministry of Public Works and Transports, NMC
Lebanon	Amer Hamade	Ciment Industry of Sibune
Lebanon	Rima Hayek	Gemayel Brothers, NMC
Lebanon	Nazen Islambouli	SGS, NMC
Lebanon	Daha Jarwish	Alkawthar Secondary School
Lebanon	Lama Jiab	GEM, NMC
Lebanon	Bassam Jouni	Alkawthar Secondary School
Lebanon	Carine Khawaja	MOSA – Highr Council for Children, NMC
Lebanon	André Koveyf	Caritas, NMC

Lebanon	Karla Labchi	Caritas, MNC
Lebanon	Pierre Abi Nakhoul	Ministry of Industry
Lebanon	Tony Nsseir	Colonnel, Ministry of Defence, NMC
Lebanon	Rached Sarkis	Order of engineers and Architects in Beirut
Lebanon	Samar Salman	GEM, NMC
Lebanon	Sandra Sarkis	ELCIM
Lebanon	Georges Sassine	Order of Engineers in Tripoli, NMC
Lebanon	Farah Sheik Ali	Lebanon Federation of Handicaps, NMC
Morocco	***NSB***	IMANOR
Morocco	Abderrahim Taïbi	CEO & National Project Manager
Morocco	***National experts***	
Morocco	Naïma Akouri	National expert
Morocco	Mohamed Yousfi	National expert
Morocco	Tarik Essaid	National expert
Morocco	Abdelali Saadate	National expert
Morocco	***Ministry of Industry, Trade, Investment and Digital Economy***	
Morocco	Abdelmalek Chafai	Chef de Division à la Direction de la Qualité et de la Surveillance des marchés, National expert, Chair NMC
Morocco	***COLORADO***	Pilot organisation G3
Morocco	Hayet Kassid	Resp. Sécurité & Environment
Morocco	***COCHEPA***	Pilot organisation G3
Morocco	Atmane Said	Directeur Général
Morocco	Thomas Charbonnier	Directeur Industriel
Morocco	Laila Drissi	Resource Humaine
Morocco	Nassal	Logeshc
Morocco	Mustapha Bhomrassa	Resp. QSE
Morocco	Abdelmalek Chafai	National expert
Morocco	***FENELEC***	Pilot organisation G3
Morocco	Khalil El Guermai	Directeur Général
Morocco	Zouhair Khaled	Directeur Adjoint
Morocco	***APC***	Association Professionnelle Des Cimentiers
Morocco	Ahmed Bouhaoli	Directeur Délégué
Morocco	***LAFARGE***	Pilot organisation G1
Morocco	Mohamed Rachid Amor	Directeur des Affaires Publiques et du Développement Durable
Tunisia	***NSB***	INNORPI
Tunisia	M. Abderrazak Ouarda	Representing the CEO Director General Institut National de la Normalisation et de la Propriété Industrielle (INNORPI)
Tunisia	Mrs. Narjès Rezgui	National Project Manager Directeur Adjoint, Responsable de l'unité Relations Extérieures
Tunisia	***National experts***	
Tunisia	Mohamed Jongi Amami	National expert (Chair NMC)
Tunisia	Chiheb Baizig	National expert
Tunisia	Kamel Guizam	National expert
Tunisia	Moncef Charaabi	National expert
Tunisia	Tlili Fatma	National expert

Tunisia	Brahim Mannay	National expert
Tunisia	Lotfi Ben Said	National expert
Tunisia	Mustapha Harnebi	National expert
Tunisia	Gharbi Riadh	National expert
Tunisia	Khalet Amor	National expert
Tunisia	Afir Toumi	National expert
Tunisia	Mohamed Ennaceur	National expert
Tunisia	Emma Gana	National expert
Tunisia	***SAIPH***	Pilot organisation G3
Tunisia	Jamel Chaouch	Directeur HSE
Tunisia	Naat	Resp. Utilités
Tunisia	Fahmi Affes	Resp. Act. R.H.
Tunisia	Nadia Farza	
Tunisia	Mohsen Ben Jemaa	Infrastucture Informatique
Tunisia	Kaoutha Tousjemene	Chef de service Qualité
Tunisia	Manuel Khoufe	Resp. Syst. d´Ínformatique
Tunisia	Wissen Fassatoui	Cabre DESI
Tunisia	Med Tahar Saissi	Directeur chete et SI
Tunisia	Lotfi Ben Said	National expert
Tunisia	***BTS***	Pilot organisation G3
Tunisia	Mohamed Kaaniche	CEO
Tunisia	Khalifa Sboui	Directeur Central des Crédits
Tunisia	Rusath Hanchi	Resp. RSO
Tunisia	Abdessageth Ayari	Resp. URH
Tunisia	Moncef Charaabi	National expert
Tunisia	***Ministry of Environment***	
Tunisia	Mona Braham Youssfi	Director of economic and environ-mental studies, analysis and planning
Tunisia	***Ministry of Governance and Anti-corruption***	
Tunisia	Mr.Tarek BAHRI	
Tunisia	Mr.Kamel NSIR	
Tunisia	***UTICA***	
Tunisia	Anis Gharbi	Responsable RSO UTICA, Féderation Natio-nale de la Chimie
Tunisia	***LTDH***	
Tunisia	Raoudha Gharbi	Membre charge de le restruction de LTDH
Tunisia	Riadh Gharbi	National expert

Annex 4 – Assessment of recommendations by JCC meeting, December 2012

Recommendation	Actions taken
1. Training material should be increased in both languages (E/F) based on practical cases, especially tools for integrating SR into the pilot organisations' systems. More training material is also needed on sustainability reporting and practical steps for using the SR toolkit, as well as in consultation techniques. National and international experts should be included in visits / jobs outside the auspices of the project	The content of the training has been developed and changed over time. Several national experts have developed their own tools.
2. There is a need for a specific tool for gap analysis with real examples from the region. It needs to be quantitative, leading to KPIs, (Martin Neureiter commented that this is already in the SR toolkit). He also commented that the problem with including more "best practice" examples is they don't ever fit to the target organisation.	Tool already exists.
3. There have been some problems with consultants leaving in the middle of their work– to keep commitment there should be need an agreement or MOU signed by national experts, NSB and ISO, and a certificate to be issued by ISO after the national expert finishes. Both Beer Budoo and Rob Steele commented that ISO will not issue certificates to national experts – especially as even the standard is non-certifiable	Commitment has been requested from national technical experts, although not as and MOU. No certificates are issued to national experts.
4. There is a need for regular feedback and recommendations for improvement from the international experts to the national experts on their performance	This has been done during visits by the international experts and in the Annual reports
5. There is a need for regular meetings for national experts, and for a national platform to be created to share experiences, problems	This has not been implemented

6. Members of the NSC should be members of the NMC	The NSC most often consist of the CDO of the NSB, the national programme coordinator, the chair of the NMC and the national experts. All of them are members of the NMC except the national experts, but they are regularly invited.
7. The NMC should meet at least once per year. In some cases they haven't met since the standard was developed.	There has been at least one meeting in 2013 in most countries and the MTR had a meeting with the NMCs.
8. Define the relationship between the national coordinator and national experts – procedures, MoU, etc., because in some cases there is no real defined relationship and responsibility.	This recommendation has not been acted on.
9. Review the template sent by ISO for questionnaires to remove duplication in requests for information.	This has been done.
10. a) National coordinators are sometimes also doing the job of a national expert – this is time consuming and the compensation is not sufficient for their efforts b) The national coordinators should be kept fully informed of contacts between the international and national experts	National programme officers do not act as technical experts any more.
11. An action plan should be put forward that is sector oriented, maybe in priority economic sectors.	Several countries are moving into sector oriented implementation of the ISO26000.
12. There should be a contribution from specialists working in these sectors to contribute to the awareness actions and make them more relevant.	Often the awareness raising is done in collaboration with stakeholders in the respective sectors.
13. There should be selective evaluation of consultants according to the enterprise being followed, and only committed companies should be chosen.	As far as possible this seems to have been the case in 2013.
14. Sharing of tools and methodology, experience through LinkedIn, Skype etc. Also get the pilot organisations involved in this.	This does not work very well and no organised discussions have been arranged.
15. Guidance on the methodology in phases.	Ongoing.
16. More man days for the follow up phase.	There are budget restrictions to this.
17. Coaching on the methodology in supporting companies, supervision of national experts practices by other national and by	The international experts have been given more feed-back in 2013.

the international experts (feedback is lacking)	
18. National experts' skills need to be improved.	This is an ongoing work.

Annex 5 – International experts assessment of national experts

The international experts are reporting in the Annual reports 2011 and 2012 from the participating NSBs the following about the performance of the national experts:

Country	**2011**	**2012**
Algeria	National experts have created and maintained close contact with the pilot companies. Support to organisations has been effective, flexible and very reactive to meet the availability and interogations of the organisations. The work has taken into account the specificities of organisations. Planning took into account the requirements of the project	The work carried out by national experts are planned and pilot organisations are subject to regular and appropriate follow-up. The methodology employed at pilot organisations and the team of national experts, allows for enhancement of the skills of the national experts and contributes greatly to the implementation in the pilot organisations.
Egypt	Concerning the national expertise, more training is needed in all areas, starting from the content of the standard (Interpretation in the concrete case of the company) to consulting skills, how to work with clients, how to achieve results, documentation etc. But the team is very engaged and with Osama has a very good member with very good knowledge of the standard, but it should not be a one man show, the others need to catch up and need to be supported in that effort.	The national experts are doing fine, not excellent. There are still a number of misunderstandings, hick-ups and extra work done, that would not necessarily be needed. Still the number of visits to the pilot organisations is well beyond the 10 times mark and therefore far too often. Some get bored by that and the danger is that they loose interest in the project.

Country	2011	2012
Irak		As we only started in serious two weeks ago the assessment is still a bit based on one time impression - but that is great. 3 Pilot organisatons and 5 national experts worked very hard to understand issues around ISO 26000 and how to put them into practice with the respective organisation. These are an engineering company, an NGO against drug abuse and the Standards- and Meterology Institute of Kurdistan, so a semi government institution. So the range is great to work with. The National experts had been trained already in the training exercises done during this year.
Jordan	The national experts were enthusiastic and well engaged in the project and generally demonstrated a sufficient appreciation of the contents of the standard. They had undertaken some valuable preparatory engagement work with the pilot organisations and seemed to enjoy a good relationship with the companies.	National experts have improved significantly during the period of 6 months between the first and second country visit. It was also the opion of the pilot organistations that had hesitations at the beginning about the process and the workload awaiting them that it was worth the effort and that they found sufficient support with the national experts, even if in the beginning in some cases the expectations were different. But over time they found a way to each other and found the support valuable and fruitful.
Lebanon	Each of the experts appeared to be enthusiastic and engaged in the project and generally demonstrated a sufficient appreciation of the contents of the standard. The experts were very hospitable, and a real pleasure to work with.	As a general level the national experts in Lebanon are seen to be broadly effective and certainly committed to the process. It is clear that some experts have benefited from their consulting and practical business experience. As a general recommendation going forward, it is strongly advised that we seek to engage more experts with such experience. Specific feedback and assessment of each of the national experts has been provided in separate evaluation form.

Country	**2011**	**2012**
Morocco	National experts have created and maintained close contact with the pilot companies. Support to organisations has been effective, flexible and very reactive to meet the availability and interogations of the organisations. The work has taken into account the specificities of organisations.	The action and the motivation of national experts is steady and strong... The growing maturity and confidence is visible in seminars presentations, and when shares in companies We can rely on this network of experts.
Syria	Here they split the team and two went to each company. Smaller teams are sometimes better also for knowledge transfer from one to the other, but of course have the disadvantage that it can be that both teams work in seperate directions, which was not the case, as both teams used the CSR Toolkit very extensively and therefor had a clear structure. Still there is an obvious need for further training, especially on consulting skills and on content of the standard in details	This year it was sadly enough not ppssible to go to Syria for the country visits but we trained new experts successfully and they are very good examples of the second generation experts. Even in this difficult situation they managed to identify new pilot organisations and actually had meetings in individual cases including training of staff.
Tunisia	In phase 2 it should be able to focus on the capacity of national experts to accompany the drivers beyond training companies including the diagnostic aspects, counseling and support, aspects which has not been possible to put forward during phase 1.	The involvement of Tunisian national experts and in particular the project coordinator was crucial for the project to take place in Tunisia. The planned activities were carried out and training missions took place.

Annex 6 – Country protocol

1. Effectiveness

Evaluation question a): Have the outputs, outcomes and objectives of the Project been reached so far and/or is the Project on track to reach them at the end of the Project period?

1. Based on the annual reports from countries and the assessments of achievements of activities, outputs, outcomes and impact, done during the inception period, the discussion with NSBs and the national project coordinator aims at reaching consensus on what have been achieved, what has been the obstacles and how they have been tackled.

Table 1: Achievements of Outputs

Activities/Indicators	***Baseline***	***Current achievements (March 2013***
Output 1. **National human and institutional capacity built on ISO 26000 and its application in the pilot countries within the MENA region, with a special focus on the core subject on environment (contributes to Output 2 of the "ISO Action Plan for developing countries 2011-2015"),**		
Activities/Indicators	***Baseline***	***Current achievements (March 2013***
Activity 1.1 Develop training material and training pack on ISO 26000 and its application; covering presenters pack, participants pack, background documents and job-aids.		
Activity 1.2 Organise regional and national Training-of-Trainers workshops to train national experts on ISO 26000 and its application, with a special focus on the core subject on environment using the training material and training pack.		
Indicator for Output 1: National capacity on ISO 26000 and its application		

utilised by the various stakeholders in each pilot country. Sources of verification: Reports from the national coordinators on SR and national, regional and international consultants.		
Output 2. Improved national awareness on Social Responsibility among the MENA region, with a special focus given on the core subject on environment (contributes to Output 3 of the "ISO Action Plan for developing countries 2011-2015"),		
Activities/Indicators	***Baseline***	***Current achievements (March 2013***
Activity 2.1 Organise national awareness raising events on SR in each pilot country in order to sensitise NSBs and their key stakeholders on SR principles. Special focus will be given to the core subject on environment.		
Activity 2.2 Develop and disseminate national communication tools on SR.		
Activity 2.3 Develop and implement national media/communication campaigns on SR.		
Indicator for Output 2: General awareness on issues related to SR increased among the key stakeholders of NSBs. Source of verification: Survey among key stakeholders of NSBs.		
Output 3. Technical support provided to selected pilot organisations operating in the MENA region to facilitate their application of ISO 26000, with a special focus on the core subject on environment (contributes to Output 2 of the "ISO Action Plan for developing countries 2011-2015"),		
Activities/Indicators	***Baseline***	***Current achievements (March 2013***
Activity 3.1 Identify pilot organisations ready to apply ISO.		

Activity 3.2 Conduct awareness raising events for the personnel of the selected pilot organisations, facilitated by international and national consultants.		
Activity 3.3 Develop organisation-specific road maps and work plans for the application of ISO 26000, including specific environmental issues as one of the core subjects of ISO 26000. Road maps and work plans to be developed in collaboration with national consultants on SR, mentored by international consultants (through feedback workshops, remote advice by phone/email and corrective actions).		
Activity 3.4 Provide continuous direct counselling to the pilot organisations regarding the application of ISO 26000. Counselling to be provided by the national consultants on SR, mentored by international consultants (through feedback workshops, remote advice by phone/email and corrective actions).		
Indicator 1 for Output 3: Firm commitment of the top management of selected pilot organisations to continue to apply ISO 26000. **Source of verification:** Organisation specific road maps and work plans on the application of ISO 26000 approved by top management.		
Indicator 2 for Output 3: Number of environment related policies adopted by pilot organisations.		

Source of verification: Statements by CEOs of pilot organisations.		
Output 4. Joint Coordination Committee (JCC) on SR within the MENA region operational (contributes to Output 5 of the "ISO Action Plan for developing countries 2011-2015")		
Activities/Indicators	***Baseline***	***Current achievements (March 2013***
Activity 4.1 Organise the 1st JCC meeting in the MENA region, in the beginning of Phase I		
Activity 4.2 Organise the 2nd JCC meeting in the MENA region, at the end of Phase I and decide on Phase II.		
Activity 4.3 Organise regular JCC meetings in the MENA region, ideally one per year.		
Indicator for Output 4: Regular JCC meetings held. **Source of verification:** Reports on JCC meetings.		
Output 5. Regional exchange mechanism on Social Responsibility set-up (contributes to Output 5 of the "ISO Action Plan for developing countries 2011-2015")		
Activities/Indicators	***Baseline***	***Current achievements (March 2013***
Activity 5.1 Set-up a web-based exchange platform for NSBs and national consultants in order to exchange experience and share lessons learnt, mentored by the international consultants.		
Activity 5.2 Organise regional workshops on a regular basis for all national consultants to exchange experience and share lessons learnt (first workshop to be held by end of Phase I in order to conduct a first assessment).		
Indicator for Output 5: Regional network on SR created in the MENA region.		

Sources of verification: Reports on networking activities		

The purpose of the project (outcome) is "*To create a pool of expertise on Social Responsibility to support the application of ISO 26000 – with a special focus on the core subject on environment - in each pilot country of the MENA region through a regional coordination mechanism.*"

Table 2: Achievements of the Purpose of the project (Outcome)

Purpose/Outcome of the project: To create a pool of expertise on Social Responsibility to support the application of ISO 26000 – with a special focus on the core subject on environment - in each pilot country of the MENA region through a regional coordination mechanism.		
Indicators and sources of verification	***Baseline***	***Current achievements (March 2013)***
Indicator 1: Number of experts trained as trainees. **Source of verification:** Reports of training events.		
Indicator 2: Number of staff trained in pilot organisations. **Source of verification:** Survey in pilot organisations.		
Indicator 3: Number of regional consultations on issues related to SR. **Source of verification:** Reports of regional meetings. Information from the ~~regional coordinator~~.		

The overall goal of the project is "*To assist organisations operating in the MENA region to contribute to the social, economic and environmental goals of sustainable development by following the principles of Social Responsibility (ISO 26000).*"

Table 3: Achievements of the Overall goal of the project (Impact)

Overall goal: To assist organisations operating in the MENA region to contribute to the social, economic and environmental goals of sustainable development by following the principles of Social Responsibility (ISO 26000). Application of social responsibility principles in organisations will contribute to improve economic growth in the participating countries through trade development and access to world market, thus leading ultimately to alleviation of poverty.		
Indicators and sources of verification	***Baseline***	***Current achievements (March 2013)***

Evidence of increased trade and access to world markets for participating companies		
Indicator: Number of organisations participating and having applied ISO 26000. Source of verification: Survey among key stakeholders of NSB.		

2. The evaluation will discuss with the NSBs, the country coordinators and national organisations and stakeholder, the efforts to reach results beyond increased capacity at an individual level, and how obstacles that prevent people from putting knowledge into practice have been dealt with. The analysis of findings will build on Sida's approach to capacity development11 of looking at human resource development, organisational development and the creation of an enabling institutional environment as an appropriate and potentially very useful way of designing initiatives and learning from results. In reality, capacity development efforts are often activity driven (e.g., training, coaching) and fail to look at all the three dimensions of capacity development.

Evaluation question b): Have the activities undertaken by the Project improved and has the Project managed to re-shape its work following the changes in the region, the recommendations by the JCC/annual meetings under the Project and the country focus recommended by the NSBs.

3. Discuss with NSBs what the changes in the specific country are and how they have impacted or would impact the respective country project. What have been the actions taken in project implementation?

11 Manual for Capacity Development, Sida, 2005

Table 4: changes in the country impacting the country project

Changes that have occurred in the country 2009 – 2013	Impact on the country project	Actions taken in project implementation
1.		
2.		

4. Based on the recommendations by the JCC/annual meetings, what changes have been made to the country level work plans and activities.

Table 5: JCC/annual meetings recommendations and changes made to country project

JCC/annual meetings recommendations	Actions taken in project implementation, work plans and activities
1.	
2.	

Evaluation question c): ISO carried out an evaluation of the support under the first ISO Action Plan for Developing Countries 2005-2010. The lessons learned from earlier support under this Project APDC and recommendations should be analysed specifically on recommendation 3, Increase the impact of regional activities; recommendation 4, long-term perspective on institutional strengthening and recommendation 6, increased cooperation with other agencies and donors.

5. Activities and annual work plans have been analysed in relation to the above mentioned recommendations during the inception period. Findings will be discussed with NSBs, the country coordinator and national stakeholders.

Table 6: Actions taken on recommendations from the ISO evaluation of Action Plan for Developing Countries 2005-2010.

Recommendations	Actions taken in project implementation
1.	
2.	

Evaluation question d): What is the knowledge about ISO 26000 standard and policy work on social responsibility in the region in the new transition environment? Have the activities generated further political awareness and expert consensus on the priority areas for stakeholders on a regional level? In particular, have these activities supported policy, normative, institutional or similar changes in the target countries? Have such changes subsequently been effectively implemented?

6. Discuss the results of the survey – if that survey has been carried out – with NSBs and the national coordinators. The assessment of this question will greatly depend on available information and evidence, studies and research at country level, information from key informants as well as the knowledge about the MENA regional development country contexts by the evaluation team.

1. **Relevance**

Evaluation question e): Have the changes that have taken place been relevant to the needs and priorities of the intended beneficiaries and to the conditions of people living in poverty?

7. The evaluators will discuss with NSBs and the country coordinators who the beneficiaries of the project are and how they are or could be affected by the project. Beneficiaries of the project are not explicitly defined in the project document. However, the poverty impact assessment defines the beneficiaries of social responsibility as employees, partners, customers, stakeholders, vulnerable groups and anyone else whim whom the organisation has any contact or on whom it can have an impact, as well as community members, especially women and socially disadvantaged and vulnerable groups. The expected changes, that can have an impact on the intended beneficiaries is the adaptation of the social responsibility concept by participating organisations.

Table 7: Changes and their impact on beneficiaries

Changes that have actually taken place	**Beneficiaries**	**Impact of the change on the beneficiaries**
1.		
2.		

8. According to the project document, data will be collected from the pilot organisations, in the course of execution of the project, to assess whether the project is contributing to integration of the poor in the relevant operations. What data has been collected?

Evaluation question f): Have gender considerations been included in the design of the Project?

9. The project document will be analysed in relation to gender issues according to Sida's Manual for Gender mainstreaming[12]. The evaluators will discuss the findings with NSBs and the country coordinators. The team will ask if there has been any dialogue between Sida and the partners on gender issues, if any gender analysis has been done for the ISO 26000 implementation in general or in the MENA region in particular, and if there are any attempts in the project to specifically address gender issues.

Evaluation question g): Have any efforts been done by ISO and their members on national policy dialogue related to business environment and social dimensions in the countries or region?

12 Gender equality in practice. Sida. March 2009

10. This question will be asked to NSBs and any evidence of policy dialogue at national level will be collected.

Table 8: Evidence of policy dialogue

Efforts been done by ISO and their members on national policy dialogue related to business environment and social dimensions	**Evidence**
1.	
2.	

Evaluation question i): Have the activities undertaken provided the donor community with relevant information to comply with the principles of the Paris Declaration on Aid Effectiveness (such as an expert consensus on priority areas for policy reform)?

11. Discuss with NSBs and the national coordinators who the main donors are at the national level in each visited country. What is the opinion of the NSB and the national coordinator on the information provided to those donors – if any? Any evidence of an expert consensus on priority areas of reform will be collected. Collect documents showing the position of major donors or interview the main donors at national level about information provided and the generation of expert consensus on priority areas of reform.

Table 9: Evidence of consensus on priority areas of reform

Information provided to donors	**Evidence of consensus on priority areas of reform**
1.	
2.	

Evaluation question j): Paris Declaration and beyond: In which way can we draw knowledge on how to integrate economic development Projects on social responsibilities into the Aid-Effectiveness work and reporting? Can more be done to follow the Paris Declaration on ownership?

Aid-Effectiveness is about coordination of donor procedures and aligning them to the procedures of the country. Ownership is often demonstrated by political will, providing resources and exercising of control and linked to sustainability. We will find out if there are any such activities in the visited countries, if there are any donor coordination groups where issues related to development of social responsibilities have been discussed and if ownership has been promoted in any way.

12. What is the opinion of the NSBs and the national coordinator on knowledge generated on this issue?

13. Collect documents showing the position of major donors or interview the main donors at national level about this issue.

2. **Efficiency**

Evaluation question k): Could the same results have been achieved with fewer resources?

14. The project strategy and the implementation organisation as well as work plans and budgets will be scrutinised and analysed for any in-efficiency in use of resources. The findings will be discussed with each NSB and national coordinator.

Evaluation question l): Has the ISO 26000 been able to create synergies with the other initiatives?

15. NSBs will be interviewed and any evidence of i.e. any evidence of synergies at national level will be collected.

3. **Impact**

Evaluation question m): To what extent has the Project led to tangible results for the intended beneficiary populations, particularly youth and women? If such changes are not apparent what could be an explanation for their absence?

The tangible results expected from socially responsible organisation are that the organisation:

- should take care to ensure that it does not discriminate against employees, partners, customers, stakeholders, vulnerable groups and anyone else with whom it has any contact or on whom it can have an impact,
- contributes to one of the most widely accepted objectives of society, namely the improvement of standards of living through full and secure employment and decent work,
- considers consumer issues related to fair marketing practices, protection of health and safety, sustainable consumption, dispute resolution and redress, data and privacy protection, access to essential products and services, addressing the needs of vulnerable and disadvantaged consumers, and education among other matters,
- considers contributing to durable programmes and partnerships that assist community members, especially women and other socially disadvantaged and vulnerable groups to establish businesses and co-operatives, in improving productivity and promoting entrepreneurship.

16. According to the Project document, data will be collected from the pilot organisations, in the course of execution of the project, to assess whether the project is contributing to integration of the poor in the relevant operations. This data will be analysed by the evaluation, together with interviews and collection of evidence from participating organisations. The MTR team will not collect primary data from beneficiaries.

Evaluation question n): Has the Project created, or is likely to create any impacts in terms of increased efficiency, accountability and transparency of the public/private interfaces?

17. We need to ask Sida to clarify this question as we do not understand exactly what is required from the evaluation.

4. **Reporting and planning**

There are three specific evaluation questions about reporting and planning, relevant to country level. All of them will be discussed with NSBs and the national coordinators:

18. ISO is producing several studies which are presented under the Project. How have these studies been presented at country level?

19. Is the planning and involvement from experts and institutions in the MENA region and in each participating country structured?

20. Are target countries involved in planning and needs assessment?

Table 10: Country level planning process and schedule for annual work plans

Time	**Activities**	**Actors involved**
1.		
2.		

Table 11: Reports and studies produced at country level

Reports and studies	**Dated**
1.	
2.	

Table 12: ISO Studies presented at country level and/or regional workshops

Studies	**Country level presentation**
1.	
2.	

Annex 7 – Reference documents

Action Plan for developing Countries 2011-2015. ISO: October 2010

Agreement of Sida and ISO on a 4 year project to encourage the uptake and use by developing countries of the international standard (ISO 26000) on social responsibility in Middle East and North Africa (MENA) region. December 2010.

Annual progress reports 2011 and 2012. ISO

Annual review meeting minutes 24 January 2012 and 11 July 2013. ISO

Annual work plans for the MENA ISO 26000 project 2011 and 2012 for Algeria, Egypt, Iraq, Jordan, Lebanon, Morocco, Syria and Tunisia.

Assessment Memo. 4 year project to encourage the uptake and use by developing countries of the international standard (ISO 26000) on social responsibility in Middle East and North Africa (MENA) region. Sida 7 December 2010.

Case studies from participating countries, September 2012

Collection of country questionnaires 2011 and 2012 - 4 year project to encourage the uptake and use by developing countries of the international standard (ISO 26000) on social responsibility in Middle East and North Africa (MENA) region. JCC meeting December 2011 and December 2012.

Evaluation of the ISO Action Plan for developing Countries 2005-2010. Final report November 15 2011. Andante.

International standard ISO 26000. Guidance on social responsibility. ISO 2010.

Joint Coordination Committee minutes 18-19 April 2011, 5-8 December 2011 and 5-6 December 2012

Minutes of National Steering Committee meetings in 2012 in Algeria, Egypt, Iraq, Jordan, Lebanon, Morocco, Syria and Tunisia.

Project document - 4 year project to encourage the uptake and use by developing countries of the international standard (ISO 26000) on social responsibility in Middle East and North Africa (MENA) region, November 2010

Project to strengthen institutional infrastructureon standards and regulations to support business and industry in Middle East and North Africa (MENA STAR). Proposal September 2013. ISO.

Reports on national awareness raising event 2011 and 2012 in Algeria, Egypt, Iraq, Jordan, Lebanon, Morocco, Syria and Tunisia.

Summary of evaluation forms for DEVT training workshops for national experts, 2011 and 2012

Training of Trainers (ToT) course on ISO 26000 on Social Responsibility. Project on uptake and use by developing countries of the international standard (ISO 26000) on social responsibility in Middle East and North Africa (MENA) region. 15-19 May 2011, 26 February – 1 March 2012 and 26-30 March 2012.

Work plans ISO/DEVT 2011, 2012 and 2014. ISO.

Evaluation of the project to encourage the uptake and use by developing countries of the international standard (ISO 26000) on Social Responsibility in the MENA region (2010-2014)

The MENA ISO 26000 project aims to build local capacity on ISO 26000 and its application to allow organizations in the Middle East and North Africa region to apply the Social Responsibility (SR) principles in their operations. The MTR found that the project has set up an efficient organization, led by ISO, Geneva, with the National Standards Bodies (NSBs) being responsible for the implementation of the project. The project has successfully trained more than 100 national experts and engaged more than 80 organizations in the MENA region to integrate ISO 26000 in their operations. The MTR also found that the key for sustainability is the strengthening of the NSBs, maintaining the group of national experts and finding financing for their work. NSB should also seek collaboration with other agencies working with Social Responsibility. The efforts to develop necessary individual and organizational capacity should explicitly be addressed in the work plan for 2014.

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